



Building a digital business

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Founder & CEO
(Former CBIO of TVH)

TVH Group: 2 Business Units

6800 colleagues
worldwide

TVH

72 branches selling
in 172 countries

68%

37%
PARTS
INTERNATIONAL

25%
PARTS
AMERICAS

6%
AGRICULTURE



TOTAL REVENUE

\$1.75 BILLION

€1.56 BILLION

MATECO

119 branches in 3
countries

32%

1%
SERVICE

7%
EQUIPMENT

24%
RENTAL

Digital innovation at the core of TVH



**In-house developed
core components**



Close to the Business



*Business Innovation
through
Information Technology*

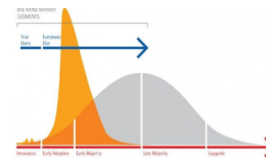
IT & Business



e-Commerce



Taking Risks



**Early adopters of
technology**



Continuous delivery

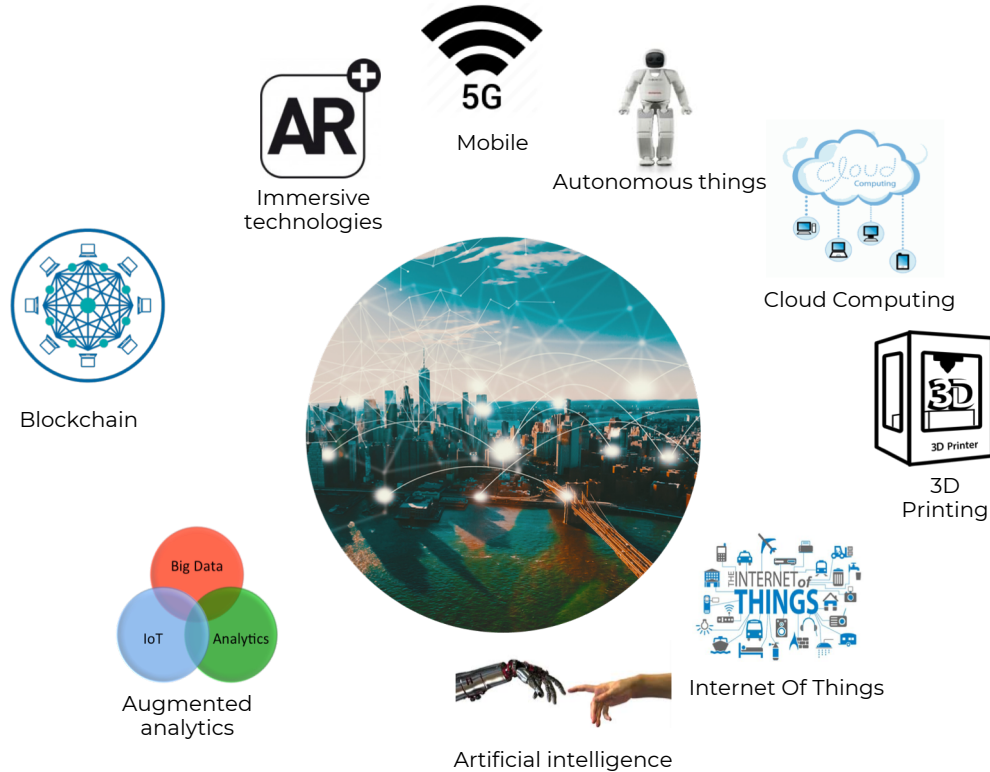


Gaining Trust

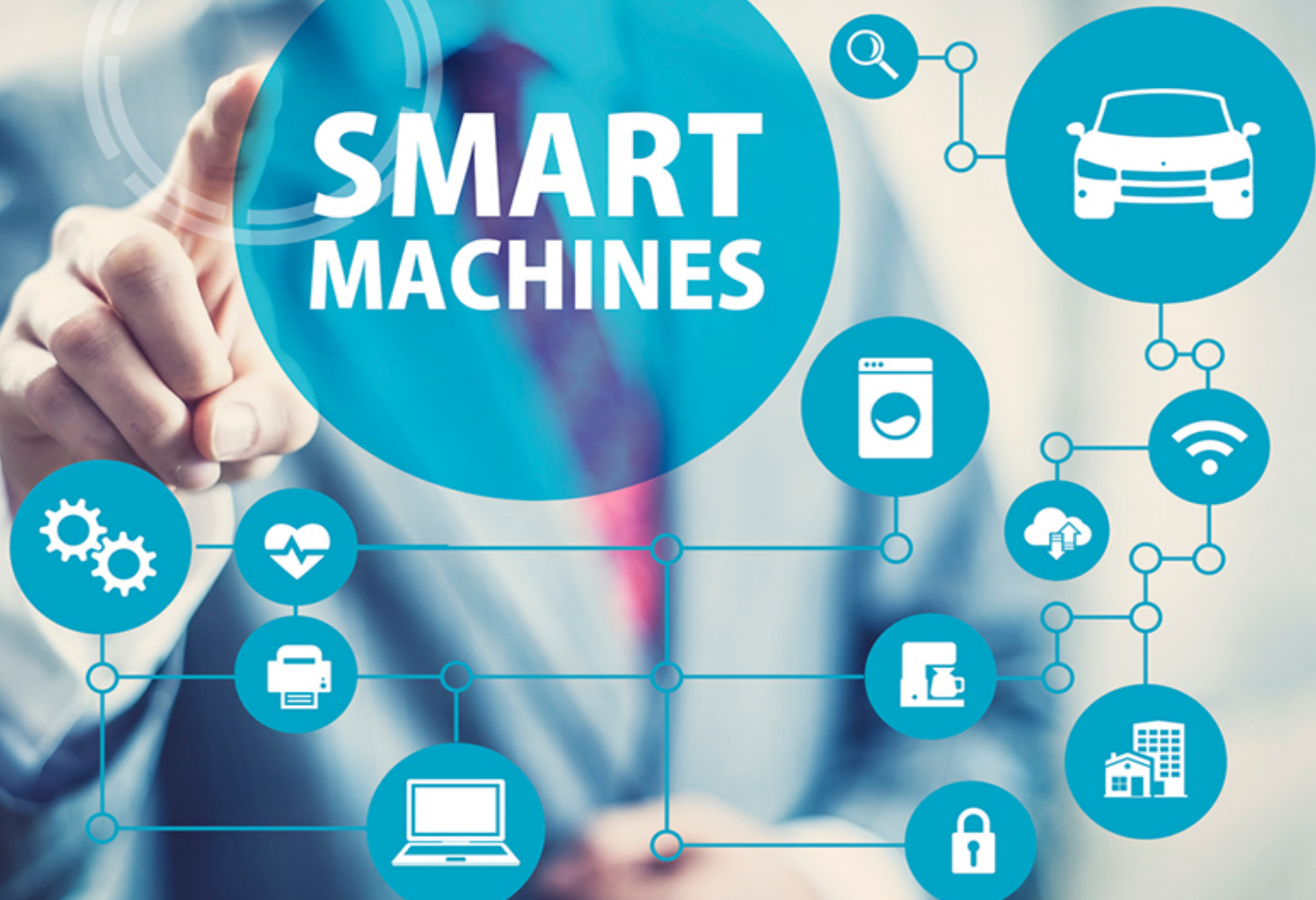


Agile organization

Digital World



SMART MACHINES

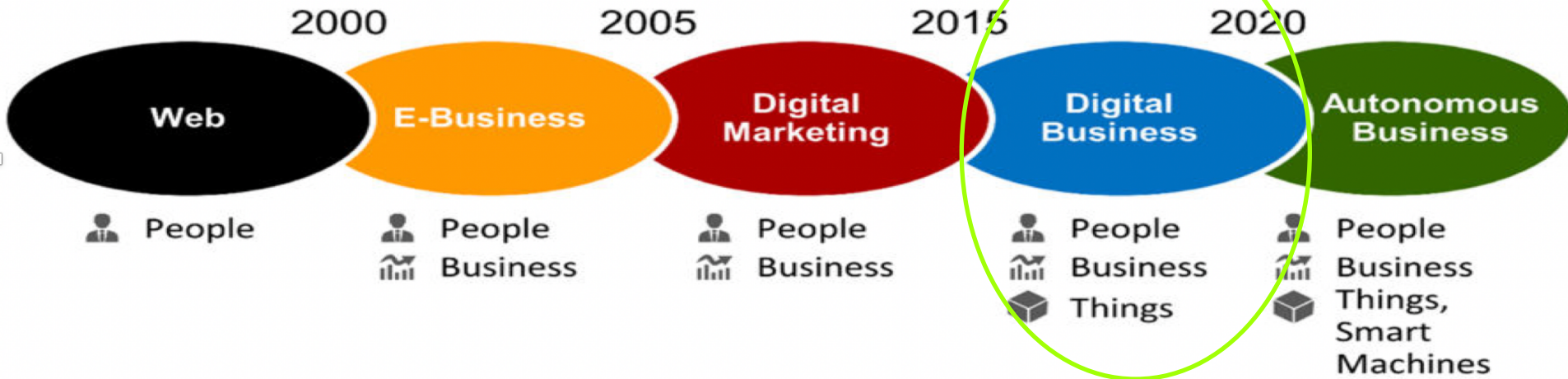


