WE CARE

WE INNOVATE

WE PERFORM

Stena Line

THE DIGITAL BUTTERFLY EFFECT

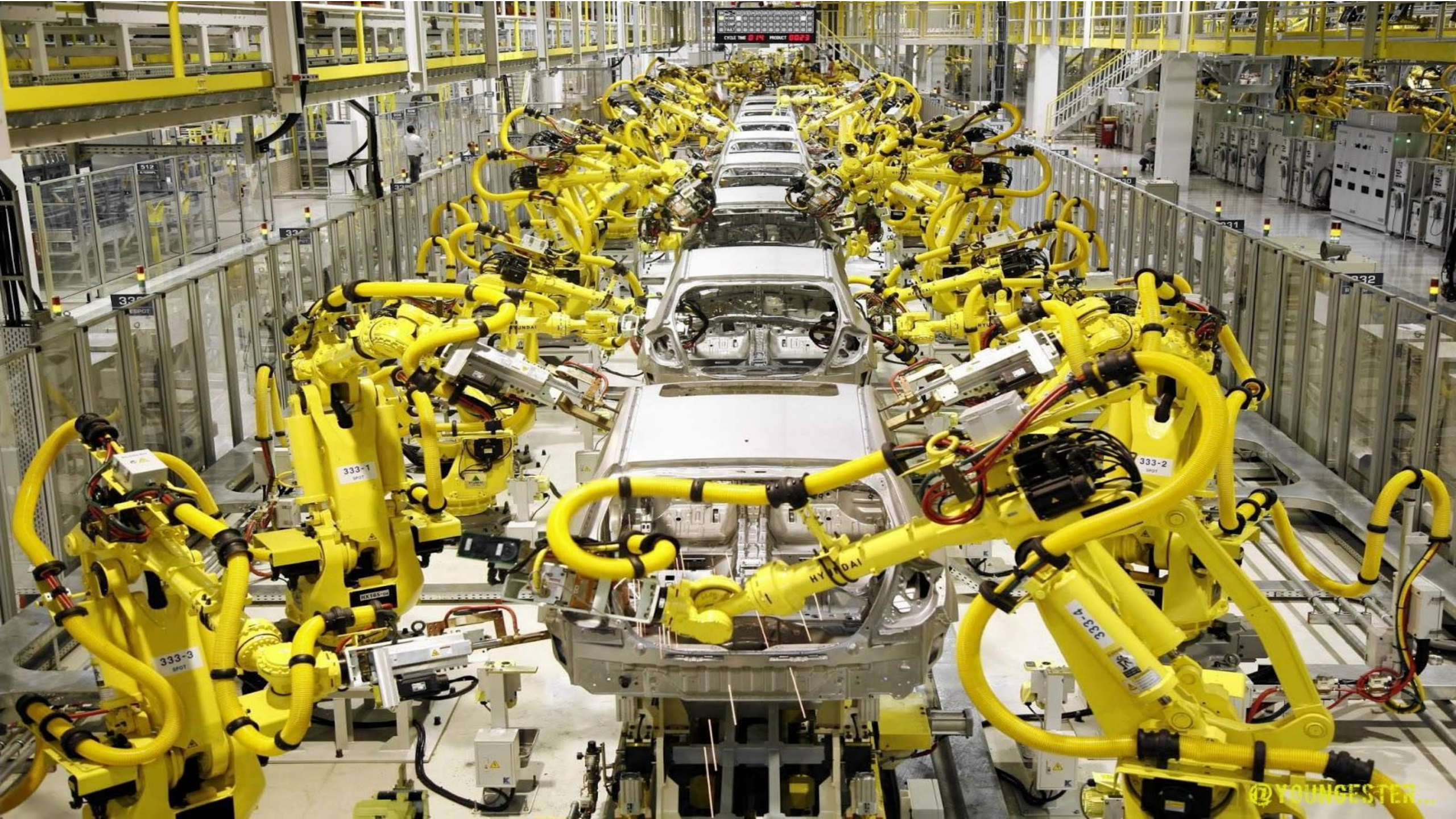
Stena Lines Digital Vision

World leading ferry company powered by cognitive computing 2021

Jari Virtanen
Chief Transformation Officer

Truly data driven

If you trust your gut feeling you are either lucky or wrong


333-1
333-2
333-3
333-4
HYUNDAI
@YOUNGESTER...

PREDICTED BUNKER CONSUM
Gone fishing!
Forecasted volume

WELCOME TO TODAY

ANOTHER DAY
ANOTHER CHANCE
FEEL FREE TO
CHANGE

Change is painful!

