

SNC Lavalin is
prepared for digital
times ahead!

Kaiserslautern Consulting

Leonie | Max | Prashhanth | Julian

Which digital alternatives can provide a sustainable future and growth for SNC Lavalin?

Stay competitive on the disrupted market of construction in the digital age through implementing

Cloud engineering

Open community

Human resource platform

Virtual Reality

Increasing importance of EDPM within SNC Lavalin

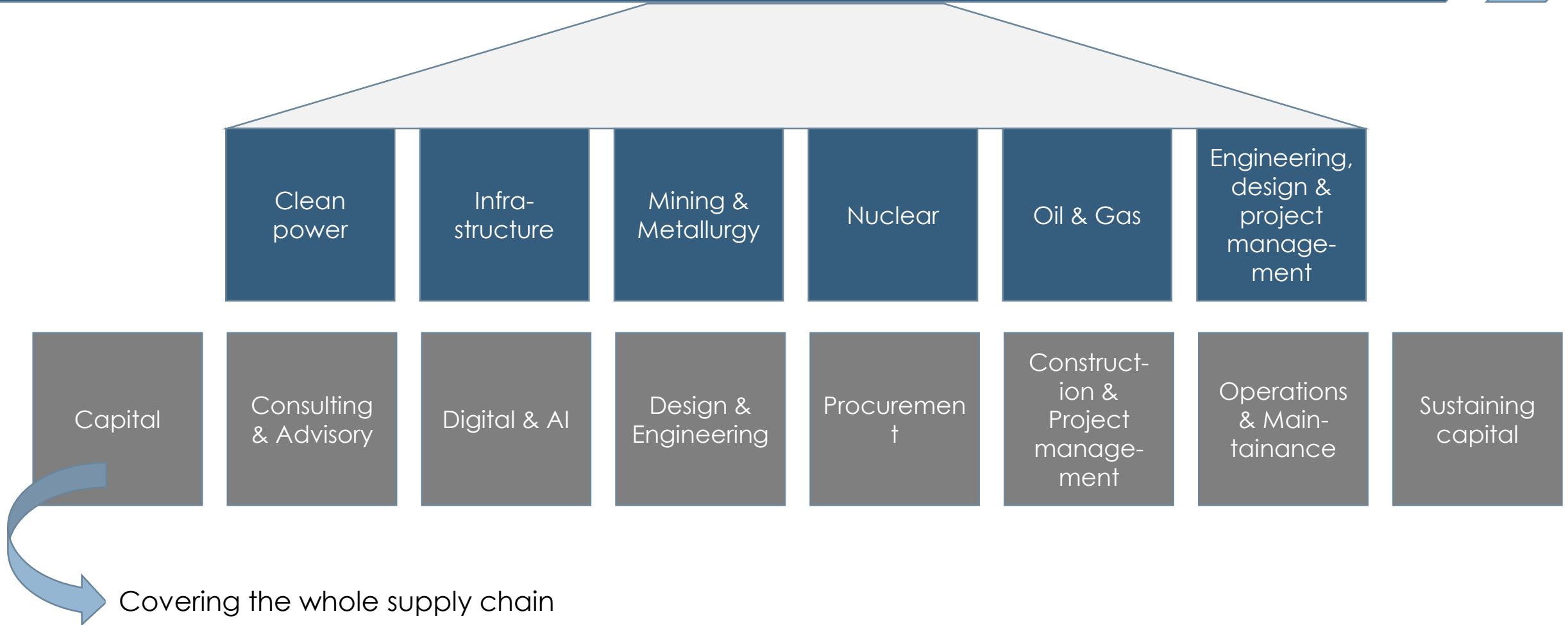
Challenges of increasing importance of digitalization

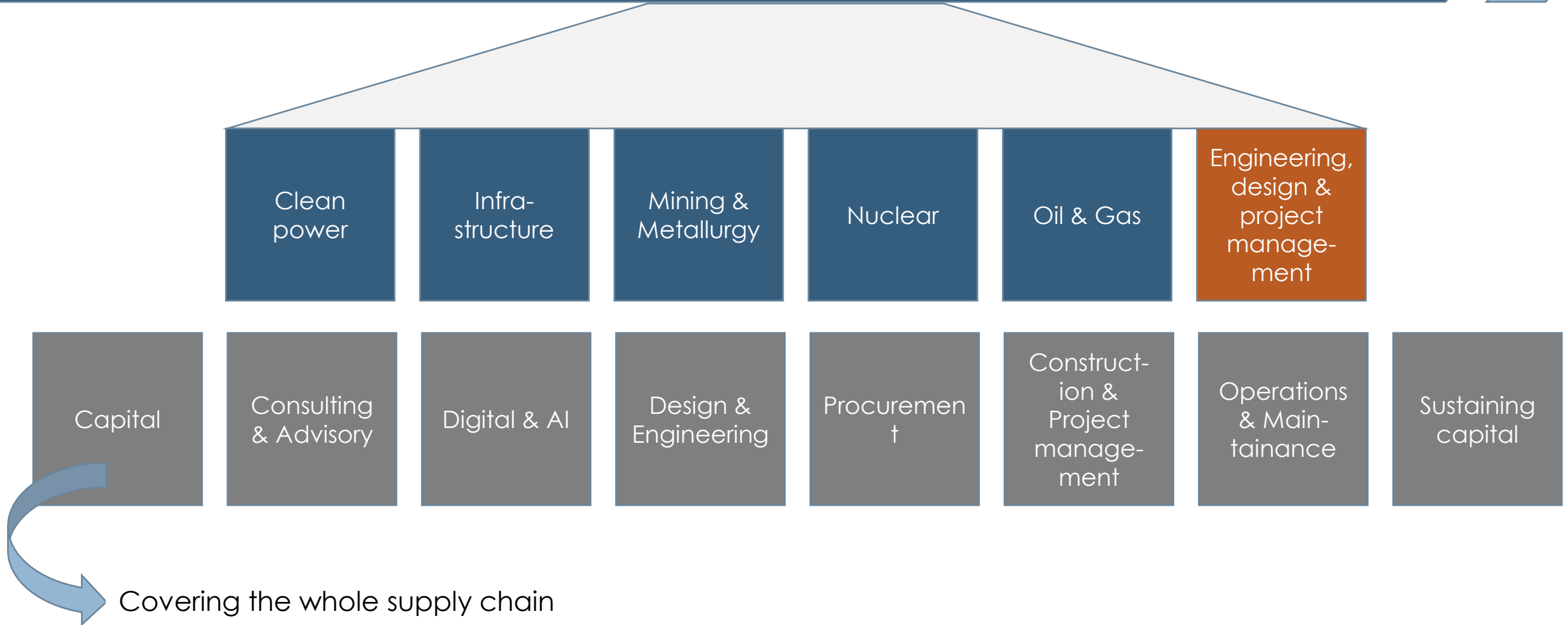
Difficulties of acquiring and keeping high experienced engineers

