



BILLERUDKORSNÄS

PiiA Summit

Digitaliseringens påverkan på verksamhet och affärsmodeller

...och hur den påverkas av människor

2018-10-04 Eva Harström





We Challenge Conventional Packaging for a Sustainable Future

Net sales approx.

22,3

Billion SEK



Operating profit
approx.

2,2

Billion SEK



4 400

Number of employees



8

Production units

Beatham
Frövi
Rockhammar
Gruvön
Gävle
Karlsborg
Pietarsaari
Skärblacka

Business areas

38%

Packaging Paper
Share of net sales

37%

Consumer Board
Share of net sales

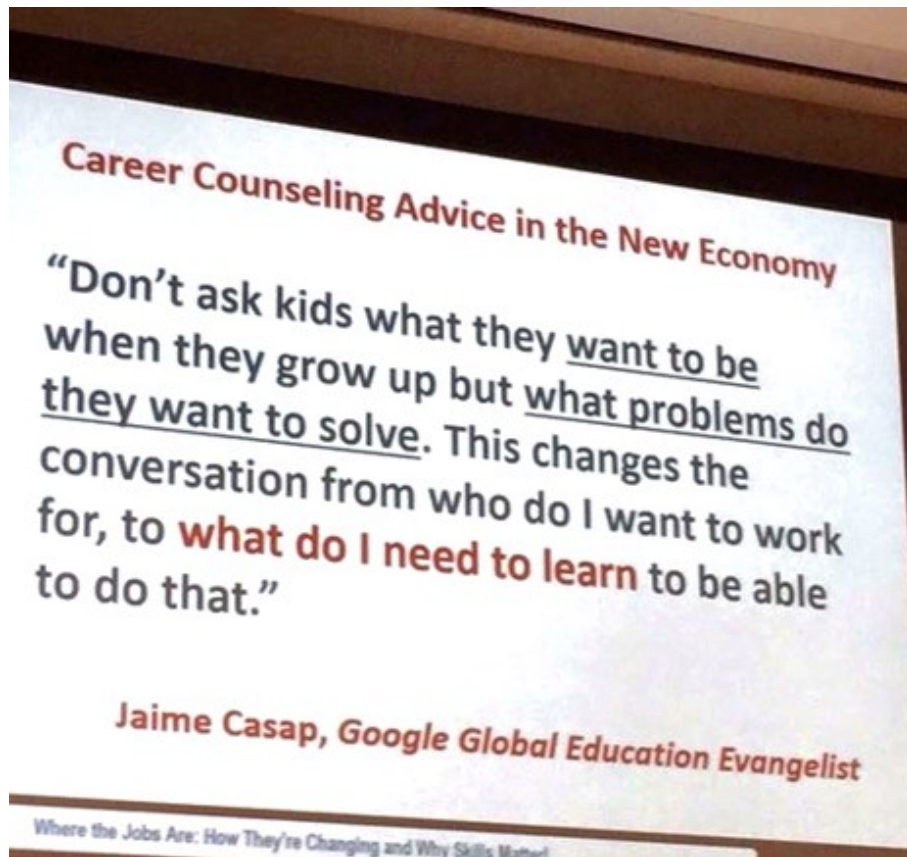
17%

**Corrugated
Solutions**
Share of net sales

A strong platform
for growth and
profitability

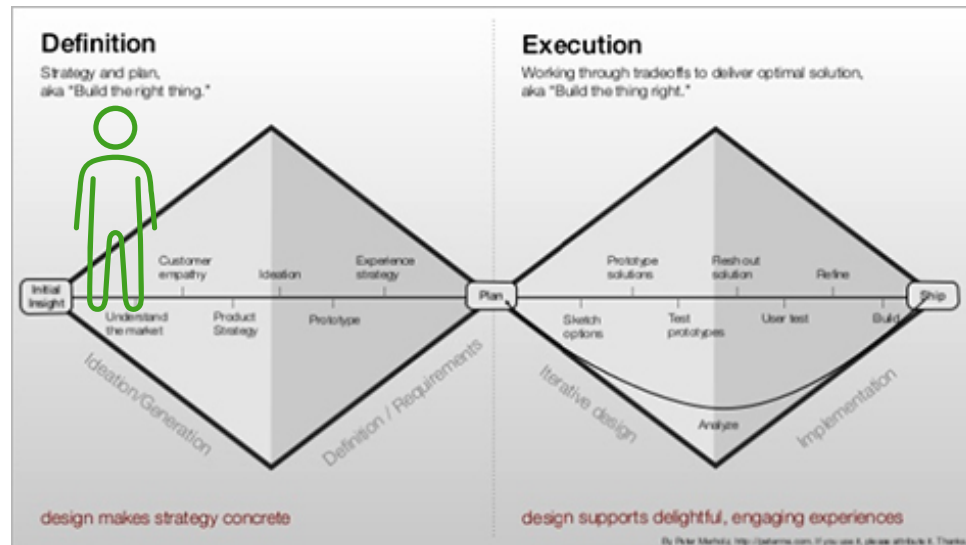
With a focus on
customer value,
innovation and
sustainability

