

Transforming for the Future of Appliances

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V-What? V-ZUG at A Glance



Domestic Market

- Swiss Market Leader, Strong brand recognition
- In every 2nd household
- Broad Product Portfolio, covering all segments
- Strong service presence
- 90% of Sales

V-ZUG

- Household Appliances (Cooking & Washing)
- Revenue 600 MCHF / ~2'000 employees
- Long history and tradition (founded 1913)
- Swiss Made
- Premium brand, known for its design, technology, quality and service
- Technology leadership / Innovation

International Markets

- Selective international strategy
 - Sales & Service presence in Europe, Greater China and Australia
 - Distributor Markets
- Focusing on luxury / premium segment
- 10% of Sales



Go-to-Market Starting Point Sales of Appliances

Customer / User



Cooking Process

Appliances



Our Challenge Defend Interface to Customers

Customer / User



Digital interface to the customer, becoming main differentiation factor
Threat: Occupied by competition / new players

Digital Customer Experience / Seamless Journey

Recipes / Inspiration

Planning

Grocery Delivery

Storage / Cooling

Preparing

Cooking

Serving

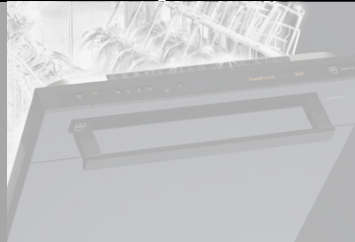
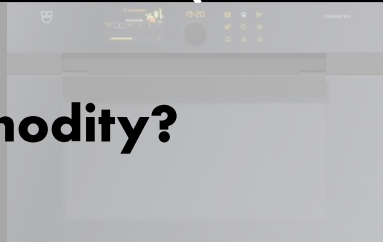
Cleaning

Cooking Process

Appliances



Commodity?



Our Strategy Combine Digital Layer with Strong Products

Customer / User



Our Believe

Combining the digital layer with technologically differentiating products offers "real" USPs

Digital Customer Experience / Seamless Journey

Recipes /
Inspiration

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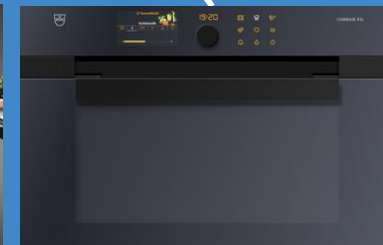
Cooking

Serving

Cleaning

Cooking Process

Appliances



Our Approach Creating A Lab to Invent The Future

V-ZUG Lab

“Invent the Future”

- **Interdisciplinary teams**
(HW, process engineering, SW, IoT, Cloud, Marketing, Customer Insights, Finance, Digital...)
- **Internal** (V-ZUG knowledge) and **external** resources
- **Agile** development approach
- Output: **PoCs, MVPs**

Transfer

Line Organization

“Execute the Future”

- Classical development projects (appliances)
- **DevOps** for Digital Products / Solutions
- Mixed approach: **waterfall** and **agile**, depending on what suits best
- Output: **New services / products**



Success Factors Why Our Lab Will be Successful

Unsuccessful Lab

Missing Top-Management
commitment

Inadequate organizational
setup and governance

Inappropriate content: focus on
tech only

Wrong staffing

V-ZUG Lab

Proactive commitment up to
owner family

Well organized interlink with
line organization

Holistic Approach: Tech,
Customer Insight & Business
Modelling

Right Mix between internal, new
staff and external partners



How Did We Get There? Our Transformation Journey



Past

2015: Creating a Digital Strategy

2016: First "Garage Projects"

2017: Dedicated, but isolated innovation teams
Methodical coaching in agile / design thinking
Cultural Change Management

2018: Bundling of all initiatives in the "V-ZUG Lab"
Creating an ecosystems of innovation partners

Current/Outlook

- Enable classical organization to implement and operate digital services
- Foster cultural change



THANK YOU

V-ZUG Ltd – Swiss perfection for your home