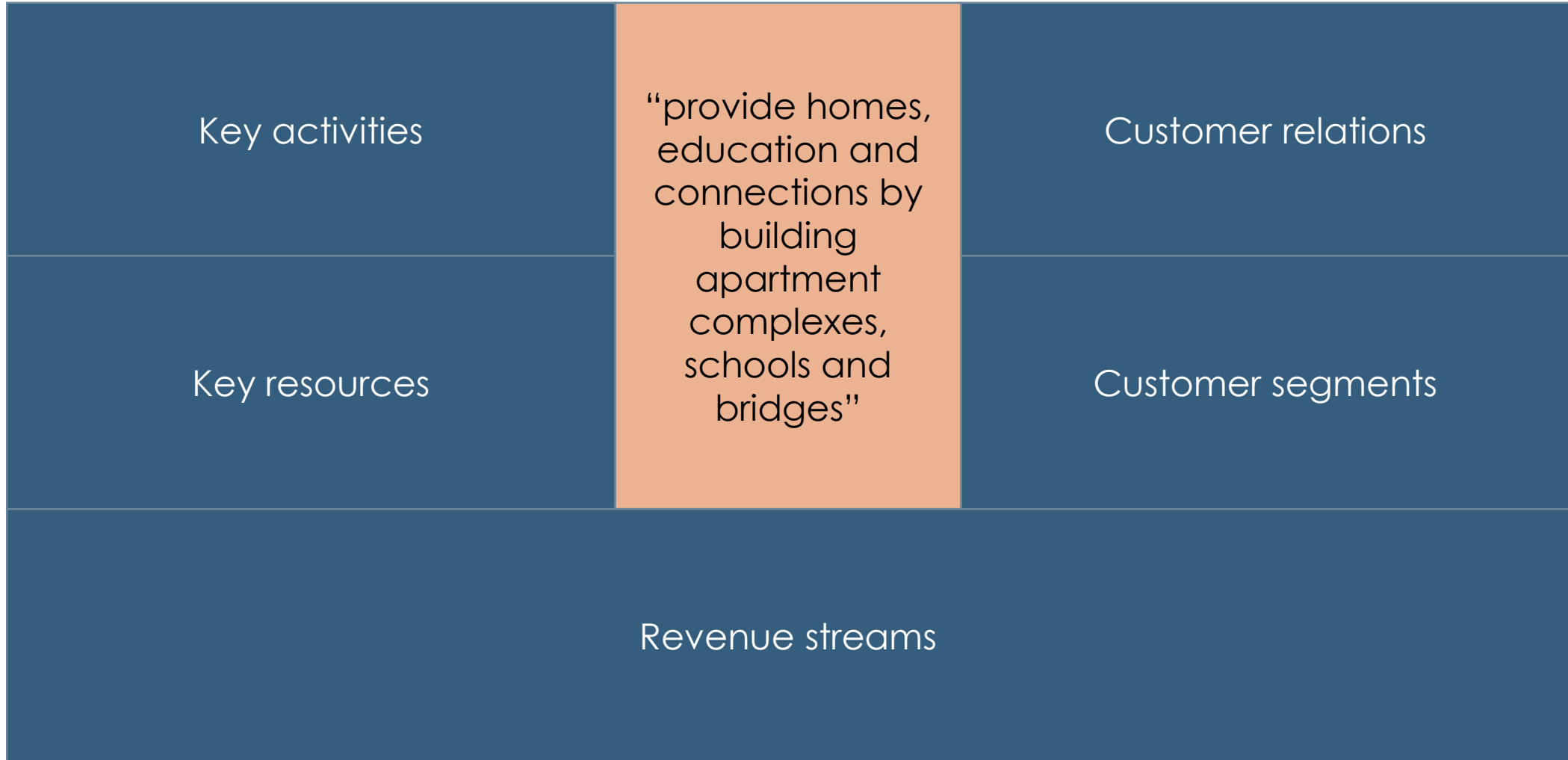
Increased efficiency results in decreasing billable hours