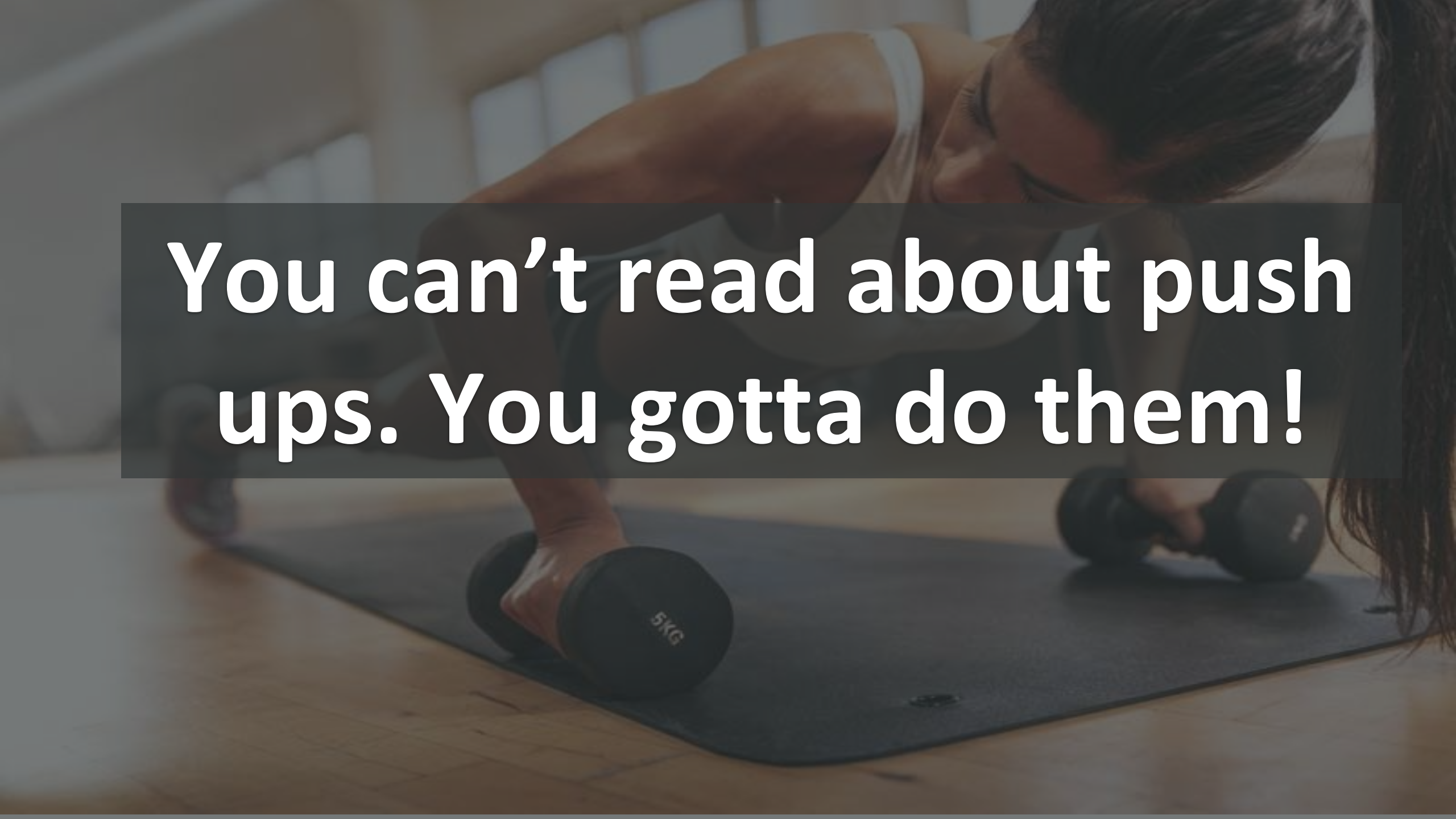
Few people have the courage to seek out change. Most people won´t change until the pain of not changing is greater than the pain of change

Easter morning 1900: 5th Ave, New York City. Spot the automobile.

Source: US National Archives.

Easter morning 1913: 5th Ave, New York City. Spot the horse.

Source: George Grantham Bain Collection.



You can’t read about push ups. You gotta do them!

Customer experience & relevance – increasing sales – improving efficiency

The customer interaction long before the actual journey

We will create tools for all customers enhancing a seamless journey

Travel & destination relevance during the trip – when does it end?

