



From Fulfilment to Experience: Building Trust in Supply Chains with Data and Foresight

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Life Is On

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Electric



Our purpose is to **create Impact** by empowering all
to **make the most of our energy and resources**,
bridging progress and sustainability for all.
At Schneider, we call this **Life Is On**.

Our mission is to be **the trusted partner for**
Sustainability and Efficiency.

Strong performance in 2024

€38bn

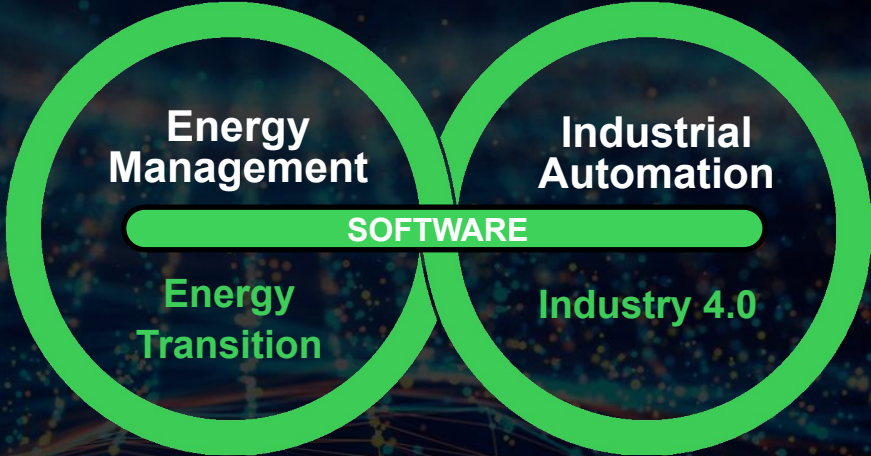
Group FY24 revenues

+8%

Org growth

150k

Employees in over 100 countries

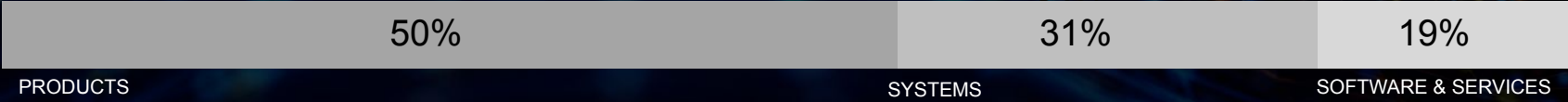


Two Businesses

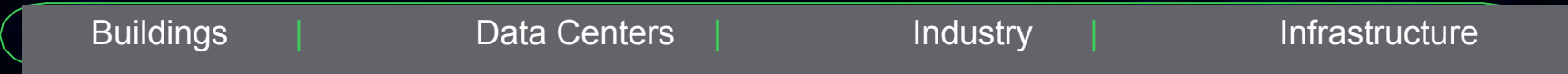
BALANCED



Revenues (by Group)

