



Case: Customer **First**

Data Driven Organizational Analysis

October 6th 2021



3shape ▲

Agenda

Introducing 3Shape

S: Setting the stage

C: Letter from SVP Sales & VP Customer Care

Q: Problem Statement

A: The future of Customer Care

Think again - Unlearn & Rethink

Appendix

It all started with a **simple idea**

Two graduate students founded 3Shape in the year 2000 with the idea of creating **high-quality 3D scanning and CAD/CAM solutions.**

From that simple idea, we have pushed the limits of technology. First, we redefined the hearing industry. Today, we are **moving dentistry in new directions.**

Tais Clausen & Nikolaj Deichmann
3Shape Co-founders



Our vision

We innovate for superior patient care.

For us, this means we work on solutions that make a real difference in the lives of both patients and dental professionals around the world.

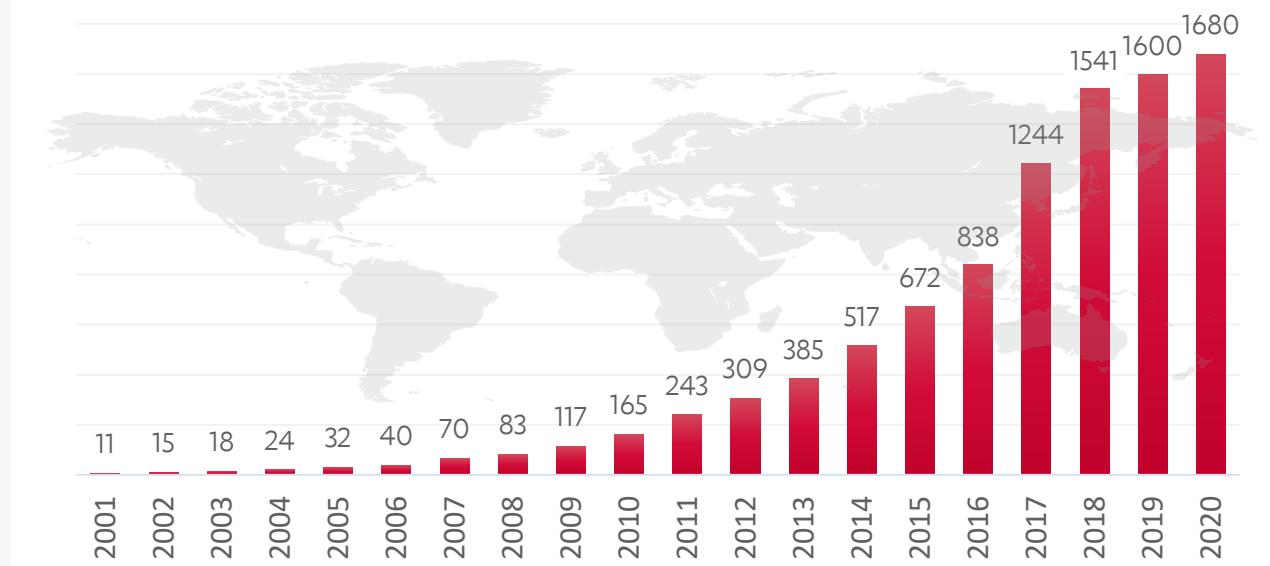
Our mission

We're on a mission to change dentistry.

We believe that there is always a better and more efficient way to provide care and dialogue around dental treatment. We also believe that none of this can be done alone, which is why we collaborate with a network of dental professionals, industry leaders and resellers.