Improved relevant product & pricing knowledge for freight sales

Predict demand, optimize capacity, pricing & manning through automation

Automated port processes increases customer satisfaction & lowers cost

Automated loading ship loading process lowers cost & increases utilization

Using digitalization to improve our onboard experience

Smooth payment
Stena Line
Payment approved!
Relevant up- & cross-sell
PLACE YOUR ORDER
Menu
Reservation

Smooth self service stations lowers costs speeds up service

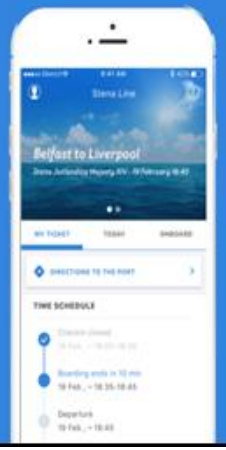
Smooth self service payment lowers costs speeds up service

Dynamic pricing improves margins & customer relevance

Digital crew experience improves customer service

Travel Mate

New app for enhancing customers travel experience

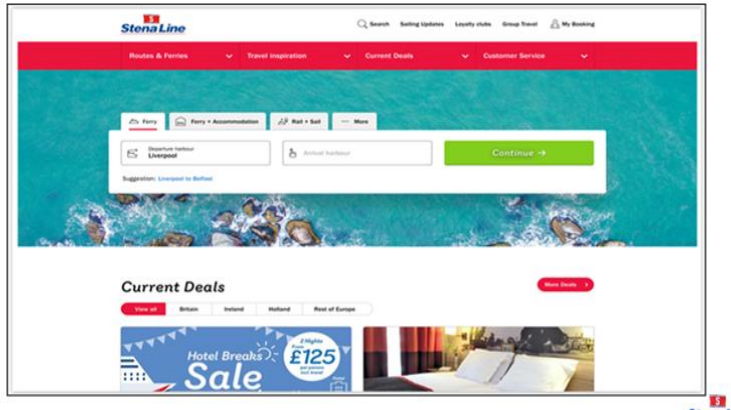


STINA

A.I powered customer service agent

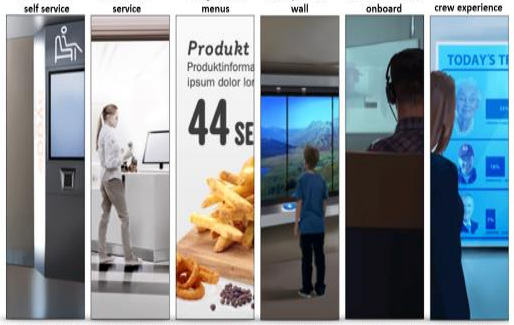
Improving Customer Experience

We are building a new contemporary booking platform for our consumer business



Stena Line

Digital Initiatives - this is what we will deliver for our newbuildings



1. Landmark self service	2. Retail self service	3. Digital F&B menus	4. Experience wall	5. Entertainment onboard	6. Augmented crew experience
• Visually catch the interest • Providing info • Payment in context	• Consultative selling • Efficient and modern experience	• Faster decision • Sell more (bundles) • Personalize F&B offers	• Entertainment • Ambient feeling • Provide info about Stena Line	• Entertainment • Switch between commercial and TV	• Improve service experience • Improve customer experience • Maximize sales

Stena Line

Data driven customer acquisition & sales

Improving digital sales & marketing efficiency

Maxi status and next steps

Stena Line

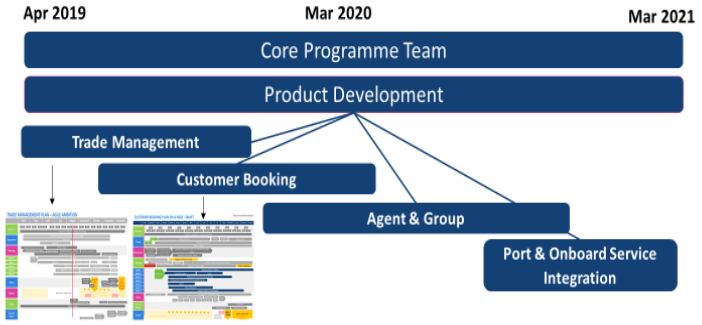
WORKSTREAM	PURPOSE	ACHIEVEMENTS	NEXT STEPS
1 GOVERNANCE	• Establish processes • Implement organization, roles and responsibilities	• Processes defined • Roles and responsibilities defined • Knowledge sharing forum for Acquisition proposed	• Review proposal of forum • Implementation
2 KPIs	• Define a common KPI framework supporting marketing investment decisions and enable knowledge sharing across the group	• Marketing KPI framework defined covering the c2c customer journey • Common KPIs and supporting PIs selected	• Set up a data collection process • Create dashboards/visuals • Implementation
3 MEDIA AGENCY PROCUREMENT	• Secure best possible media agency agreement	• Procurement process of common agency set-up almost finalized	• Negotiation and decision on agency • Implementation (timeline of new agency(ies) will vary across markets)
4 MARTECH STRATEGY AND DEPLOYMENT	• Ensure access and transparency of data to support marketing investment decisions and to secure efficient media buying	• Implementation of Google martech stack* • Introduction session and demos held *Search Ads 360, Campaign Manager, Display & Video 360 and Google Analytics 360	• Platform specific training
5 MEDIA CHANNEL OPERATIONAL EXCELLENCE	• Operational excellence in WoW and channel optimization		• Workstream initiation