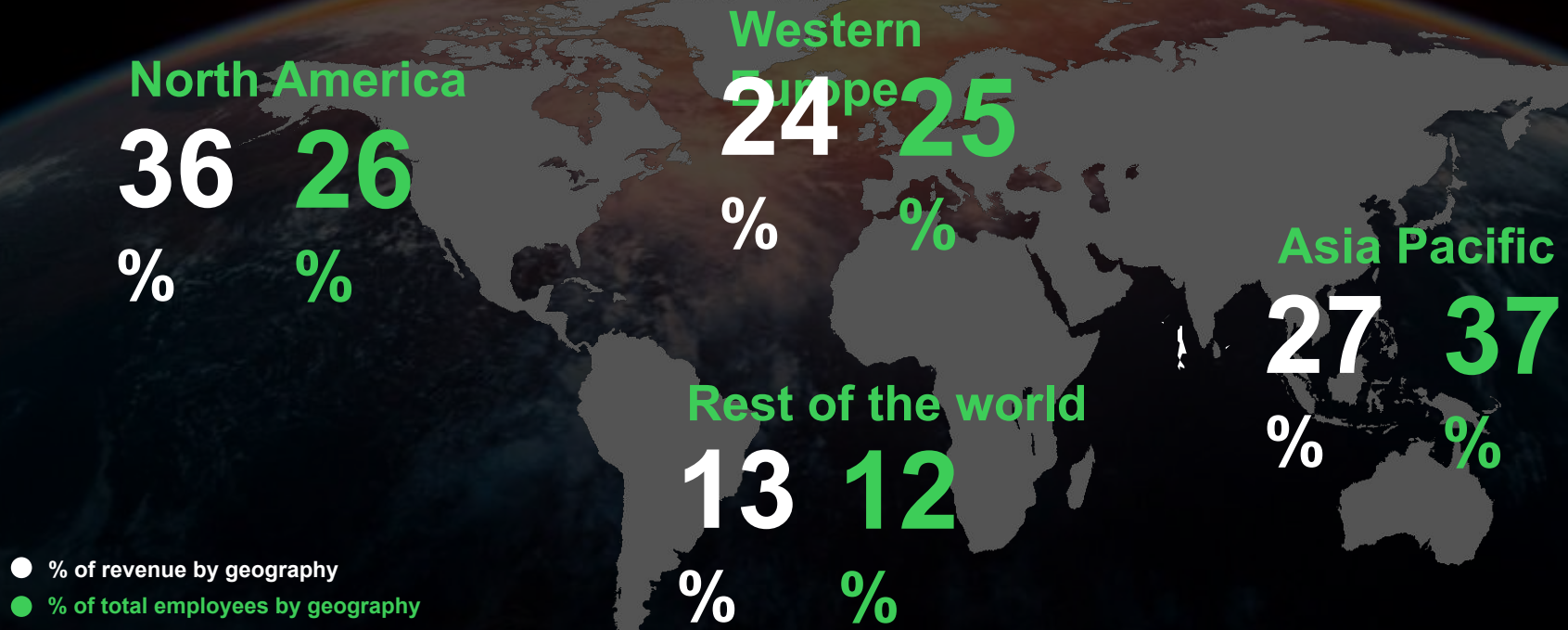


End Markets



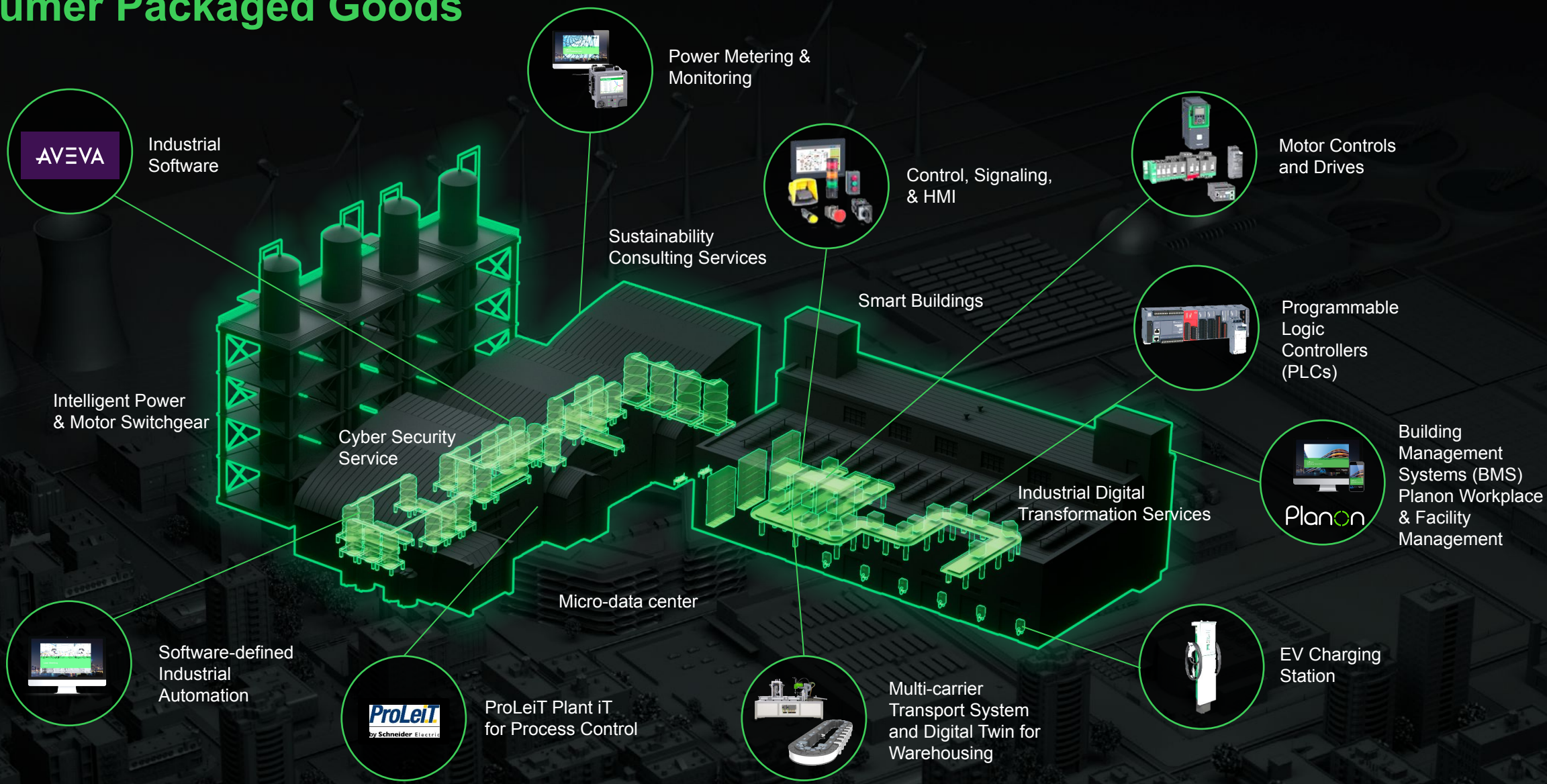
Multi-hub operating model decentralized for people