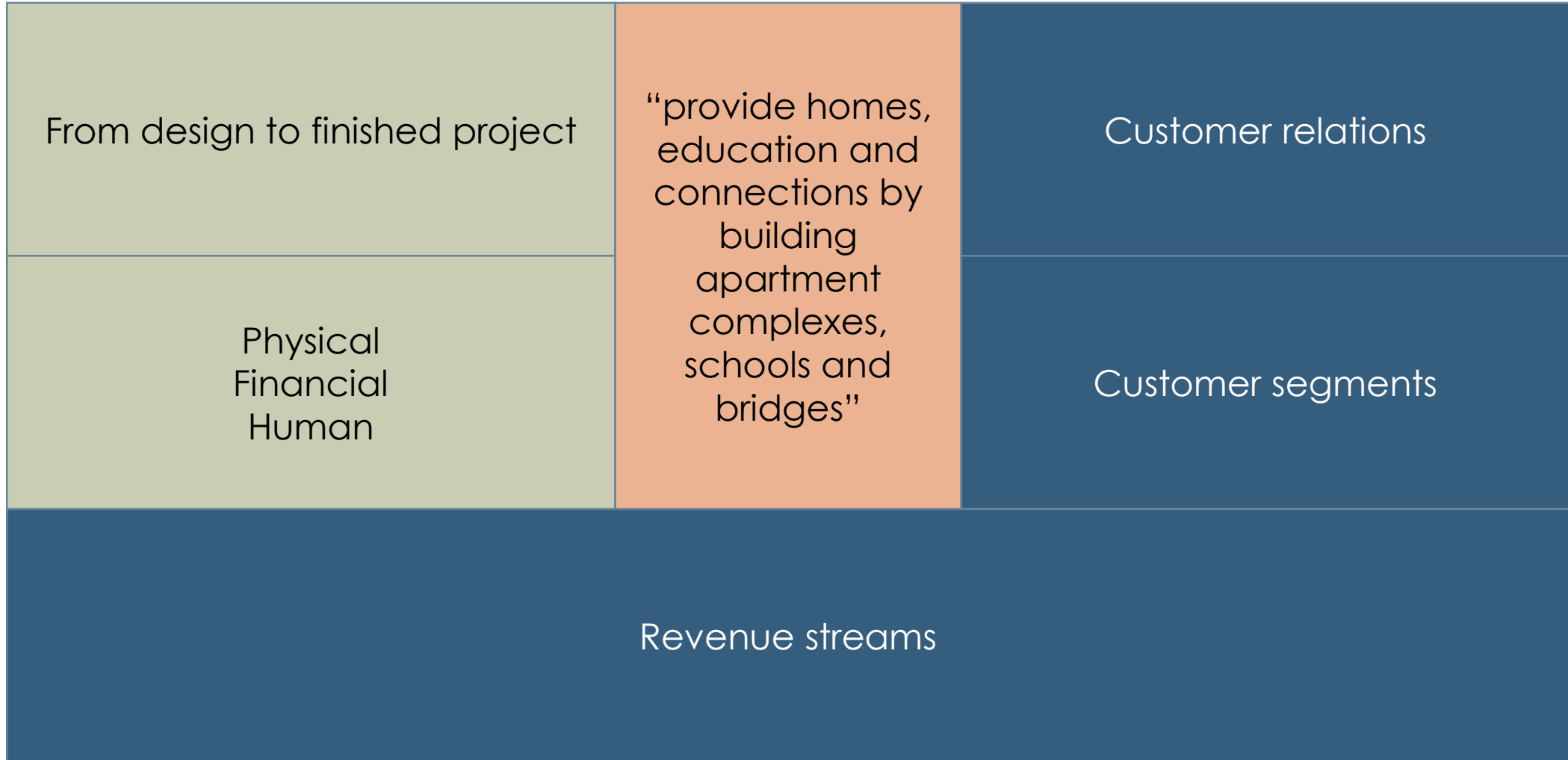
Today's agenda

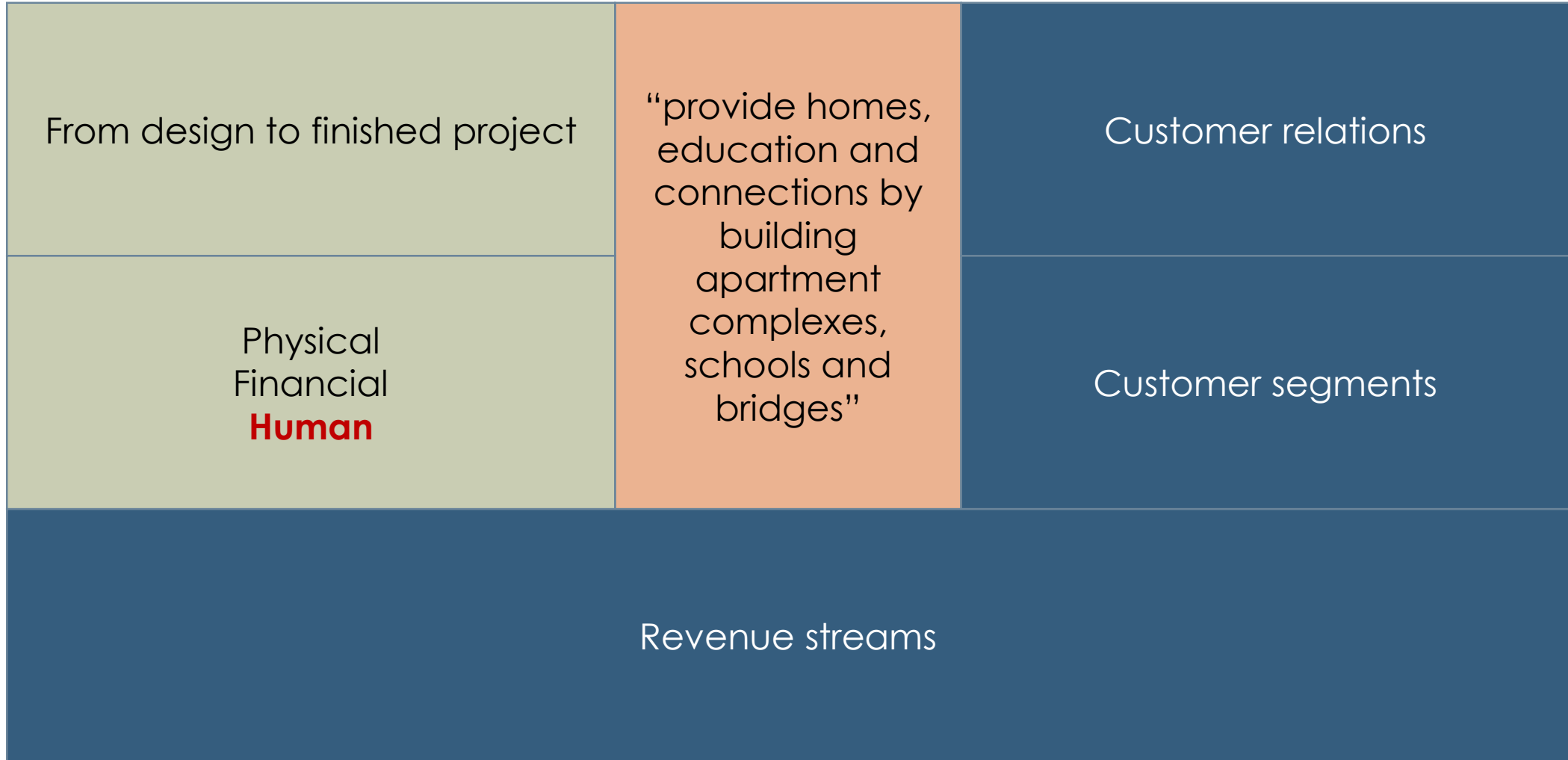
1. Analysis
 2. Alternatives
 3. Evaluation
 4. Implementation
 5. Risks & Contingencies
-





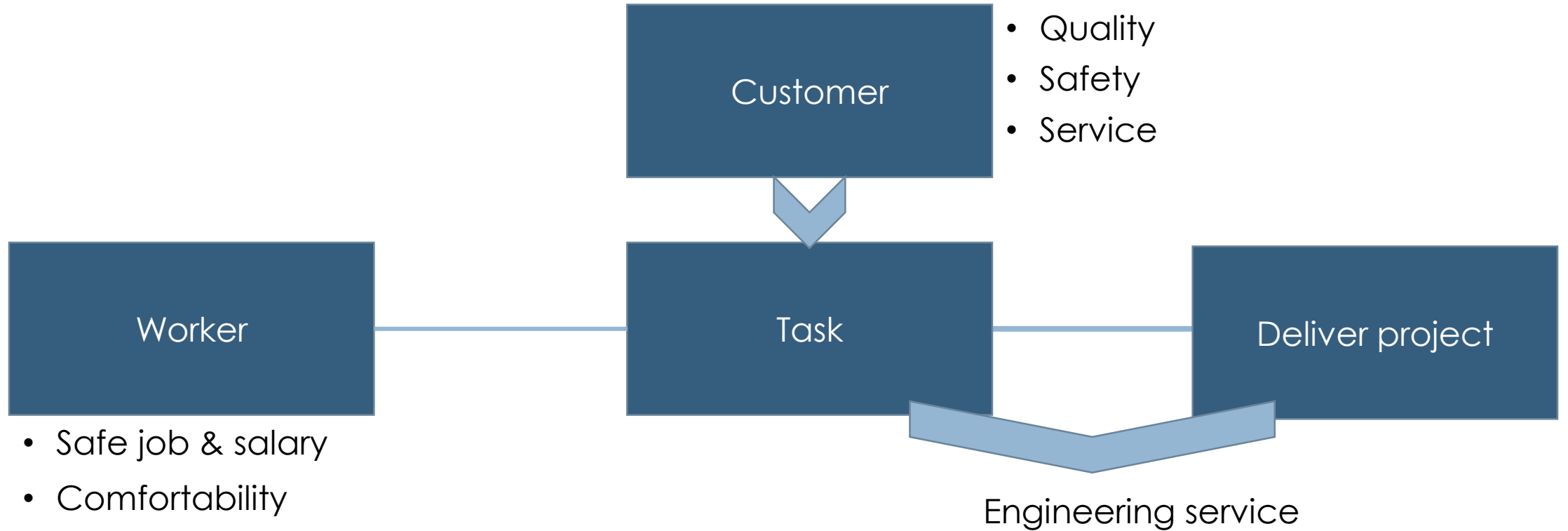






Hard to get and even harder to keep?