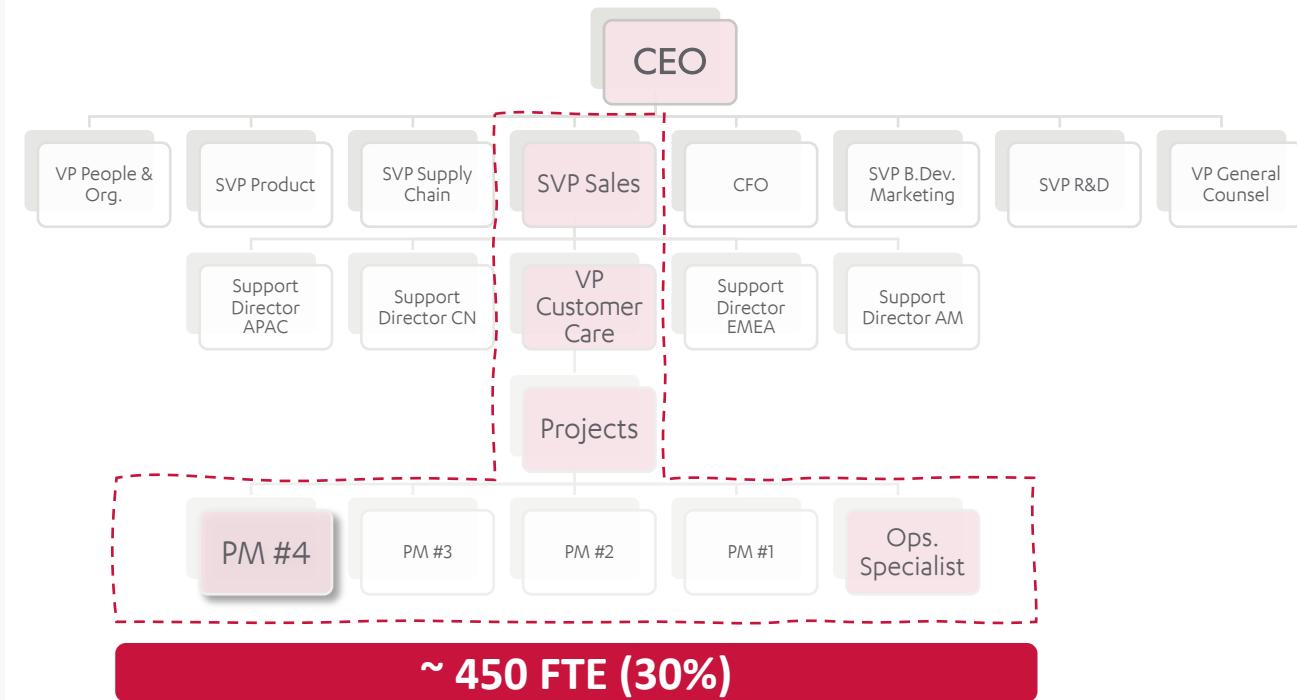
100+ countries

1,600+ employees



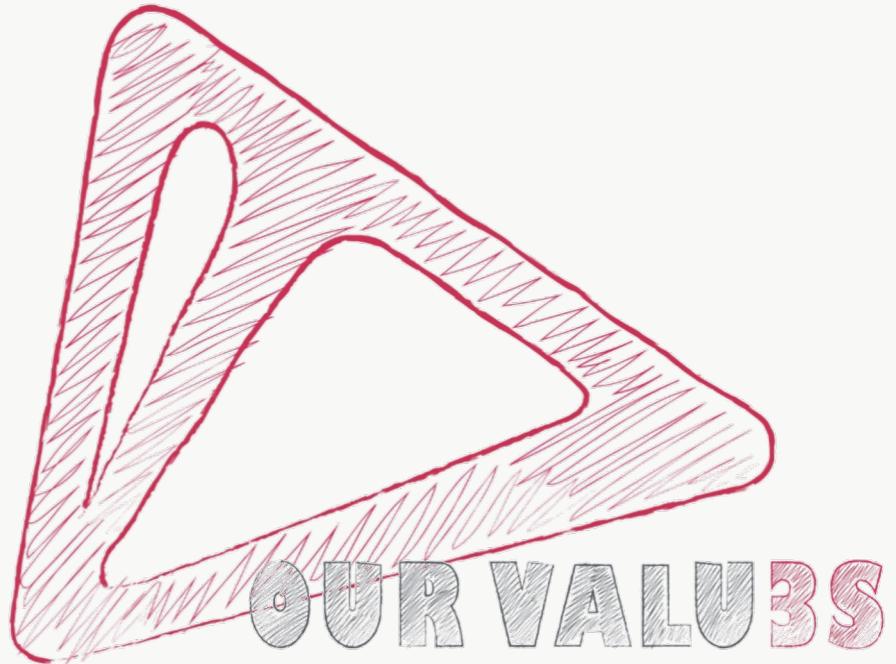
Our organization

We are headquartered (HQ) in Copenhagen



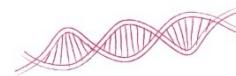
Our Values

We have eight and they stand for what we are.