Creating networks
with an open mind



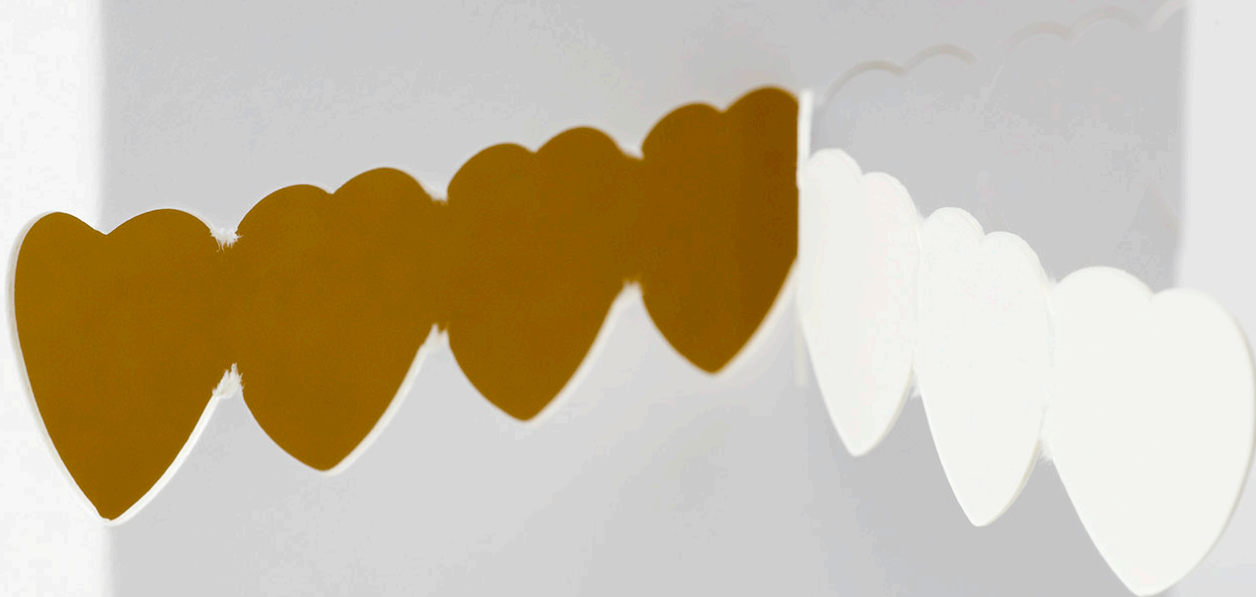


I ♥ Problems



What is the problem, truly?
Who has it, truly

And why is this important?



Digital transformation happens

The world around us is changing. Industry 4.0 and the Platform Economy are impacting how business is being made. Technology is no longer a limiting factor.