Hard to get and even harder to keep?



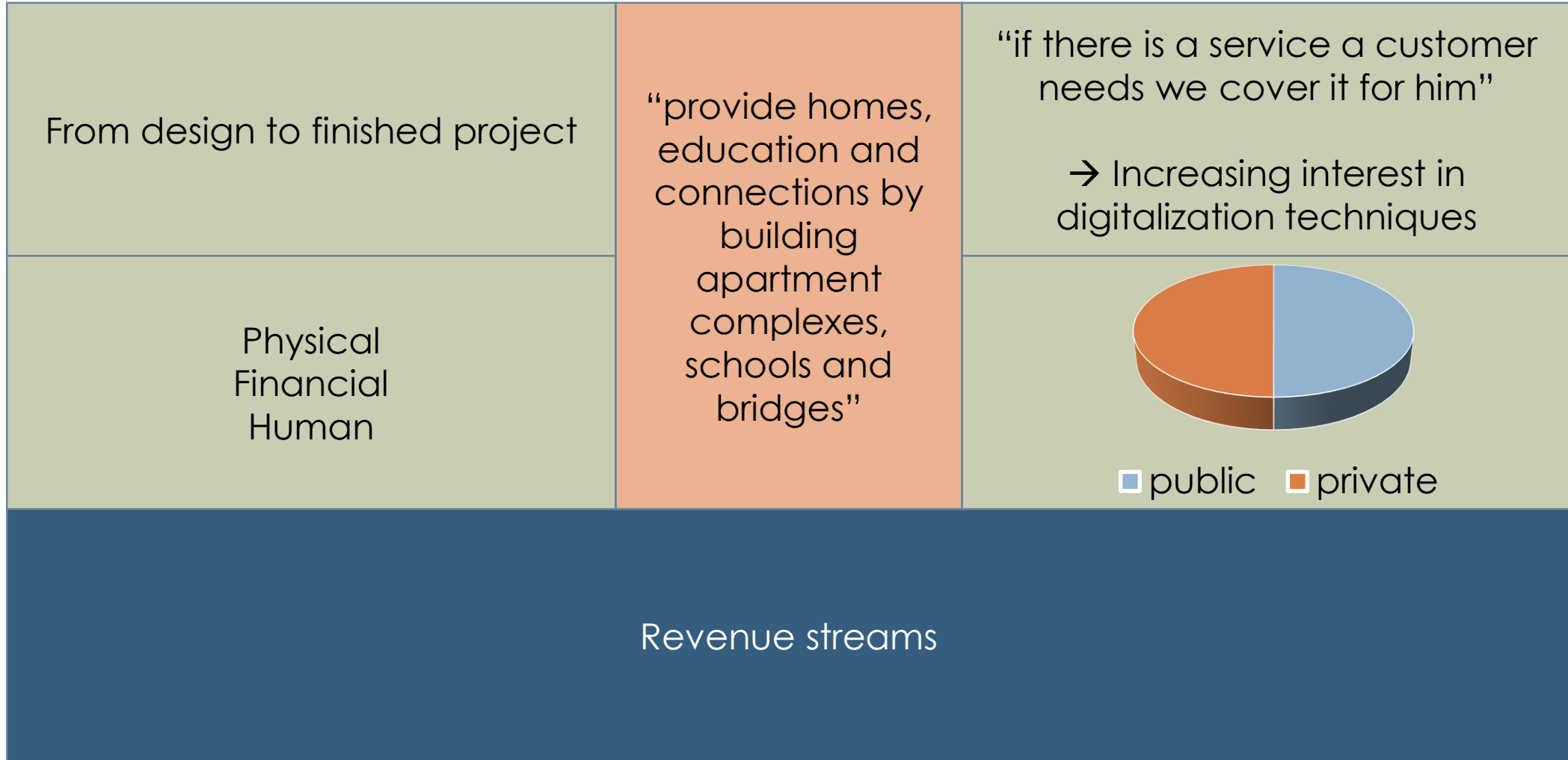
High effort of acquiring



Will this affect SNC Lavalin EDPM?