BENEFITS & VALUE

- Reducing digital marketing costs
- Reducing agency dependency
- Taking 100% control of marketing data
- Increasing digital marketing competence
- Establishing transparent marketing KPI:s across SL
- Reducing the number of agencies & complexity

Stena Line

New businessplatform for our consumer business



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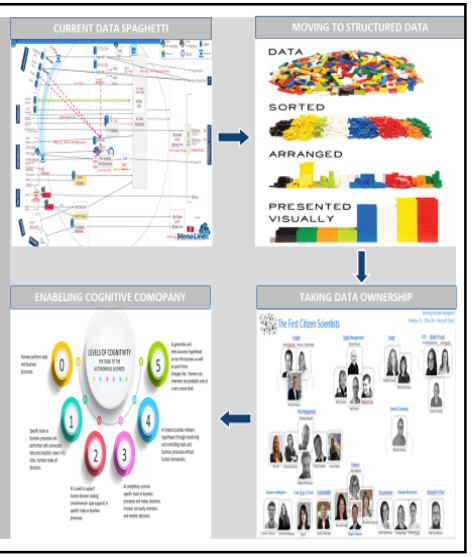
Cognitive company

Business value:

- Prerequisite for deep business insights
- New insights by bundling data
- Enables higher level of automation
- New business opportunities
- Improved customer service
- Faster decision making



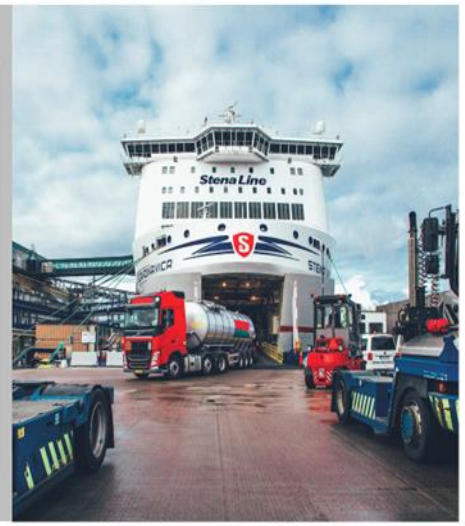
ONE Time Table

ONE Timetable for all processes that is:

- Flexible and easy to change.
- Released from capacity, bookings and ship.
- Open to consume internally and externally.
- Support PDT, new PDT, EDT, ADT, ETA, ATA, Check in times.
- Supporting non ferry routes, inter-modal for example, connections.

We have a tool that:

- Recommends optimal timetable based on demand and profitability.
- Enables simulations of impact of timetable changes.



Business Performance center

Business value:

- Real-time "live" business information
- Comprehensive business insights
- Fully informed decision making
- One single source of truth
- Easy access & easy to consume

Ship data collection POC started

Structuring ship data is the4 first step in our ambition to enable cognitive ship operations

Stena Line Cortex is the next-generation data collection and distribution platform for vessel related data.

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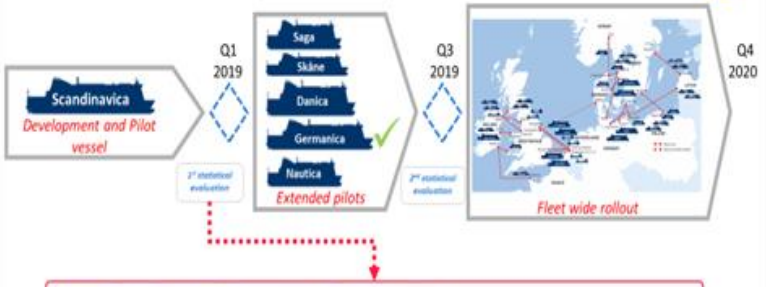
Stena Fuel Pilot



- *A significant decrease in fuel consumption of between 2 and 3%*
- *More even consumption when using the system*
- *The longer time the system is in use the lower the consumption per sailing*