**CUSTOMER
INTERACTION**

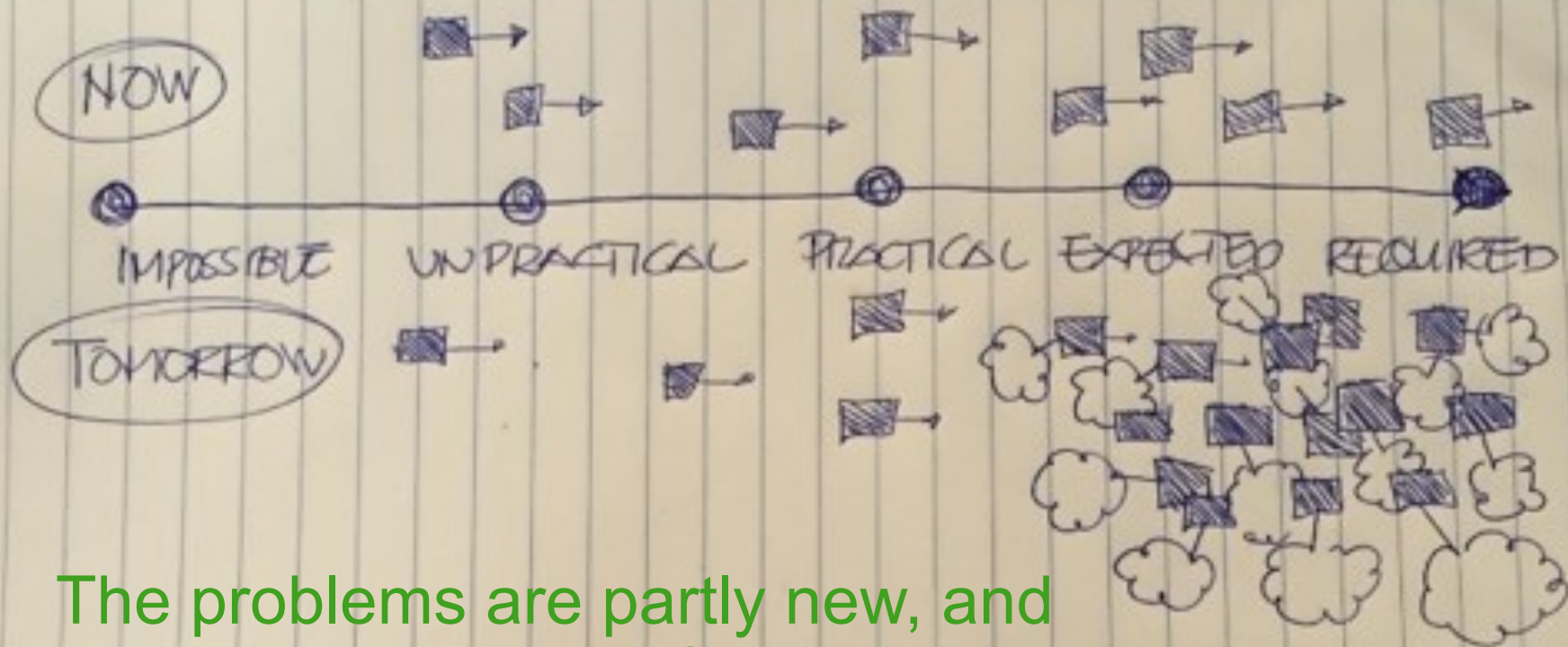


**OPERATIONAL
EFFICIENCY**

**BUSINESS
INNOVATION**



We need to transform the data we collect to understandable information, that in turn builds knowledge and generates value



The problems are partly new, and the solutions are definitely new.

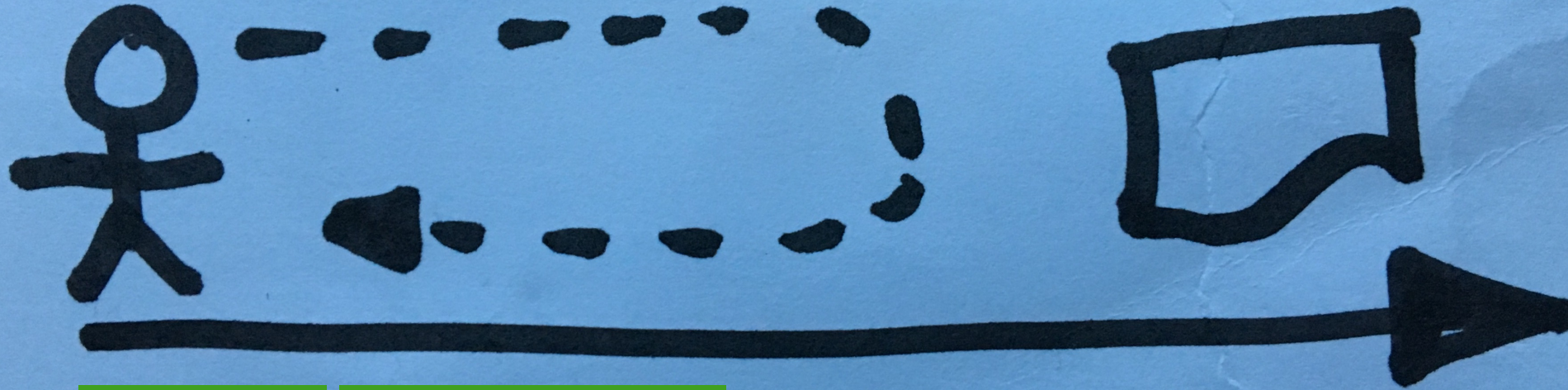
Customer Interaction: Trust as a Service®