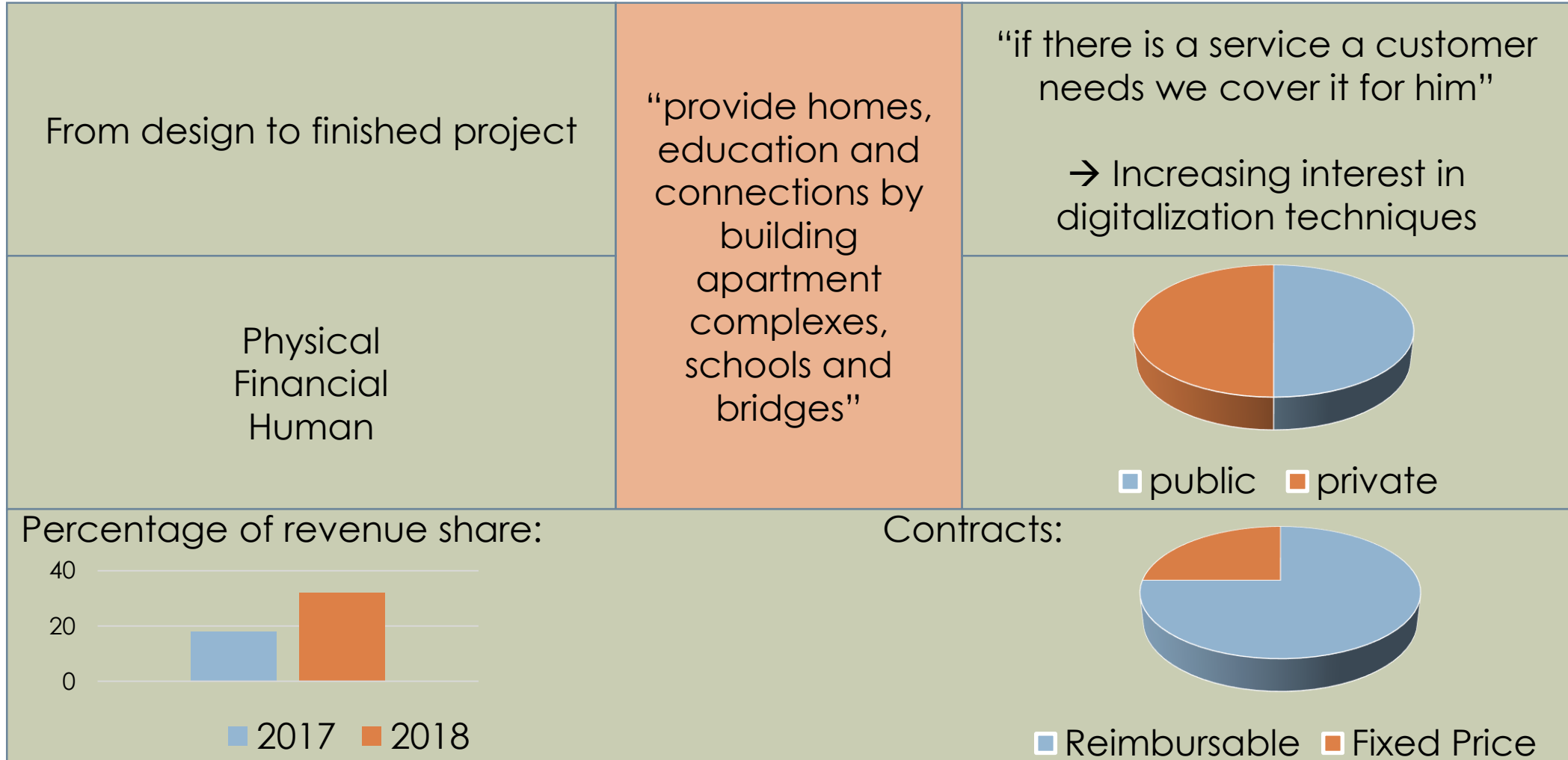


Public and private customers with big projects

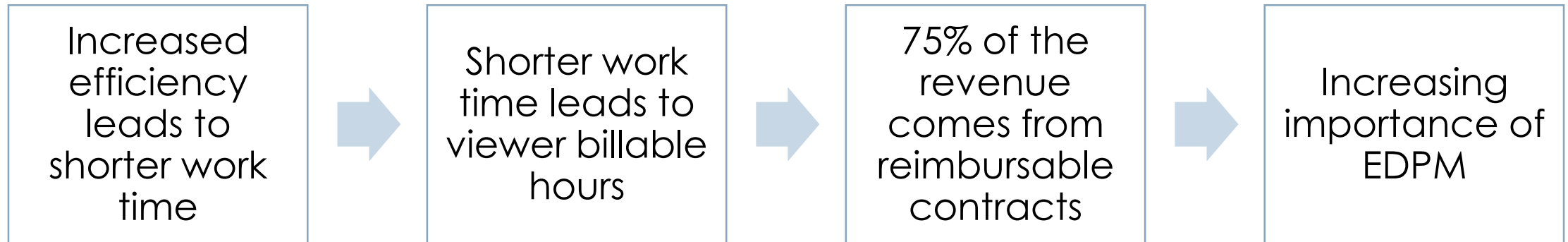


Is SNC Lavalin EDPM digital yet?

In order to stay competitive it is highly important to leverage core values of innovation and collaboration to overcome challenges of digitization!

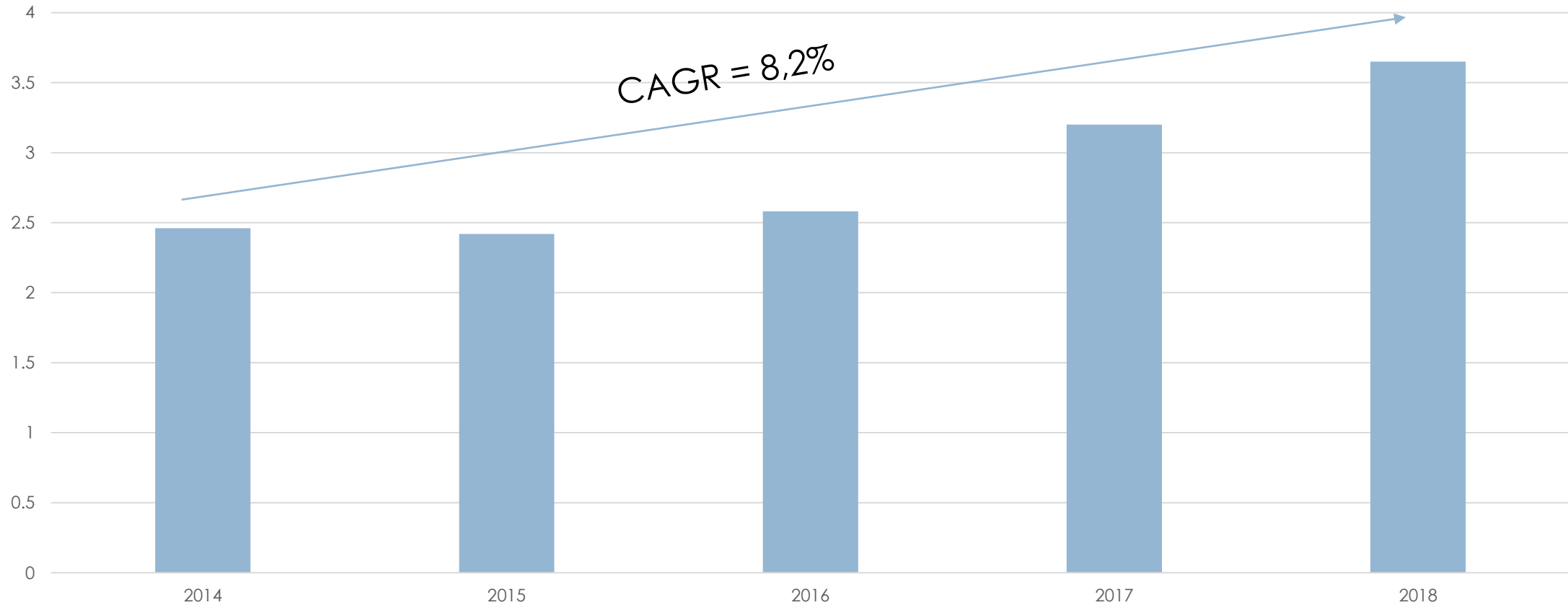


Increased efficiency leads to decreased revenue



How can SNC Lavalin increase efficiency without compromising revenue?