Digital Transformation



Entering the Digital Business Phase

Business competition has been marked by technology phases.



Digital business: The creation of new business designs reached by blurring the digital and physical worlds.

Notes accompany this presentation.
Please select Notes Page view to examine the Notes text.

Digital company



Digital technology
Software & Data



Platform business
Model



Built around an
Ecosystem



Customer Experience
at the Core



Agile organization
and Culture



Platform for
Innovation



Acting like a
Start-up



Leaders with a
Digital Vision

Solutions we offer

Mission GemOne: “Boost industrial mobile equipment performance”



**Track &
Trace**

Know exactly where each machines are to retrieve them easily for a service, pick-up or in the unfortunate event the machine has been stolen



**Security &
safety**

Know who is operating a machine during what period of time. Make sure drivers have the right licenses and monitor their behaviour



**Operational
efficiency**

Know when a machine has been used and for how long to keep track of the efficiency of your fleet



**Service and
maintenance**

Know when a machine will need service or when issues occur to proactively plan services to avoid (unexpected) downtimes

Domains **we are covering**

Off Road

Ground support



Construction & access equipment



Material handling



Agriculture



Why a **start-up** ?

GEMone



A background image showing a complex network of nodes and connections. The nodes are represented by small, semi-transparent spheres in white, black, and grey, scattered across the frame. They are interconnected by a dense web of thin, dark grey lines, creating a mesh-like structure that fills the background. The overall aesthetic is clean and technical, typical of a digital or network-themed graphic.