Empowered teams from R&D, Supply Chain, Manufacturing, and Sales for proximity to customers



2024 figures

Consumer Packaged Goods



Digitally connected to delight our customers

A vast global network of networks covering the end-to-end value chain



+80,000 employees in Supply Chain

1 customer persona

1 region

1 watershed moment





**Customers buy confidence,
not just products.**

Volatility and
complexity are
the norm.

Tolerance for
surprises is slim.

The real differentiator is
TRUST

Reliability +
Transparency +
Proactive communication

The Challenge: Post-COVID (2021–2023) supply chain disruption

External Forces

Global logistics delays

Labor shortages

Port congestion

Regulatory changes

Reliability Challenges
Frequent Escalations
Un-coordination

TRANSPORTATION

Suez Canal blockage is delaying an estimated \$400 million an hour in goods

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Air Cargo Market Analysis

March 2020

Air cargo plunges in March as COVID-19 spreads globally

Global shortage in computer chips 'reaches crisis point'

Consumer price rises loom while dearth of semiconductors slow production from Samsung to Ford

Our Response: Hyper-Personalized Supply Chain

1

Customer
Journey Mapping

2

Development of
Confidence Index

3

AI-Powered
Monitoring

4

Reinforcing
Delivery
Capabilities

5

Dedicated Support

We reinvented supply chain for one of our key customer segments

Original Equipment Manufacturers



Customer or Patient Innovation of the Year

Hyperpersonalized Supply Chain Industrialized at Scale:
Revolutionizing the Machine-Builder Supply Chain by Implementing
a B2B Omnichannel Approach

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Specialized supply chain by customer segment

Industry-leading customer experience created through insights and data-led end-to-end supply chain design



A replicable recipe to build trust in supply chain

- 1 Measure What Matters
- 2 Build the Delivery Confidence Loop
- 3 Turn Data into foresight
- 4 Culture and Governance

