



How to manage the customer experience in a complex ecosystem

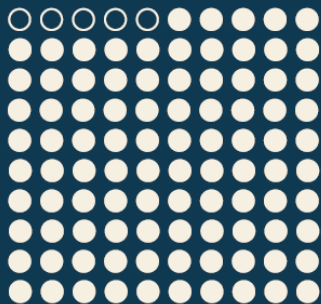
Jenny Gejke, Head of Digital Channel Development, SJ AB

93% of CEOs believe that a good customer experience will be critical for them to achieve their business goals in 2019....

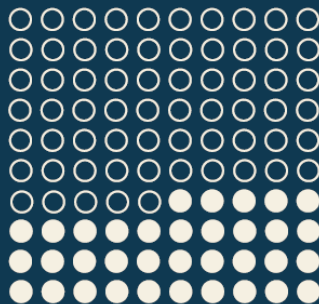
95% of companies consider themselves to be customer focused....

80% of companies believe that they deliver an optimal customer experience....

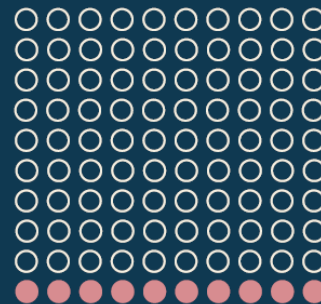
....but only 8% of their customers agree....



**95% collects
customer insight**



**35% put together
an action plan**



**10% act
on the
insights**

What makes it so hard to focus on the customer?



We live in an increasingly complex world that changes rapidly



Our organisations change slowly and we don't work with the right processes



The management team are too far away from the customers

About SJ

140,000 passengers per day

4,600 employees

1,200 departures from **284** stations

About **SEK 7,900 M.** in sales (2018)

sj.se and SJ app + **146** ticket machines

665 retailers

SJ centres & lounges in Stockholm, Gothenburg and Malmö

SJ Service Centre 8:00 a.m. to 5:00 p.m.*

Customer service on Facebook and Twitter



A close-up photograph of a man with a beard and curly hair hugging a child with curly hair. The man is wearing a light blue t-shirt and the child is wearing a blue jacket. They are outdoors, with a blue train visible in the background. The text "Our mission" is overlaid on the image.

Our mission

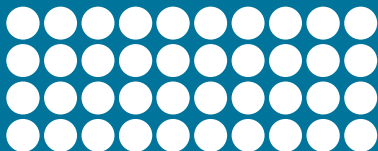
**We bring people
closer together,
every day**



The number of journeys by rail that you can make...

...with the same carbon dioxide emissions as a single journey by air or car between Stockholm and Gothenburg

40,000 rail
journeys



1 flight

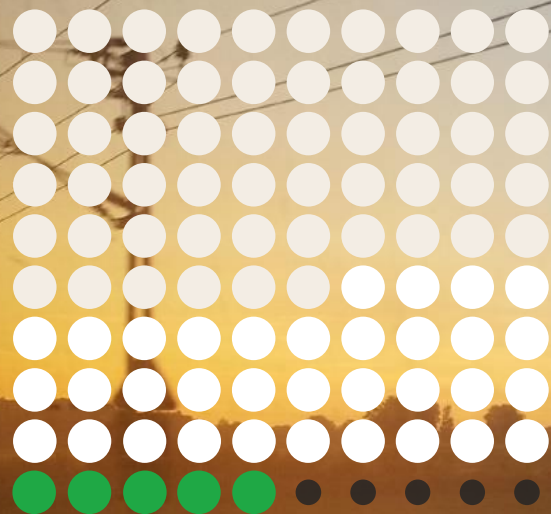
20,000 rail
journeys



1 car journey

● 1,000 rail journeys

We are more punctual than many believe



Actual
punctuality

96%

Remained above 92% in 2019

Target: minimum 95%

82%

Long distance
(Long-distance
and night trains)

92%

Medium distance
(Regional trains)