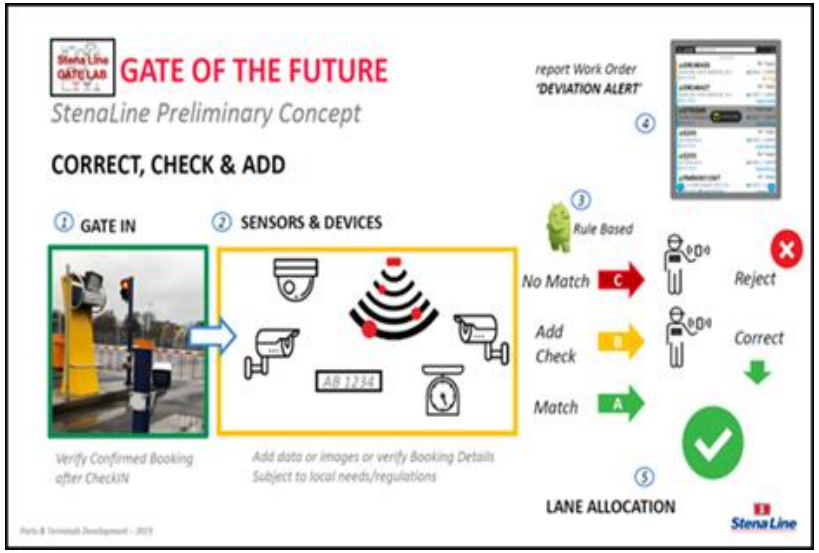
Based on data from Stena Scandinavica. Comparison is made before and after the system was first used.
Conclusions from **Statistikkonsulterne**

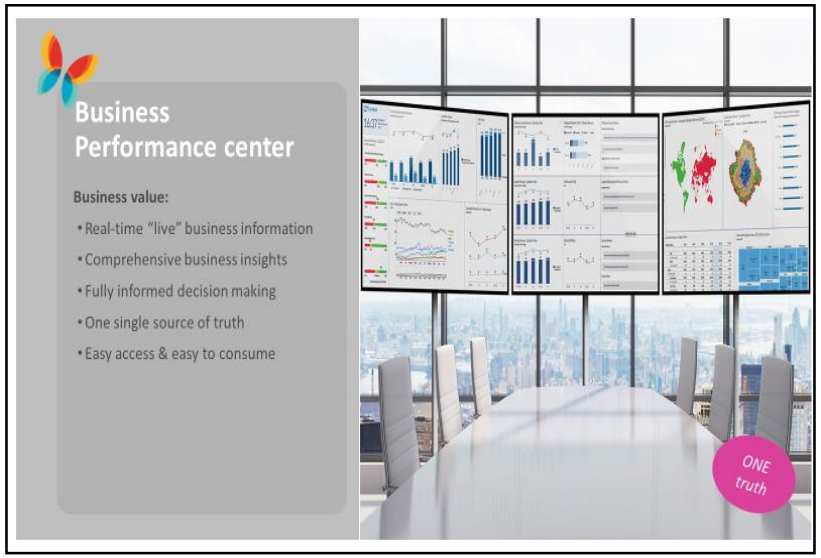
Stena Line

Dynamic Pricing

- We will go from manual admin work and updates to analytics and exception handling.
- We will focus on our main offer, the EFP ticket with behaviour triggered pricing.
- We use industry proven algorithms to price our offers but continuously develop and challenge them to fit our needs with our internal data science team.
- We streamline our offers to improve customer experience but also enabling algorithms to optimise the price.
- 1% improvement in EFP = 23MSEK.

Stena Line


GATE OF THE FUTURE
StenaLine Preliminary Concept
CORRECT, CHECK & ADD
① GATE IN
② SENSORS & DEVICES
AB 1234
Verify Confirmed Booking after CheckIN
Add data or images or verify Booking Details Subject to local needs/regulations
report Work Order 'DEVIATION ALERT'
③ Rule Based
No Match C
Add Check B
Match A
Reject
Correct
⑤ LANE ALLOCATION
Stena Line


Business Performance center
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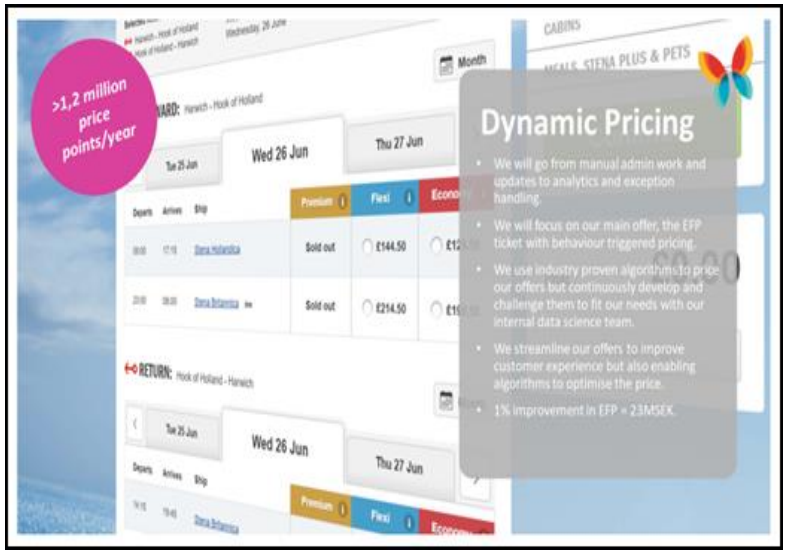
• Easy access & easy to consume
ONE truth


