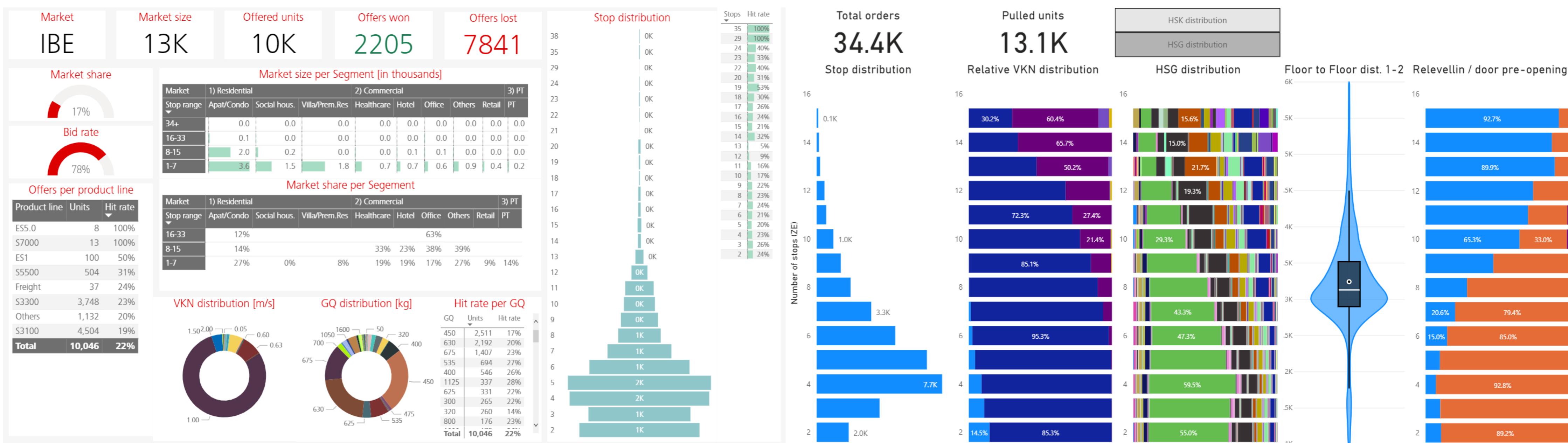
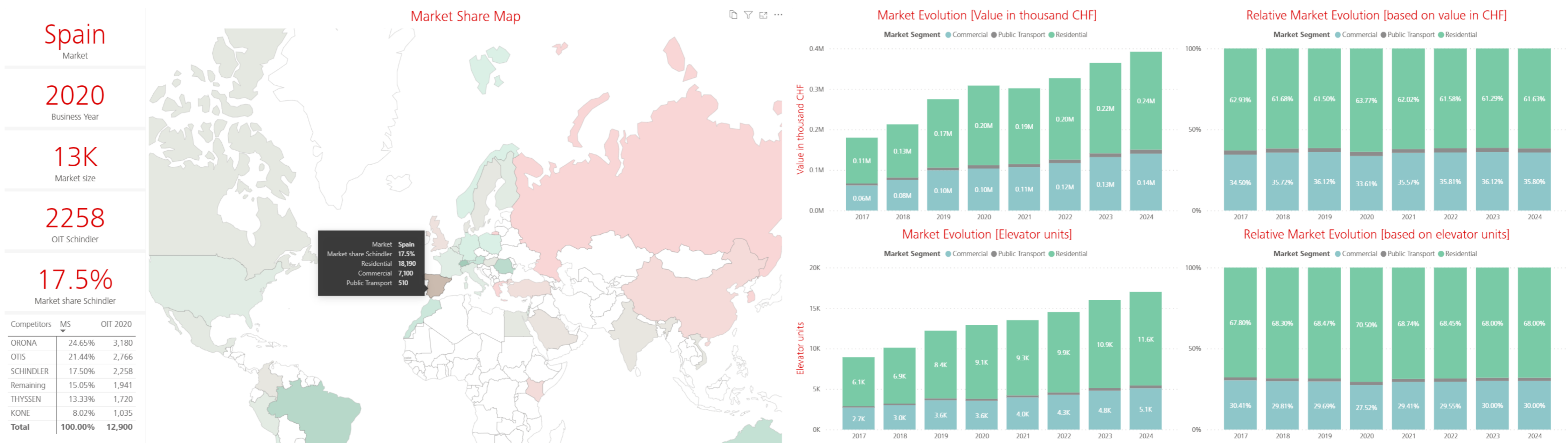


Master-Thesis Engineering, Fachgebiet Business Engineering and Production

Improving Schindler's strategic decision-making capabilities with a digital Market Intelligence Platform



Market intelligence, is an **essential tool** for executive leadership so that **disruption is not coming as a surprise**, either from competitors or companies that have not been in this business but also to apprehend requirements for products and services.

This project aimed to develop, test, and implement a digital market intelligence platform that can support the stakeholders in Schindler's new installation division with the market intelligence information they need, to inform their analysis and improve the quality of their decisions. This should help the company to achieve faster time to market, reduction of development costs thanks to precise market requirements, improved profit margins through enhanced pricing decisions, and higher customer satisfaction thanks to products/options that better address customer needs.

A four-cycle methodology was applied to understand, build, test, and implement a market intelligence platform.

In **cycle one**, four stakeholder personas were introduced based on the interviews with different managers of Schindler's NI division. The stakeholder needs were consolidated showing the central questions. Furthermore, an analysis drill-down has been assembled introducing the different analysis dimensions. All the information collected during this circle lead to the assembly of an early prototype which built the baseline to collect further feedback in the following steps.

In **cycle two**, dashboard sketches were introduced that were designed either in co-creation with the stakeholders or prepared based on the information collected during the first cycle. The sketches were used as a baseline to develop a functional prototype that can be tested with the stakeholders. Specific analysis use cases were clarified to strengthen the understanding of the application and potential usage.

The **third cycle** introduced the feedback obtained during the testing phase of the dashboards with the stakeholders, confirming that the ideas of the prototype were generally very well received, where improvement measures included, e.g. to assemble a KPI which shows the importance of a country or zone in terms of opportunities that can be visualized.

Cycle four introduced the implemented platform with related data architecture and an implementation road-map suggesting how the company can realize the full scope. Further analysis use cases were elaborated by the example of the Spanish market, where the importance of different KPIs was explained, and finally, further improvement measures to the implemented dashboards were defined. Some of the implemented dashboards are shown in the figures above. The top left shows the market overview, the top right shows the market forecasting, the bottom left the market segmentation, and the bottom right the component dashboard.

The implemented market intelligence platform (MIP) has opened the way for future research to improve the MIP continuously. It is suggested to further investigate into the areas of supply chain intelligence and R&D intelligence, to provide more value with the platform.

As we move into the time of system-based recommendations, another potential field for future research is to investigate how the Azure-Cloud can support Schindler's market intelligence insight with AI models.

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