SJ aims to be one of Sweden's most digital companies

Offer our customers popular digital channels

97 percent of our own sales are digital

Develop digital tools for our employees

Use new technology to create smart trains

Continuously develop new technology at SJ Labs

Use simulators and VR for training

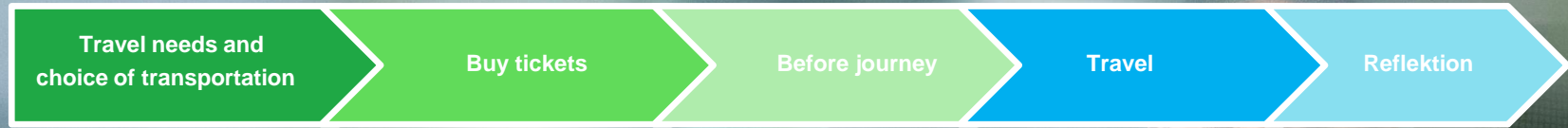
3D-printing of spare parts for trains



SJ's customers are digital and mobile

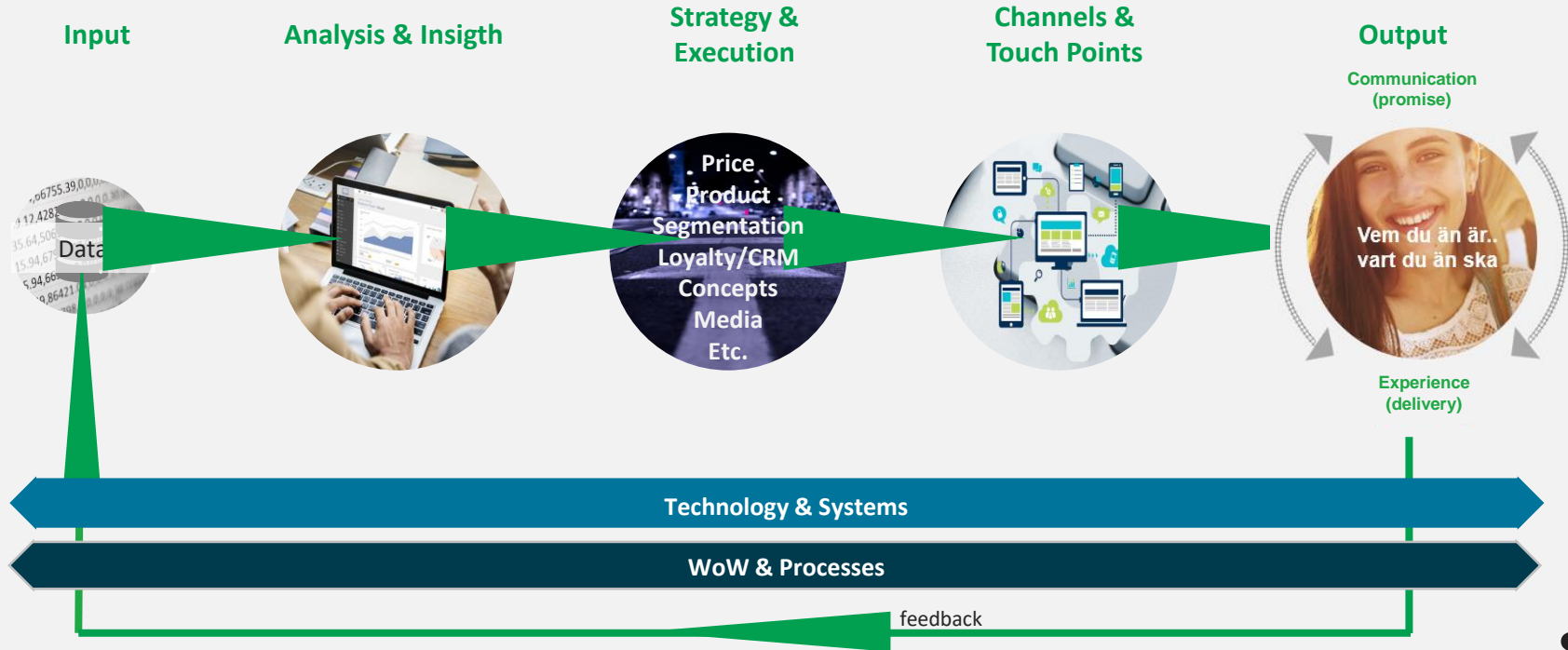


Understanding our customer's needs through the whole journey





Working customer-driven is a whole "system" where all components must work together