>1,2 million price points/year
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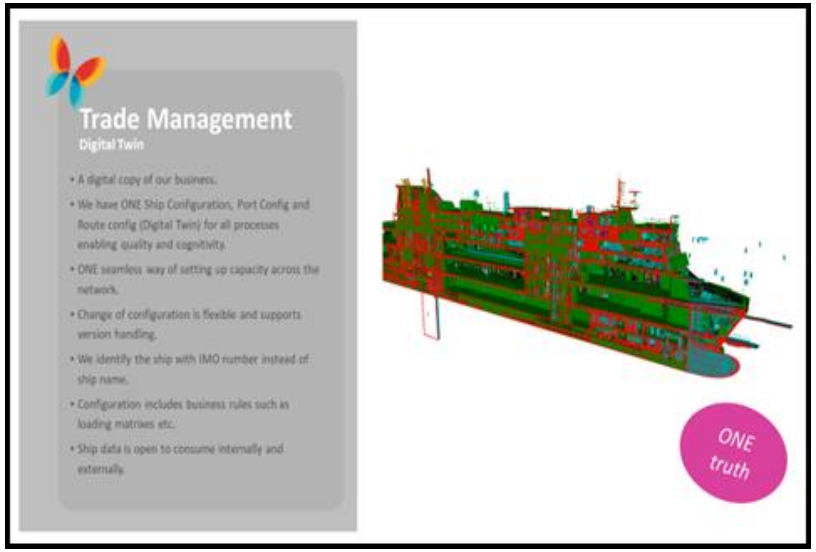
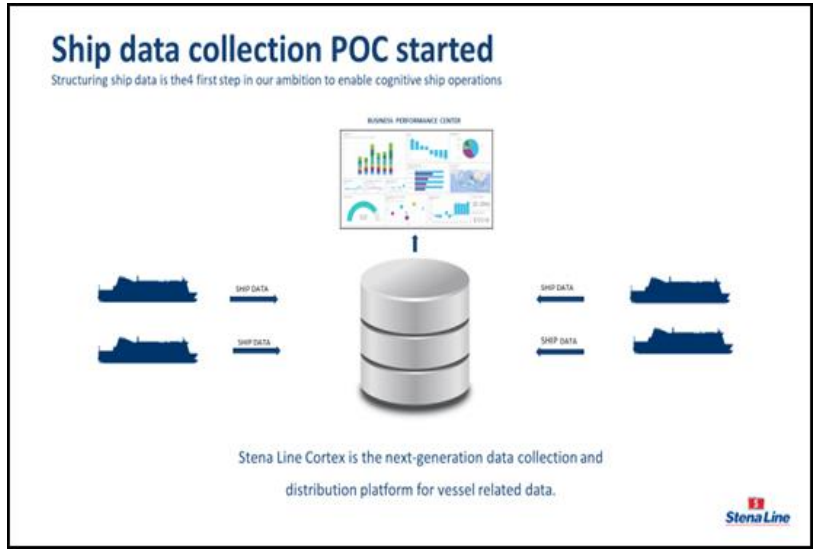
• We streamline our offers to improve customer experience but also enabling algorithms to optimise the price.
• 1% improvement in EFP = 23MSEK
Wed 26 Jun
Thu 27 Jun
Sold out
£144.50
£214.50