Earnings per share



<p>Strength</p> <ul style="list-style-type: none">• Innovation and collaboration as core values• Financial resources	<p>Weakness</p> <ul style="list-style-type: none">• Revenue streams rely mostly on reimbursable contracts
<p>Opportunity</p> <ul style="list-style-type: none">• Construction has low degree of digitalization → “First mover”?• Growing world population	<p>Threat</p> <ul style="list-style-type: none">• Fast changes in technology landscape• Challenges of acquiring high experienced engineers

Digital alternatives for future growth

1. Cloud engineering

2. Open community with incentives

3. Human resource platform

4. Artificial intelligence

5. Big Data

6. 3D printers

7. Virtual reality

Evaluation of digital alternatives

	Increasing customer service	Employee satisfaction	Costs	Complexity
Cloud engineering	●	●	●	●
Open community	●	●	●	●
Human resource platform	●	●	●	●
AI	●	●	●	●
Big Data	●	●	●	●
3D printers	●	●	●	●
VR	●	●	●	●

Stay competitive on the disrupted market of construction in the digital age through implementing

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Open community

Human resource platform

Virtual Reality

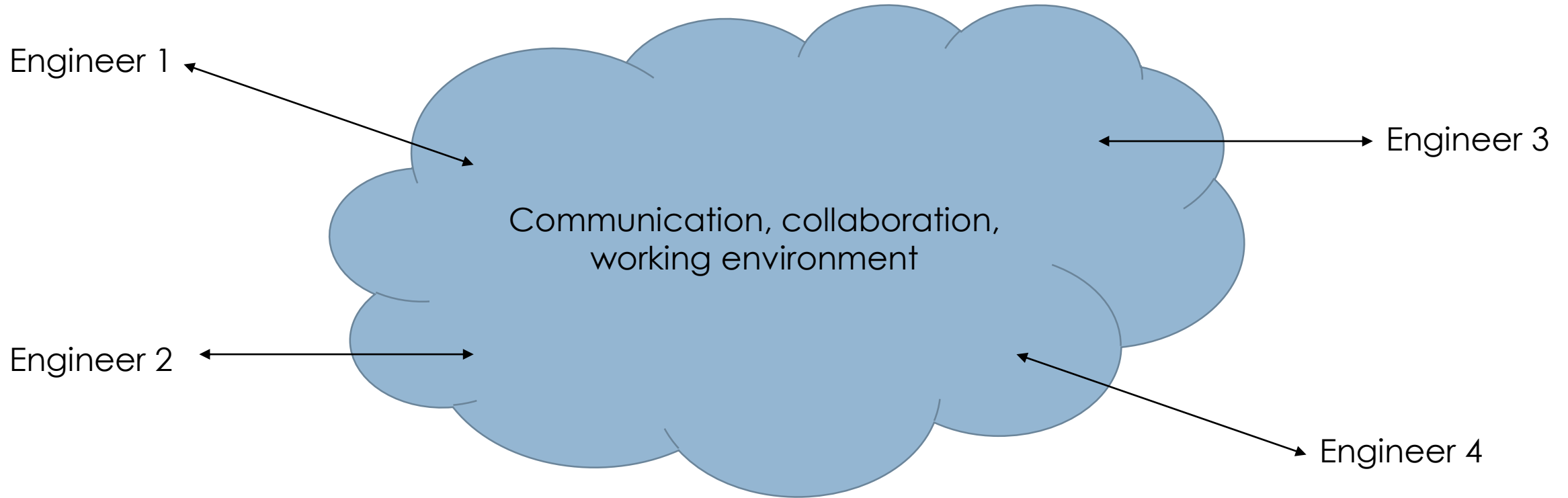
Stay competitive on the disrupted market of construction in the digital age through implementing

Cloud engineering

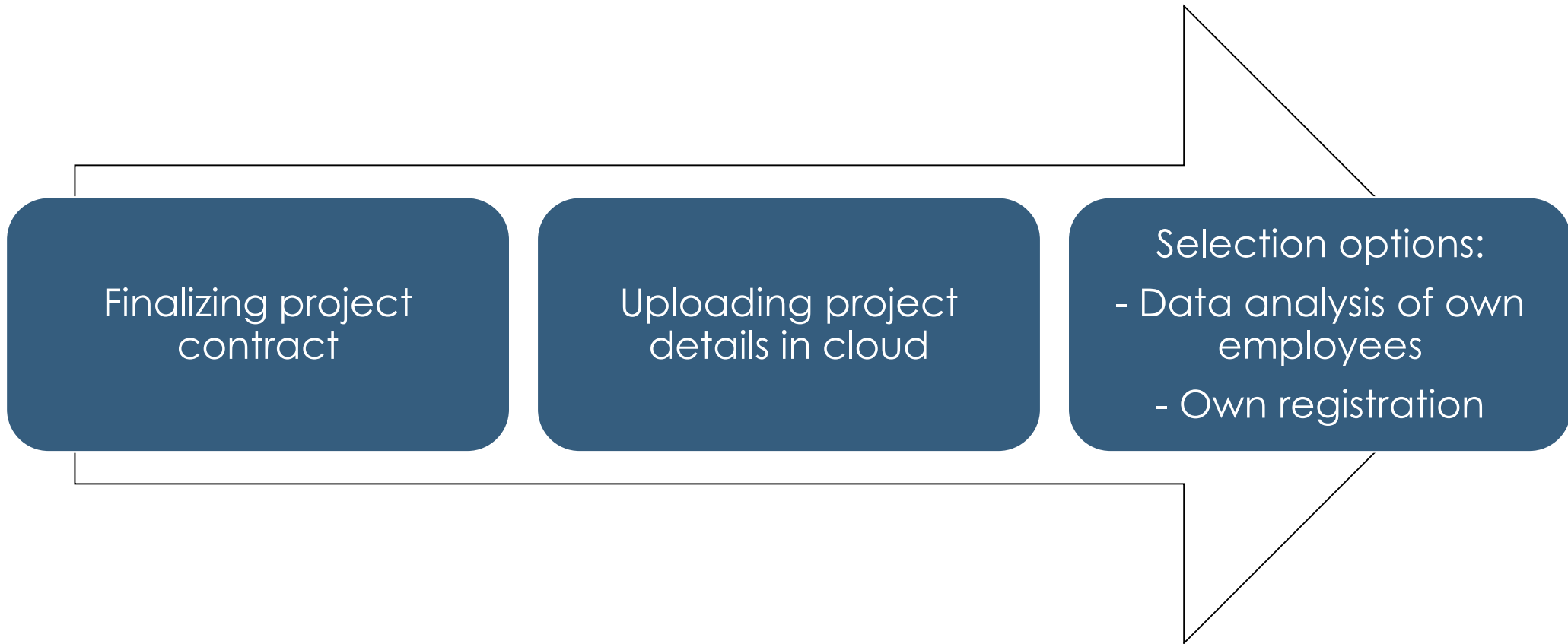
Open community

Human resource platform

Virtual Reality



➤ Optimization of HR capacity worldwide



Increased efficiency through higher motivation

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Introducing idea finding platform

Online platform

Diversified members

Bringing expertise together

Monetary incentives for best practices

Finding best ideas and practices for problem solving and optimization

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Overcoming insufficient availability of needed engineers