PaaS

Outcome based business model

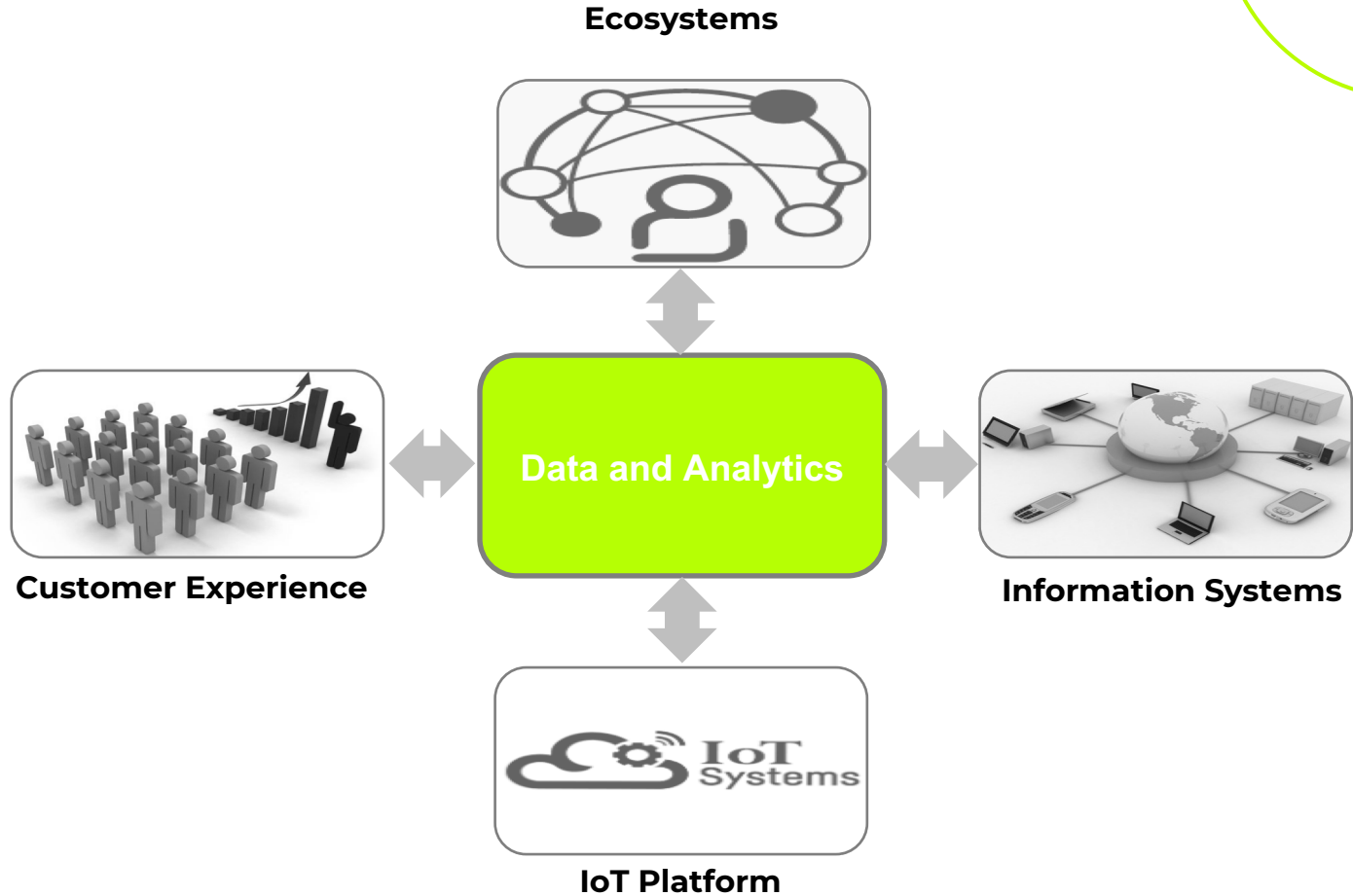
IoT enabled Outcome based business model

is a model in which customers pay for the results a product or service provides rather than the product or service itself.