- ④ Finding new relationships and working with existing customers
- ④ Forecast transparency and co-planning
- ④ Traceability in logistics and product
- ④ Customer operational efficiency
- ④ Shared and co-created products and R&D



Operational Efficiency :

We are highly skilled automated craftsmen



OEE targets

Machine Learning/Deep
Learning/AI
Virtual and Augmented Reality

Business Innovation: Digital transformation in the platform economy

- ④ We have so many capabilities making us the perfect packaging partner
 - We know “everything” about paper, cartonboard and packaging and how to manufacture, design and optimize packaging
 - We have a strong network
- ④ Defining and building our role, services and business models in the value network of materials, solutions and services
- ④ Early stages. Continued conversations.



We leave our Material R&D comfort zone to be service designers

- We help brand owners design the perfect packaging
- We set up the supply network
- We make it available to OEM:s
- Financial gains
- Sustainability gains



Digital transformation happens outside the boxes

- Customer generated data helps Operational efficiency, and can in turn help Customer Operational efficiency
- Operational Efficiency solutions generate their own business models
- Business innovation generates new ways to meet our customers

CUSTOMER
INTERACTION

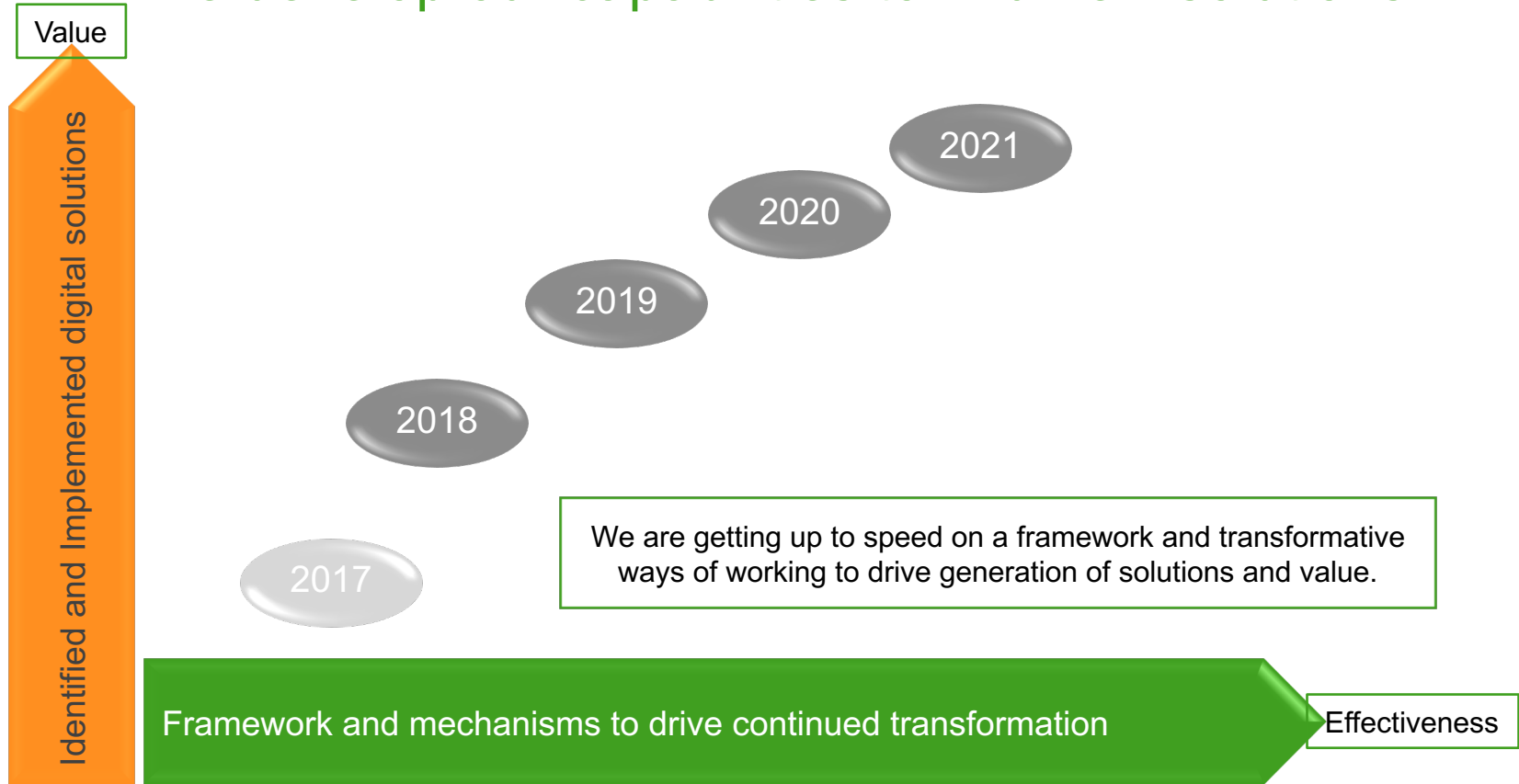


OPERATIONAL
EFFICIENCY

BUSINESS
INNOVATION



We develop our capabilities to find new solutions



Digital transformation capabilities are built together

Identifying, developing and launching new, digital business models

Successful corporate venturing business

Every aspect of operations re-examined

Understood and leveraged data

Sufficient investments in security

A high-quotient digital workforce

Integrated automation and on-demand workers into the workforce

Establish the right digital traction metrics

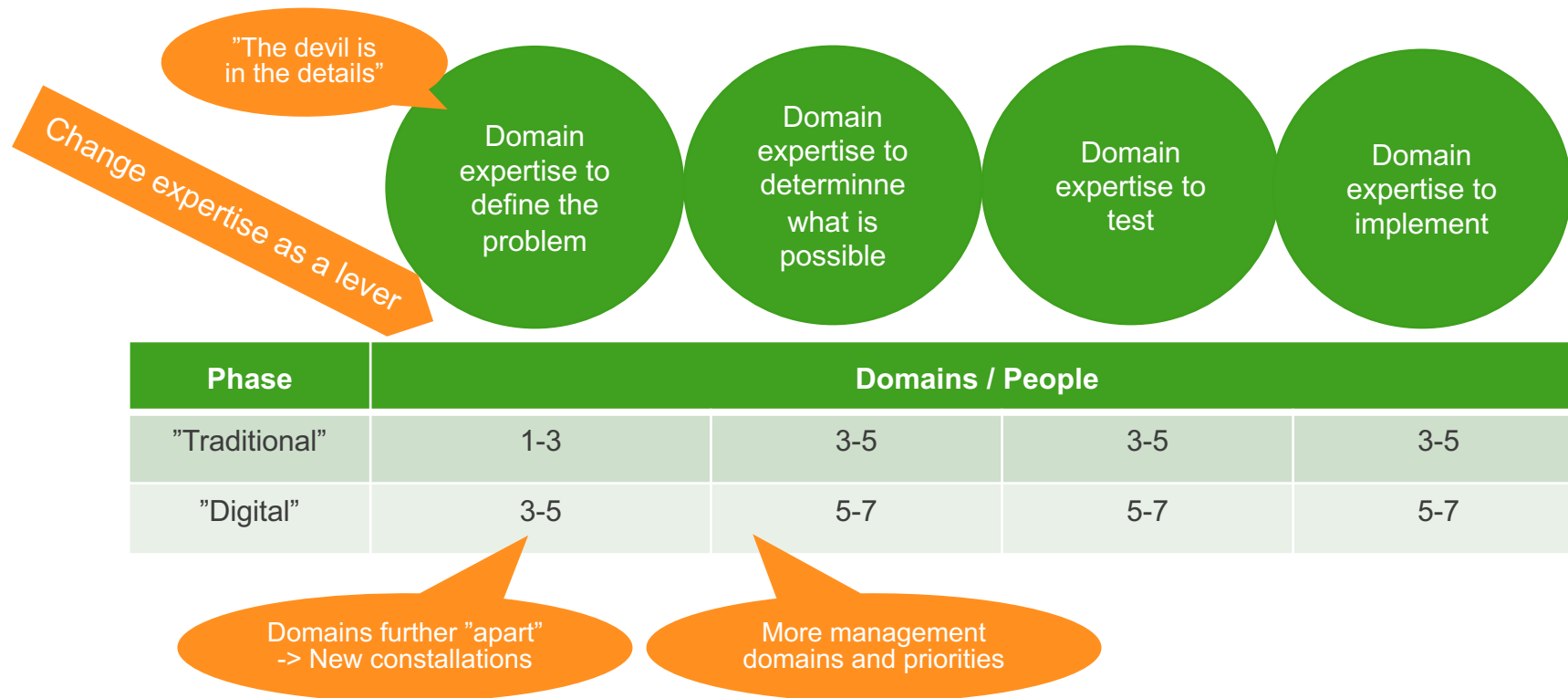
Convince your investors about your digital transformation journey