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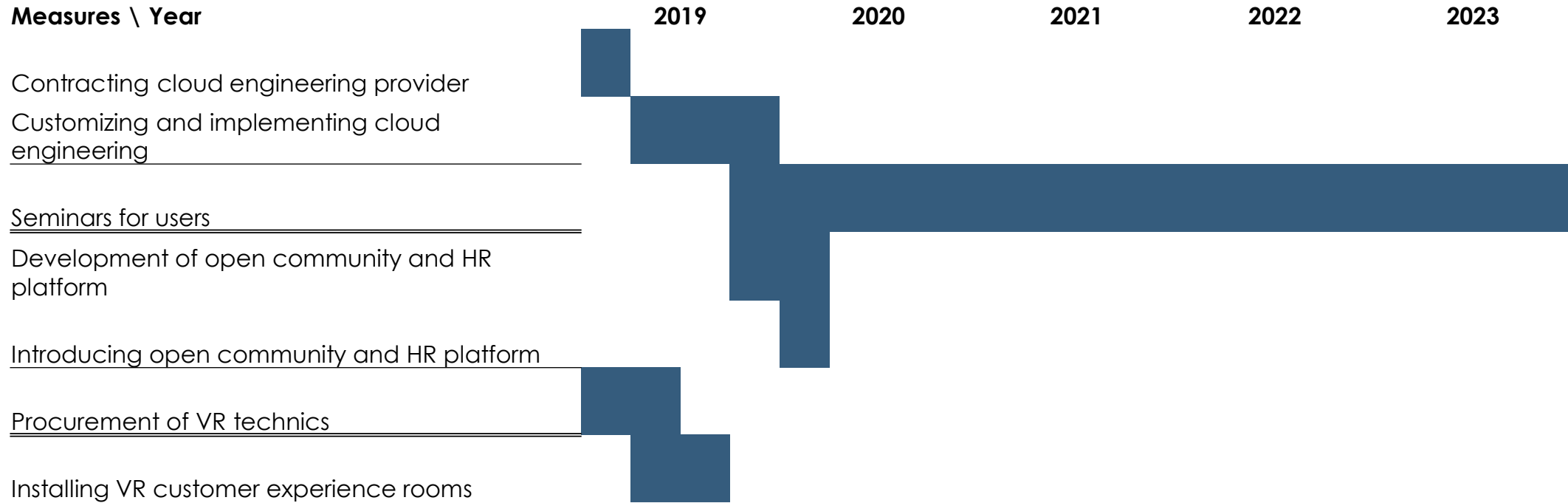
Virtual Reality



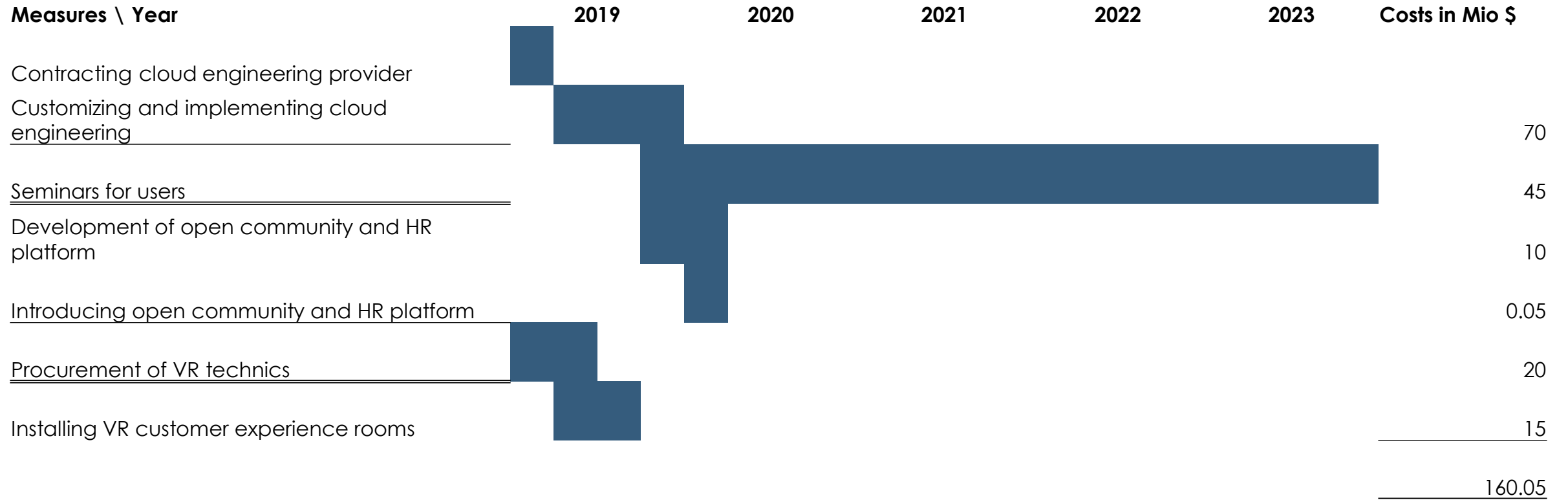
Enabling more satisfying customer management