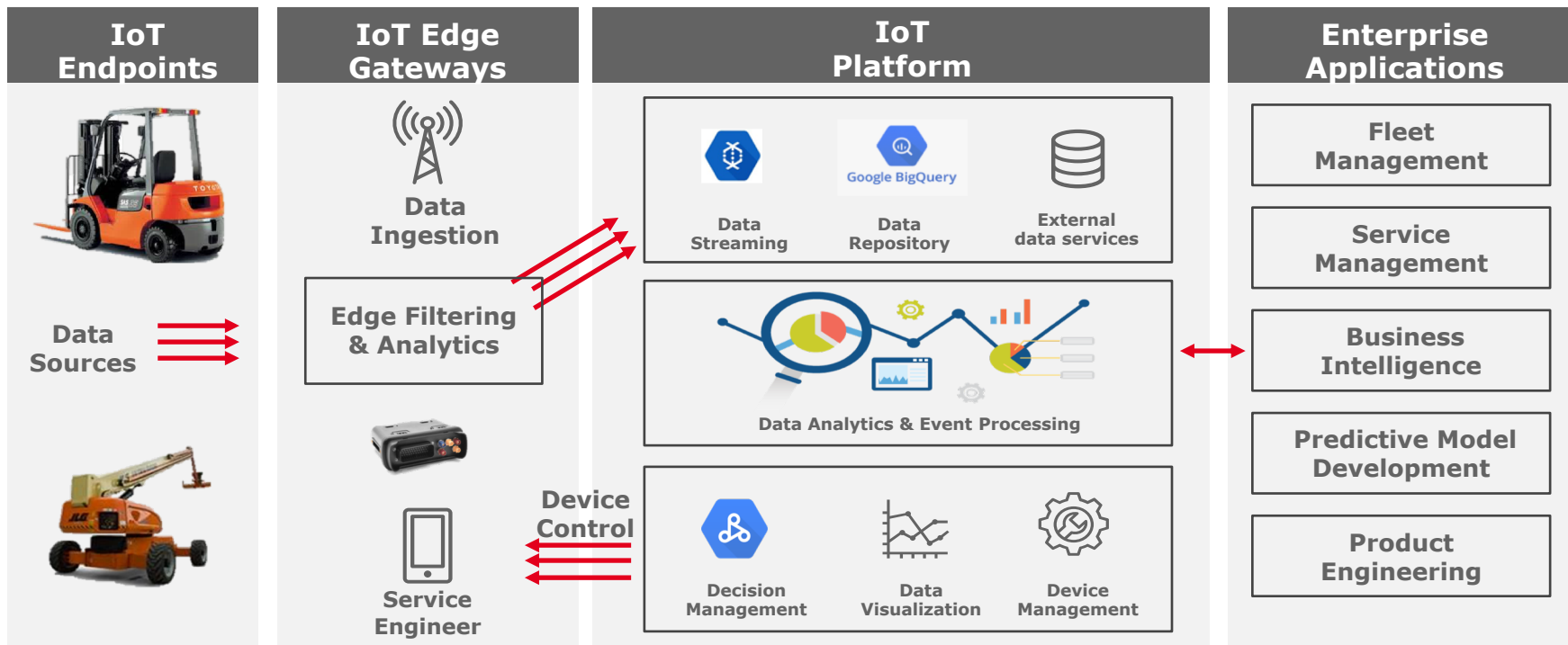
“By 2023, 25% of commercial or industrial OEMs will offer IoT-connected product(s) via outcome-based service contracts”



Digital business platform



IoT Platform



Customer **experience**

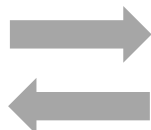


“You’ve got to start with the customer experience and work back toward the technology – not the other way around”
- Steve Jobs -

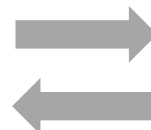
Providing a more integrated and better managed solution for a coordinated omnichannel **digital customer experience**

Connected equipment **ecosystem**

ORIGINAL EQUIPMENT
MANUFACTURER (OEM)