#1 Improve people's LIVES

We want to make a difference. Our efforts enable people across the world to enjoy better lives.



#2 INNOVATION is in our DNA

We use and create the latest technology, and always challenge to do things smarter. We are curious, experiment and do things that can't be done!



#3 Think like a USER

The best solutions are easy for our customers to use and help them grow their business. Take a user perspective, and all else will follow.



#4 Play to WIN

We are ambitious, in everything we do. We always enter the field to 'steal the show' with best-in-class products.



#5 EMPOWER people

We believe the best results are achieved by empowering the people and teams closest to the action.



#6 Act like an OWNER

Take responsibility, trust your own decisions, speak up, take initiative..be active in making 3Shape brilliant!



#7 Move like a START-UP

Take intelligent risks, chase opportunities, slay obstacles, learn from mistakes..while moving fast as true entrepreneurs!



#8 Have FUN

We are not looking for crazy, but a touch of wacky goes a long way while we do serious business. In the team, across functions, around the world – as one family!

Our Customer

We have three customer segments.



Clinic

Dentists



Lab

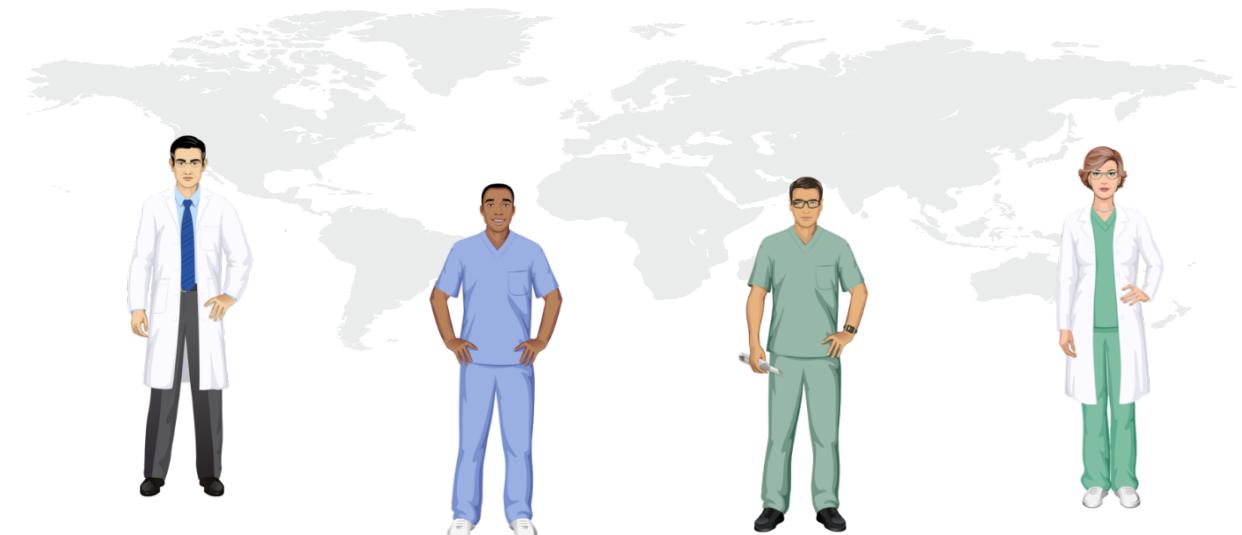
Technicians



Audio

Audiologists

50,000+ customers globally



Our Product

We market two scanner types + software



E-series
scanner

Software
lab+ clinic

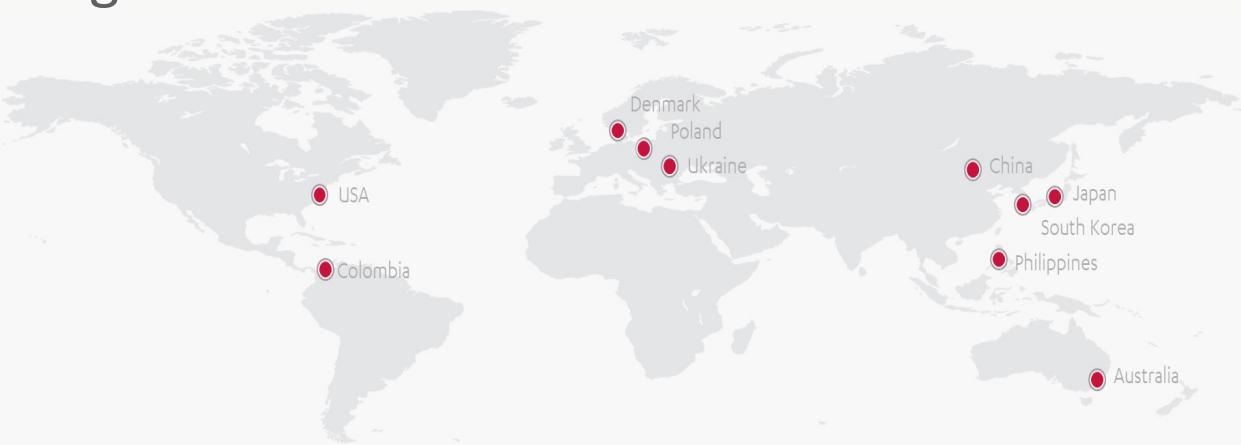
MOVE
scanner

TRIOS
scanner



Our Customer Care

We have over 160 colleagues across the globe