Timeline

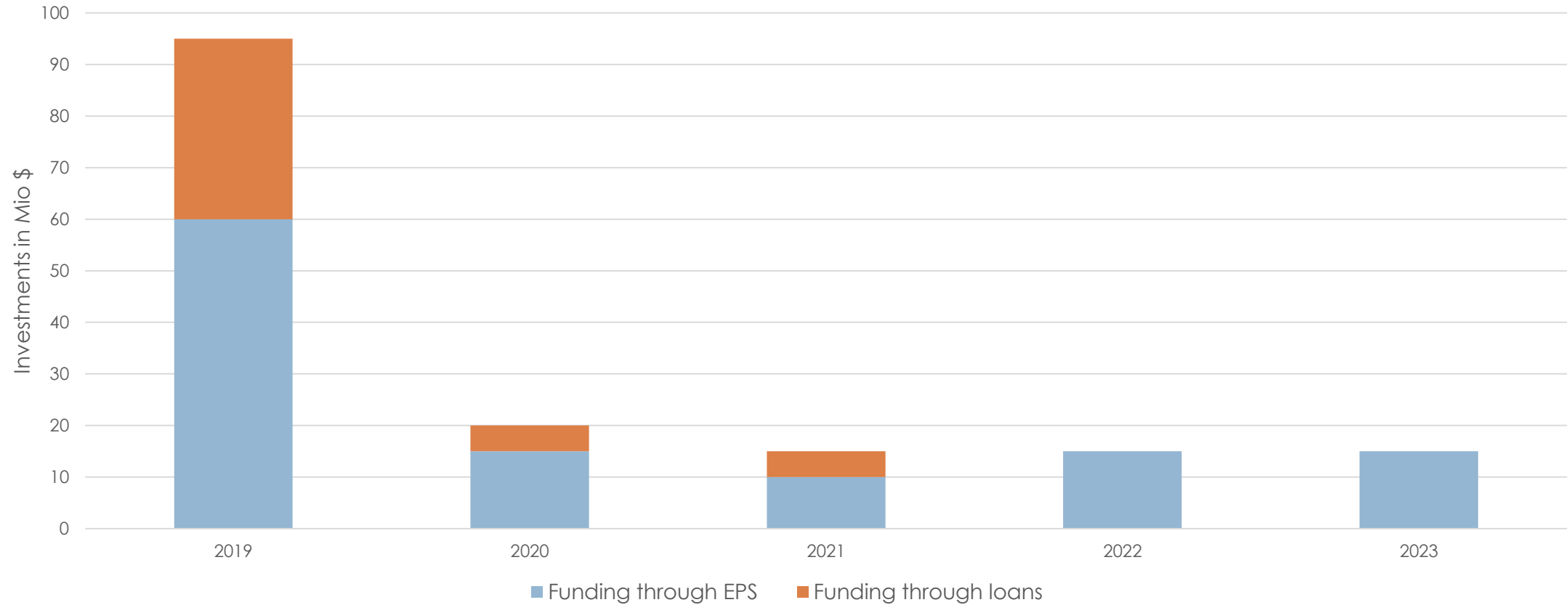
Measures \ Year



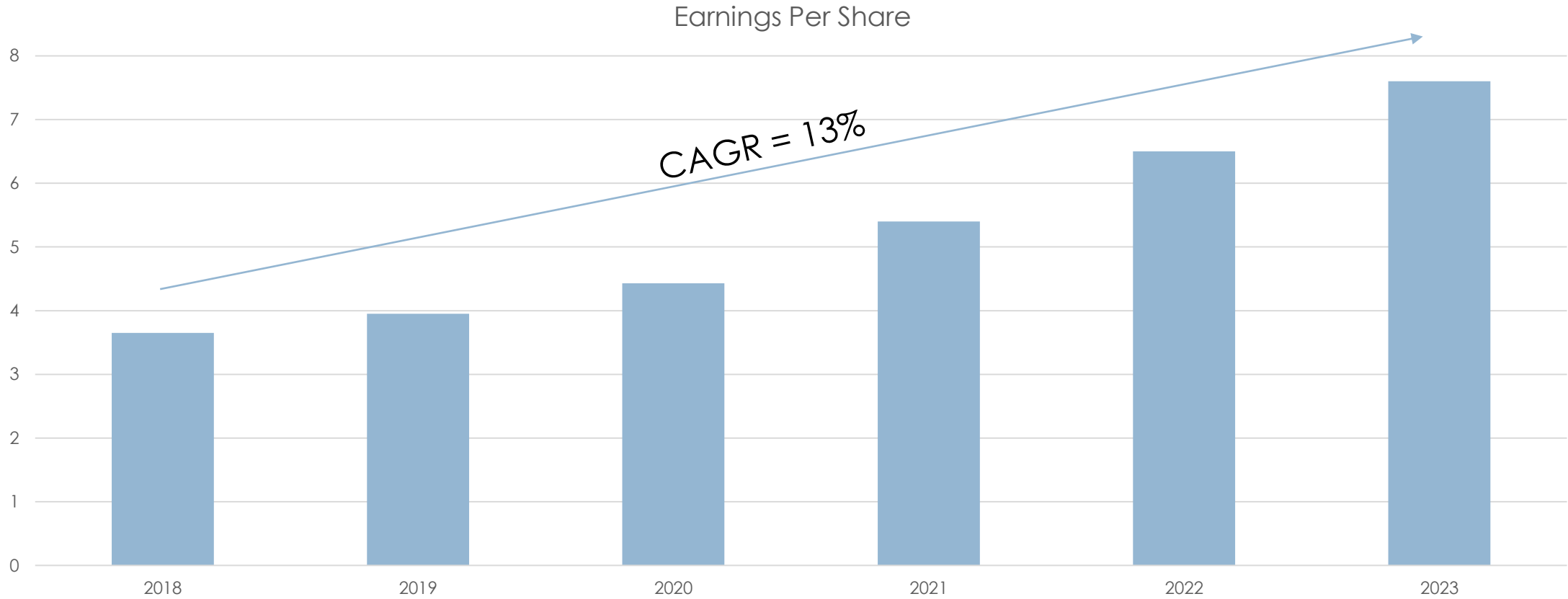
Investment costs



How to fund the investments?

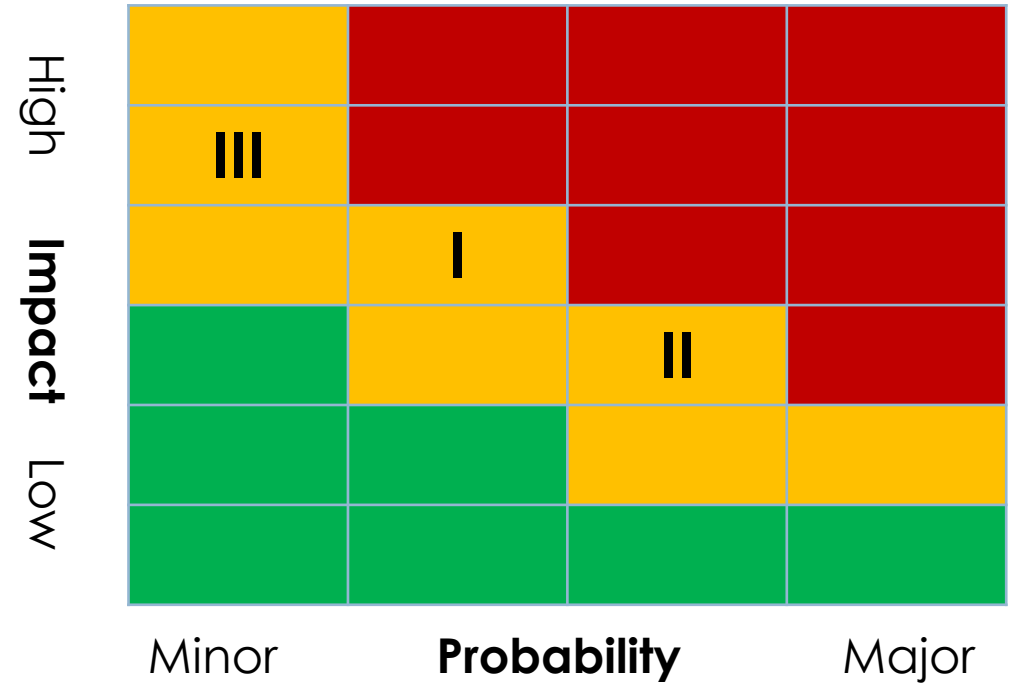


Development of the EPS



KPI's	2019	2020	2021	2022	2023	2024
EPS	3.65	3.95	4.43	5.4	6.5	7.6
Employee satisfaction	80%	84%	87%	92%	92%	92%
Billable hours	100%	102%	101%	100%	100%	100%
Loan in Mio \$	35	40	45	35	25	15

- I. Quality issues
- II. Lack of social skills
- III. Imitation



We are looking to
further discuss on the
topic with you!

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