Trade Management
Digital Twin
• A digital copy of our business.
• We have ONE Ship Configuration, Port Config and Route config (Digital Twin) for all processes enabling quality and cognitivity.
• ONE seamless way of setting up capacity across the network.
• Change of configuration is flexible and supports version handling.
• We identify the ship with IMO number instead of ship name.
• Configuration includes business rules such as loading matrixes etc.
• Ship data is open to consume internally and externally.
ONE truth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SHIP DATA
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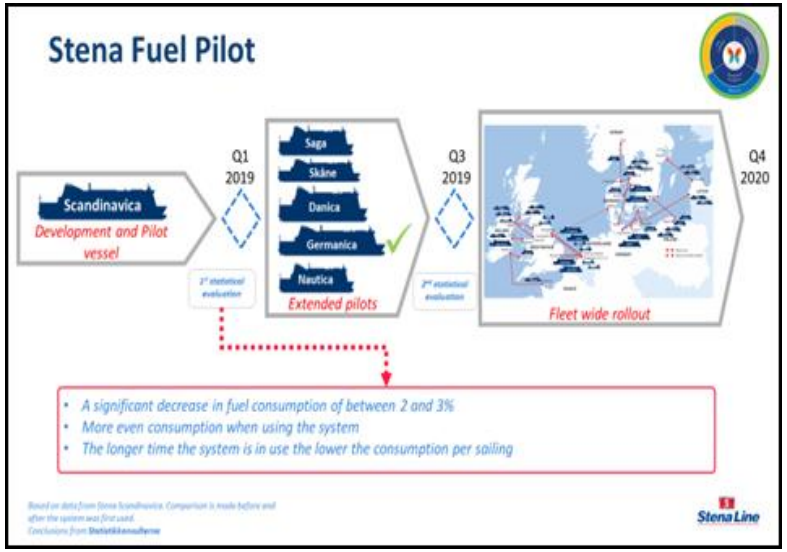
Stena Fuel Pilot
Scandinavica
Development and Pilot vessel
Q1 2019
Saga
Skåne
Danica
Germanica
Nautica
Extended pilots
Q3 2019
Q4 2020
Fleet wide rollout
• A significant decrease in fuel consumption of between 2 and 3%
• More even consumption when using the system
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Stena Line

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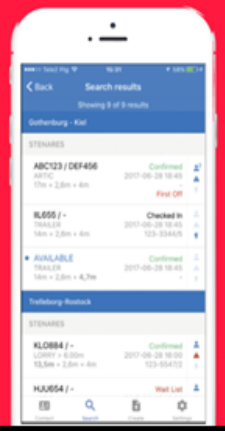
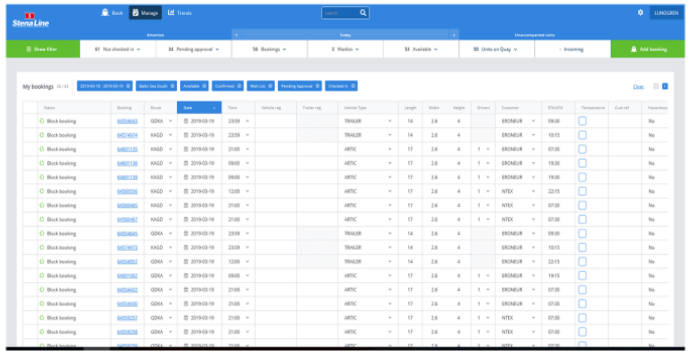
Freight Planner

Industry first mobile experience for freight customers offering complete control of their cargo



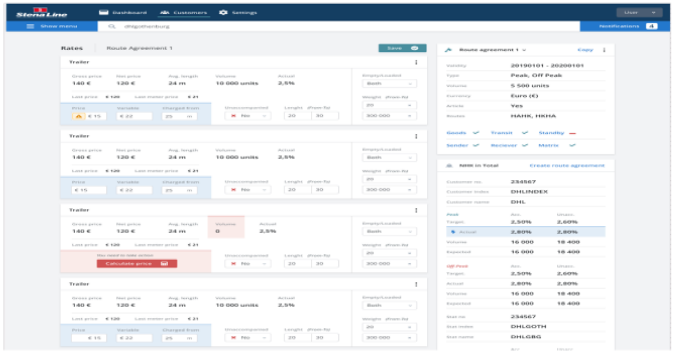
Improving freight customer experience

New freight portal will speed up customers and our own work with handling freight bookings