EMEA

 + 80 employees

We speak: English, Italian, French, Spanish, German, Ukrainian

AMERICAS

 + 60 employees

We speak: English, Spanish, Portuguese

APAC

 + 20 employees

We speak: Japanese, Korean, English, Chinese

Last but not the least - Exciting leadership change at 3Shape

At the end of 2020 3Shape Company's Board of Directors appointed **Jakob Just-Bomholt** as Chief Executive Officer

The new role of the Co-founder

3Shape's current Co-CEOs and Co-founders Tais Clausen and Nikolaj Deichmann will remain active at 3Shape in new roles as Co-Vice chairmen of the board. This means that they are leaving the day-to-day operations and will take part in selected commercial and R&D projects in coordination with 3Shape's leadership.

About Jakob Just-Bomholt

Jakob comes from a position as Executive Vice President of Falck A/S, a global emergency and health care company. Prior to that, Jakob worked in various top executive positions at the shipping and logistics company, A.P. Moller-Maersk.



Tais Clausen & Nikolaj Deichmann
3Shape Co-founders



Jakob Just-Bomholt
3Shape CEO

Agenda

Introducing 3Shape

S: Setting the stage

C: Letter from SVP Sales & VP Customer Care

Q: Problem Statement

A: The future of Customer Care

Think again - Unlearn & Rethink

Appendix



Intra Oral Scanners are one of the most exciting trends in dentistry.



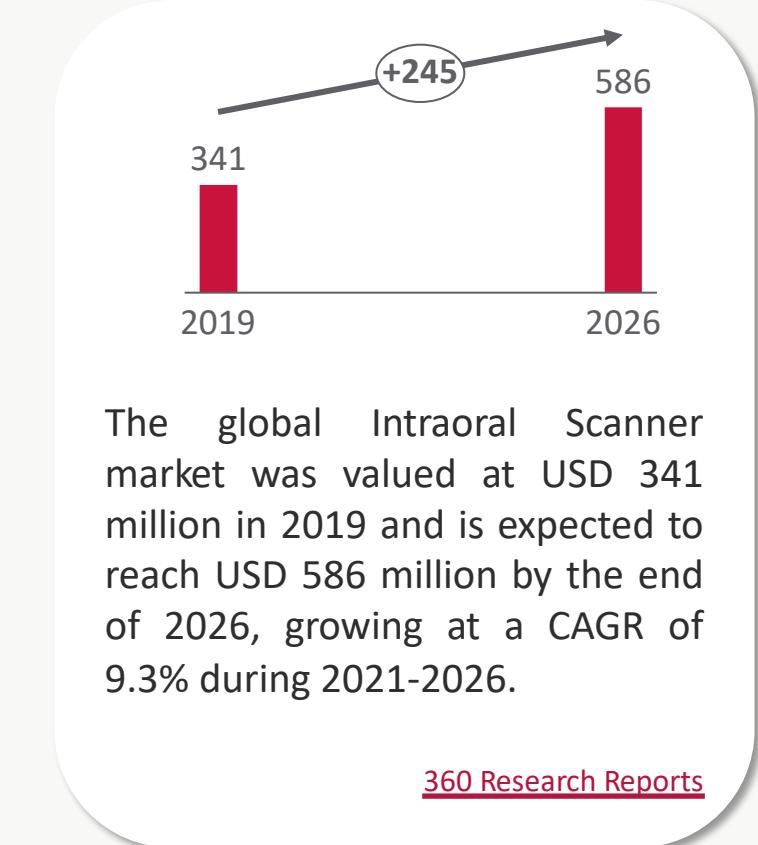
- 3Shape product portfolio consists of 2 main categories:
- Intraoral scanners for dental clinics ~70% sales
 - Lab scanners for dental labs ~30% sales