...and the right partnerships



In the nexus of the right competences and timing

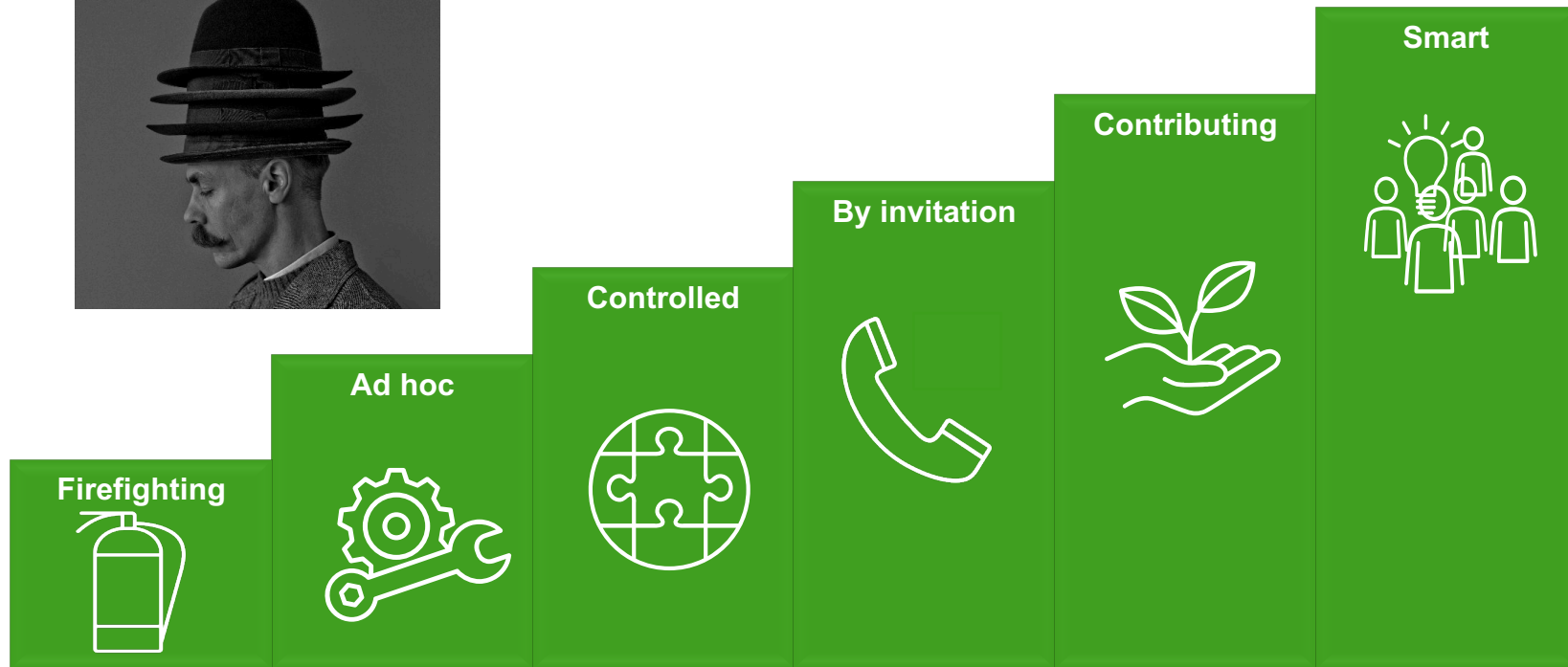
To little surprise, real change in high complexity is difficult....



Being a high quotant workforce on top of everything we already know

| Business Context | People and Leadership | Process & Tools | Info and Technology |
|--|---|--|---|
| Digital Business development | Change Management | Project Management / Multi-modal | Robotics and Automation |
| Business domain expertise to enable smart use of digital | Digital transformation Digital awareness | Design Thinking | Integration/API Management |
| Digital Time traveller | Communicate and Educate, Storytelling | Information Management | Cyber Security incl IAM and Blockchain |
| Ability to build eco systems and partner networks | | "Current" system development/DevOps/Test | Analytics Data Science -> AI |
| Regulatory, standards and legal expertise | | Regulatory, standards and legal frameworks | Network, Connectivity, IoT and Mobility |
| | | | Architecture with Cloud as a component |

Our ability to utilize Information and Technology needs to mature to be smart





SULFATKONTOR



Hur tänker ni?