Many challenges to overcome



Ownership and
organisation



Actionable insights
from all
interactions/touch
points

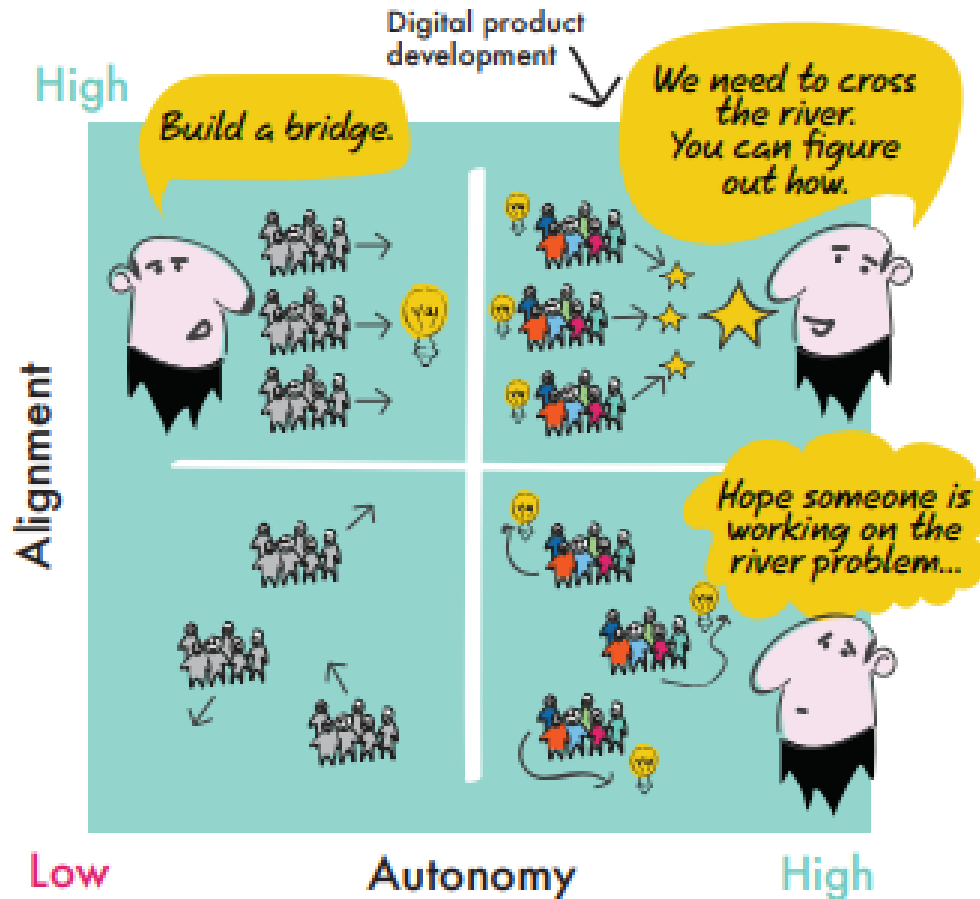


Customer
focused goals
and ways of
working



Management
buy-in

Agile Leadership





The customer of the future

Want answers here
and now –
regardless of
channel

"Joins" companies that
share their values and who
acts nice and honest

Do not distinguish
between digital
and physical

Expect us to keep track
of them and meet their
particular situation,
needs and desires

Compare us with the
best available
experience - not with
our direct competitors

A photograph of three young women smiling and looking towards the camera. They are outdoors, and the scene is bathed in warm, golden sunlight, creating a soft, hazy atmosphere. The woman in the foreground is wearing a white lace top. The woman in the middle is wearing a dark top, and the woman on the right is wearing a plaid shirt over a white top.

**Whoever you are,
wherever you're going**

Thank you!

jenny.gejke@sj.se