3Shape growth has been challenged for some years as intra oral scanners mature as a category. 'Premium' brands such as our intraoral scanner in particular (TRIOS), are losing market share to value brands and better branded alternatives.



When asked in a survey what types of features you evaluate when considering an intraoral scanner, 70% of the respondents ranked 1st line support from the manufacturer as a key consideration for the buying process



Agenda

Introducing 3Shape

S: Setting the stage

C: Letter from SVP Sales & VP Customer Care

Q: Problem Statement C: Letter from SVP Sales & VP Customer Care

A: The future of Customer Care

Think again - Unlearn & Rethink

Appendix





“We need to find a way to connect and build long-lasting relationships directly with our customers and learn about their pains-points, which requires new perspectives and transformation of our existing operation model as well as our ways of working.”

Sophie Ellersgaard
VP of Customer Care



“Customer Care has improved tremendously over the past period and working towards our end-users (direct support) is something we have spoken of for years in 3Shape. Now it’s the right time (fully supported by 3Shape Management) to step up and get it done.”

Christoffer Melchior
SVP, Global Sales & Customer Care

Agenda

Introducing 3Shape

S: Setting the stage

C: Letter from SVP Sales & VP Customer Care

Q: Problem Statement

A: The future of Customer Care

Think again - Unlearn & Rethink

Appendix

Problem statement

You were asked to stair down on
the “courage wolf” to address the
following problem statement

What strategic and responsible initiative(s) must 3Shape implement to successfully strengthen the relationship with its customers and gain better control of the customer experience?



Engage with end-user

Direct support enables a platform for connecting directly to end-users



Gain competitive advantage

Fewer end-user touchpoints makes support a source of competitive advantage



Grow revenue

Billing end-users directly for support service creates a possible new revenue stream