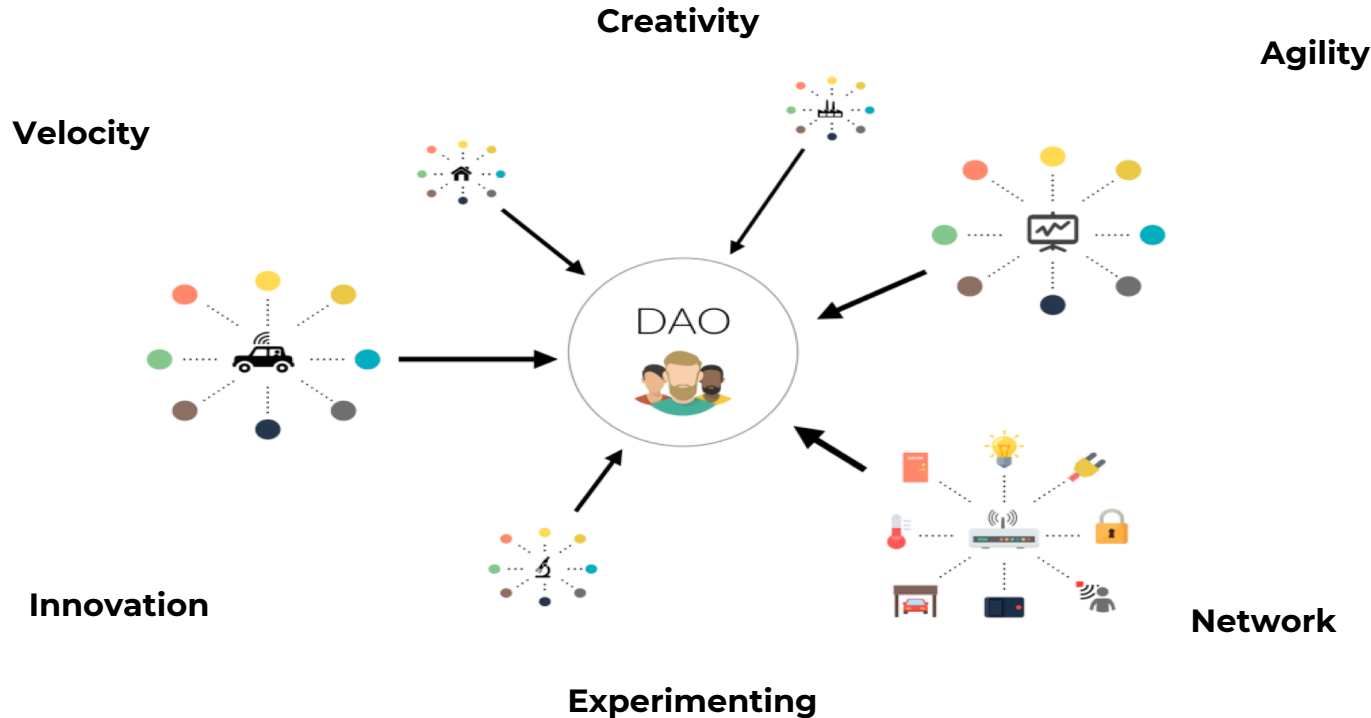
CUSTOMERS



Platform for **Innovation**



Agile Organization

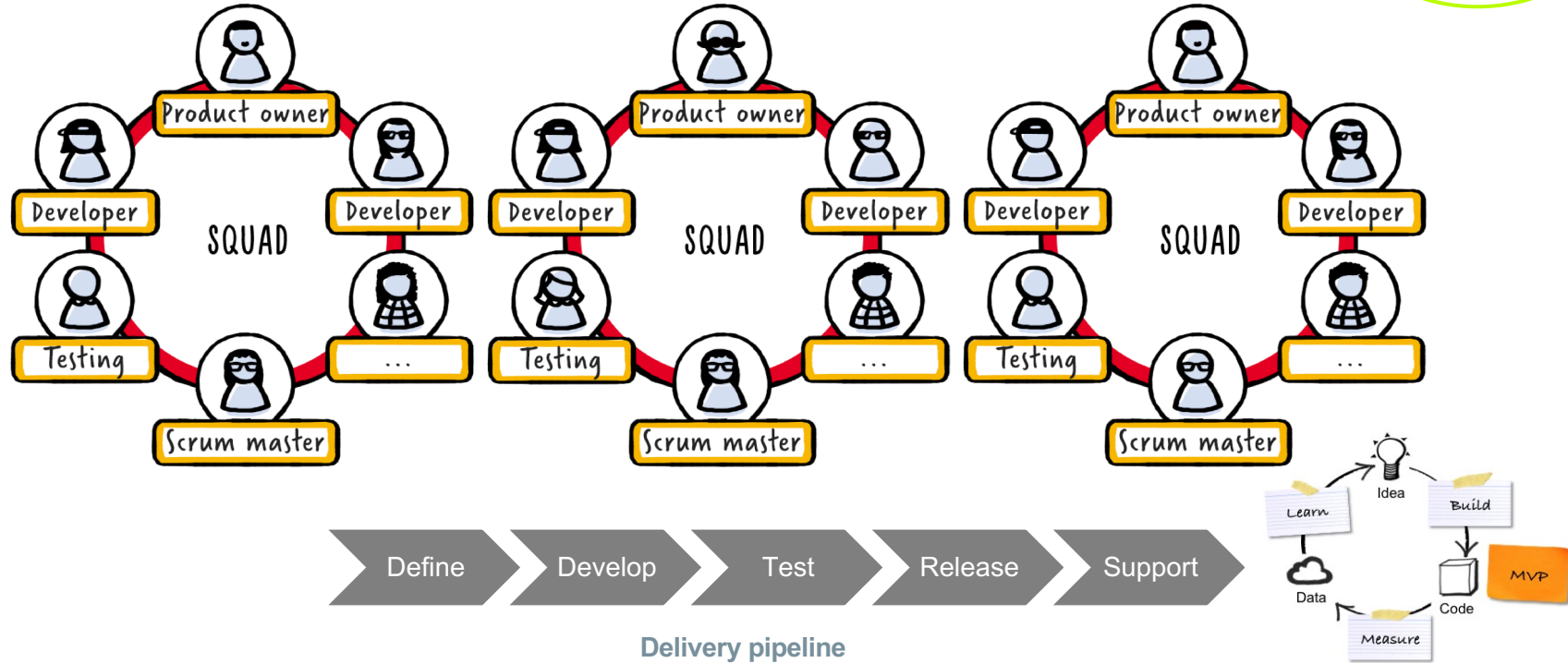


**COLLABORATIVE
CULTURE WITH
FOCUS ON
INNOVATION**

**MULTI-DISCIPLINARY
TEAMS, BUILDING,
RUNNING &
PROFESSIONALLY
SUPPORTING THE
PLATFORM**

**MANAGEMENT TEAM
AS ENABLING
FACTOR**

Agile software development



SMALL “TWO-PIZZA, AUTONOMOUS, DOMAIN-ORIENTED TEAMS

Management principles



Product/Component Owners
not Project Managers



Continuous Release
not Scheduled Releases



Mission not Structure



Fully Resourced not Matrixed



Metrics not Directives



Collaboration not Hierarchy



Experiment
not Major Launches

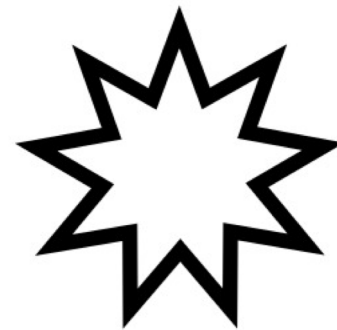


Trust not Control

Leadership – from **IT Manager** to **CEO**



North Star view



Digital Transformation

is much more than just implementation of technology. It requires a top-down **organizational and cultural change**. Senior leaders need to lead by example showing people that the old way is no longer good enough.



Being a successful **Digital Business** isn't about which technologies are used; it's about **how the organization uses technology** to benefit its customers, develop its talent, and transform its capabilities.

Building an **Agile Organization** acting as a network of open, diverse, empowered and trusted teams, with a strong **Digital Culture** and **Customer-Centricity** is a long journey