1

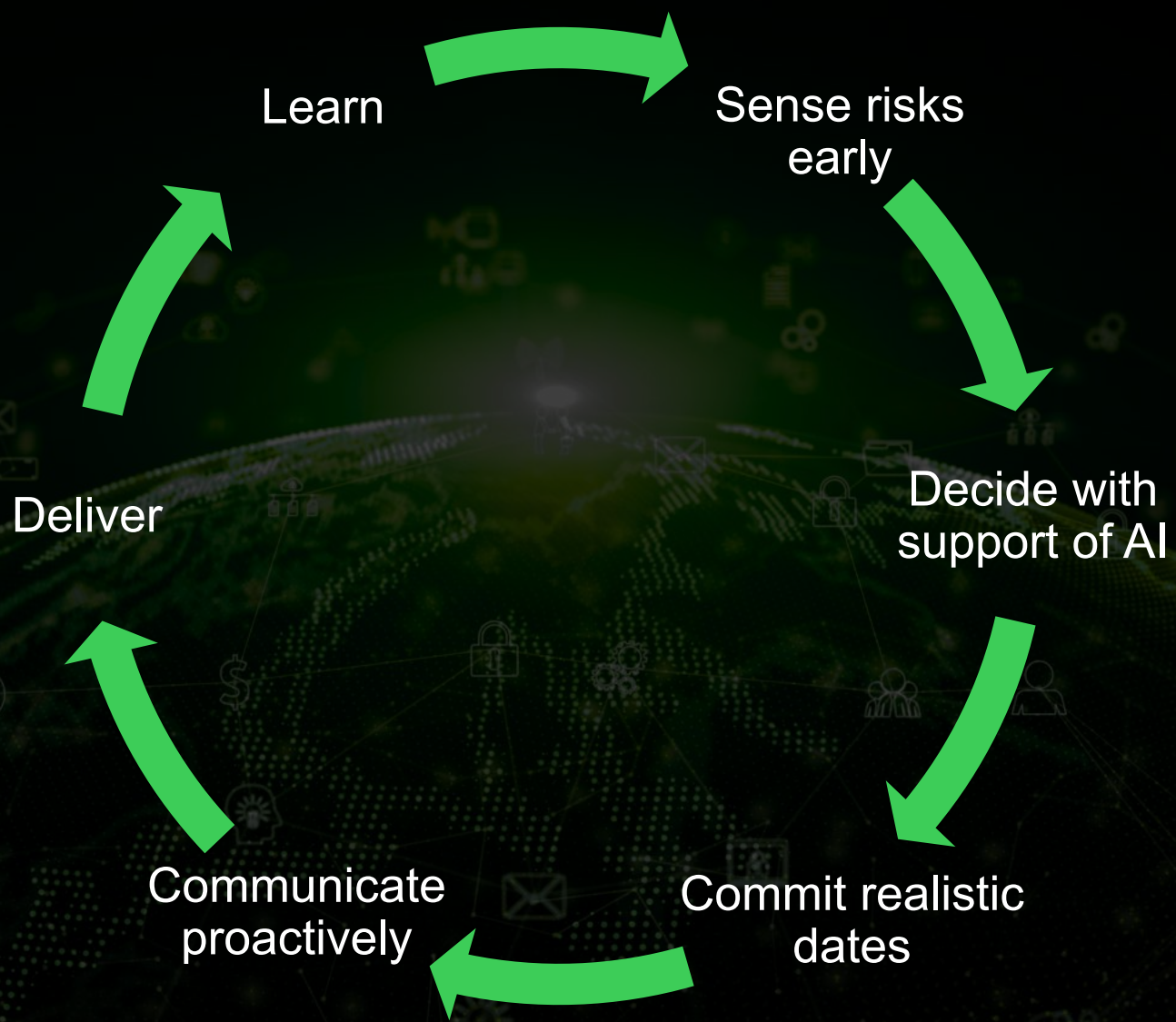
Measure What Matters

Develop specialized supply chain metrics aligned to what really matters to the customer

Competitive benchmarking on core critical offers

Ensure promise integrity and proactive re-promising when risks emerge

2 Build the Delivery Confidence Loop



3 Turn Data into foresight

Centralized customer data into
Intelligent Control Tower

AI-Powered **Confidence Index**

E2E Control Tower Tool Scope & Capabilities

Real time visibility of the end-to-end supply chain enables order orchestration & increases resilience

Monitor

Sense

Analyze

Recommend

Autonomous Execution



Customer Cockpit

Customer performance (service level, lead time, shortage, NOR), Golden screw (last product needed to complete order for OEMs)



- Aligning data with physical flows
- Enabling sense and respond capabilities
- Increased automation

AI Powered Confidence Index

Customer Care
Center

Key Account
Manager

Project Manager

Order
Management

Reactive

Answer customer call:
Will my order be
delivered on time?

Customer visit:
Will my order be
delivered on time?

Project meetings:
Whether my project is
on schedule?

Proactive

Risk screening for
open order portfolio &
proactive action

Risk screening for 'my
customer' portfolio &
proactive action

Project risk
assessment

Internal order
portfolio: healthy &
proactive actions on
priority orders

Culture & Governance

Establish a cross-functional board: Bridge collaboration between Logistics and Planning with Line of Business and Sales.

Human-in-the-loop guardrails: Automation runs routine status and triggers; humans own exceptions and empathy with a documented override policy.

Global cadence, local rhythm:
Regions: Structural Risk tackling
Sites: daily risk stand-up

Mindset Change

- First Contact Resolution
- Reward early risk surfacing
- Normalize transparent re-promising

The Results

Customer verbatims (OEMs in Europe)

“The shipment was flawless and arrived in four weeks.

I know the delivery time from experience. “

“Excellent customer service and assistance, with professional problem management not only electronically but also by a "physical operator" over the phone, which is very important.”

“You are finally seeing a significant improvement in your delivery and packaging management. Thank you”

“I would say positive. Goods delivered within the estimated time. Personalized attention, 5 hours of solution but with total efficiency.”

“Fast or at least acceptable delivery times, very fast and reliable sending of delivery notes and confirmations”

**We run real time digital surveys
on 6 critical touch points**

The Results

+40 pts ▲

Net Promoter Score on Deliveries

+66 pts ▲

Net Satisfaction Score on Delivery

-80% ▲

drop in critical part escalations

98% ▲

on-time delivery

-65% ▲

drop in customer cases in customer care center

95% ▲

case resolution time below 8h

2023 vs. 2024 figures

Make the shift to customer-led supply chains

Meet customers on their terms

by providing transparency and proactive communication about their orders

Leverage advanced analytics and real-time data to anticipate and respond quickly to customer demand fluctuations

Create flexible, agile operations that adapt to shifting customer needs and market changes

Collaborate closely with suppliers, logistics partners, and customers to optimize fulfilment and reduce inefficiencies

Continuously collect and use customer feedback to refine and improve supply chain processes

Advocate customer experience as an enterprise habit and empower cross-functional teams to anticipate and course-correct together



Codify Customer Experience into the DNA of the Supply Chain

QUESTIONS?

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