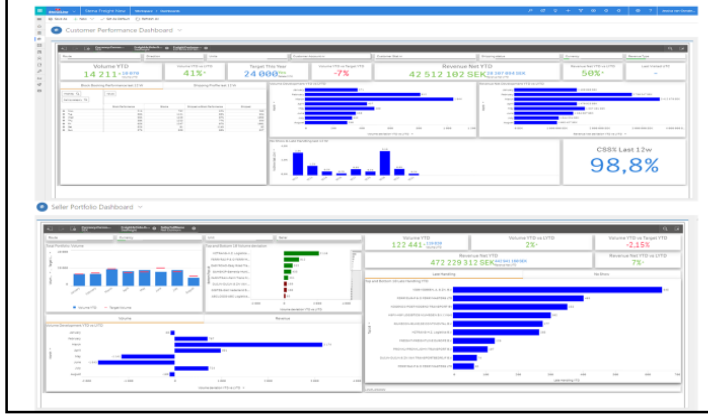
Freight Product & price management

Improved service to freight customers & tracking of net profitability



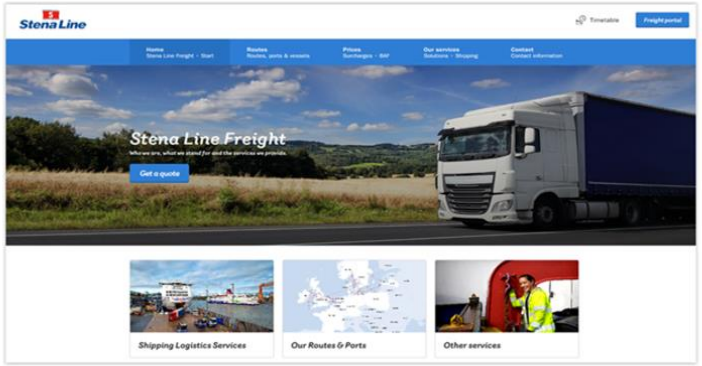
Freight CRM tool launched

Our ability to understand Freight sales in a transparent way is increasing fast



Improving freight customer experience

New freight web site will speed up customers and our own work with handling freight bookings



Digital twin

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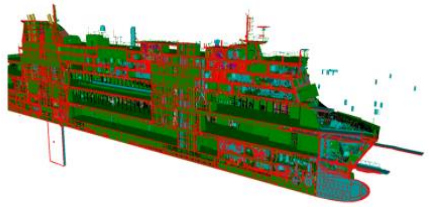
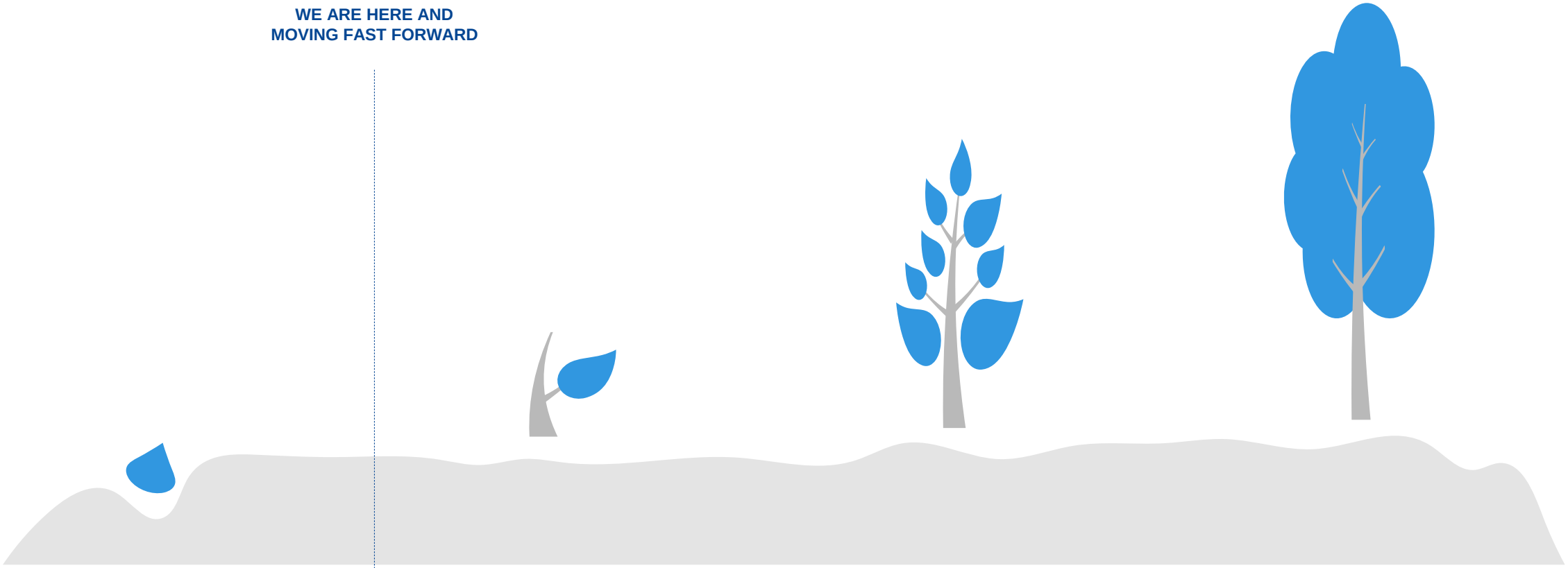


ONE truth

Digitalization is not a project it is as important as electricity for any business from now on



Data Transparency

AI supports human decision making

Humans monitor decisions

AI can test hypothesis live

Stena Line

EVERYONE HAS A PLAN UNTIL THEY GET PUNCHED IN THE FACE.

Mike Tyson

Stena Line is reaching for the sky
Join the movement
Thank you!