3shape ▶

Agenda

Introducing 3Shape

S: Setting the stage

C: Letter from SVP Sales & VP Customer Care

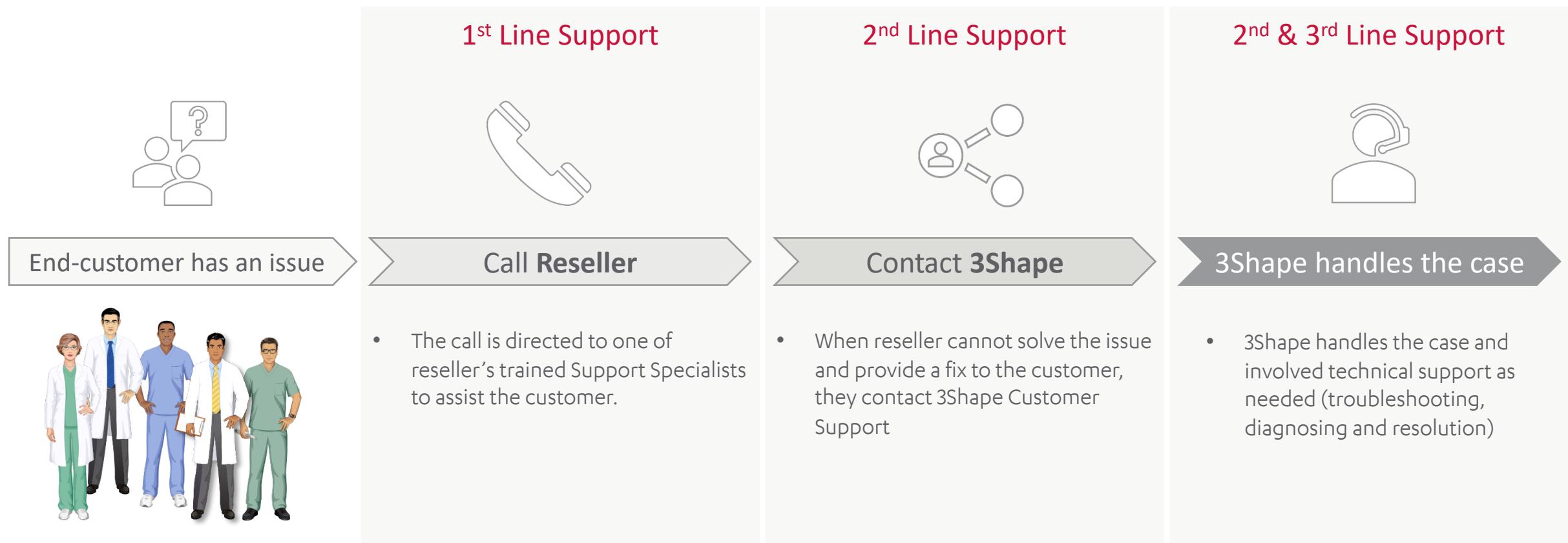
Q: Problem Statement

A: The future of Customer Care

Think again - Unlearn & Rethink

Appendix

Our current support model is focused on **reseller support**



We embarked on a transformation journey to **provide end-user direct support**



We innovate for
superior patient care



Running the business

Work with our **resellers** to improve the overall customer experience

- Relationship Management



Changing the business

Work towards our **end-users** to gain more control of the customer support experience

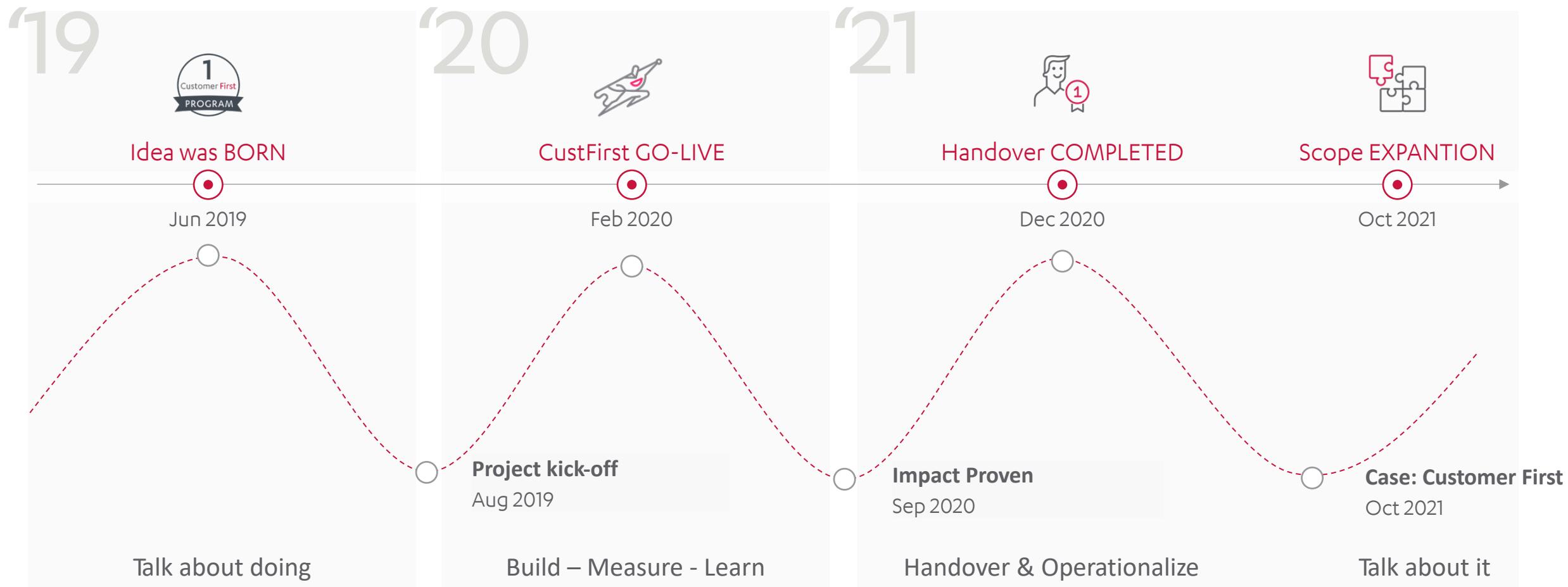
- **Customer First Program**

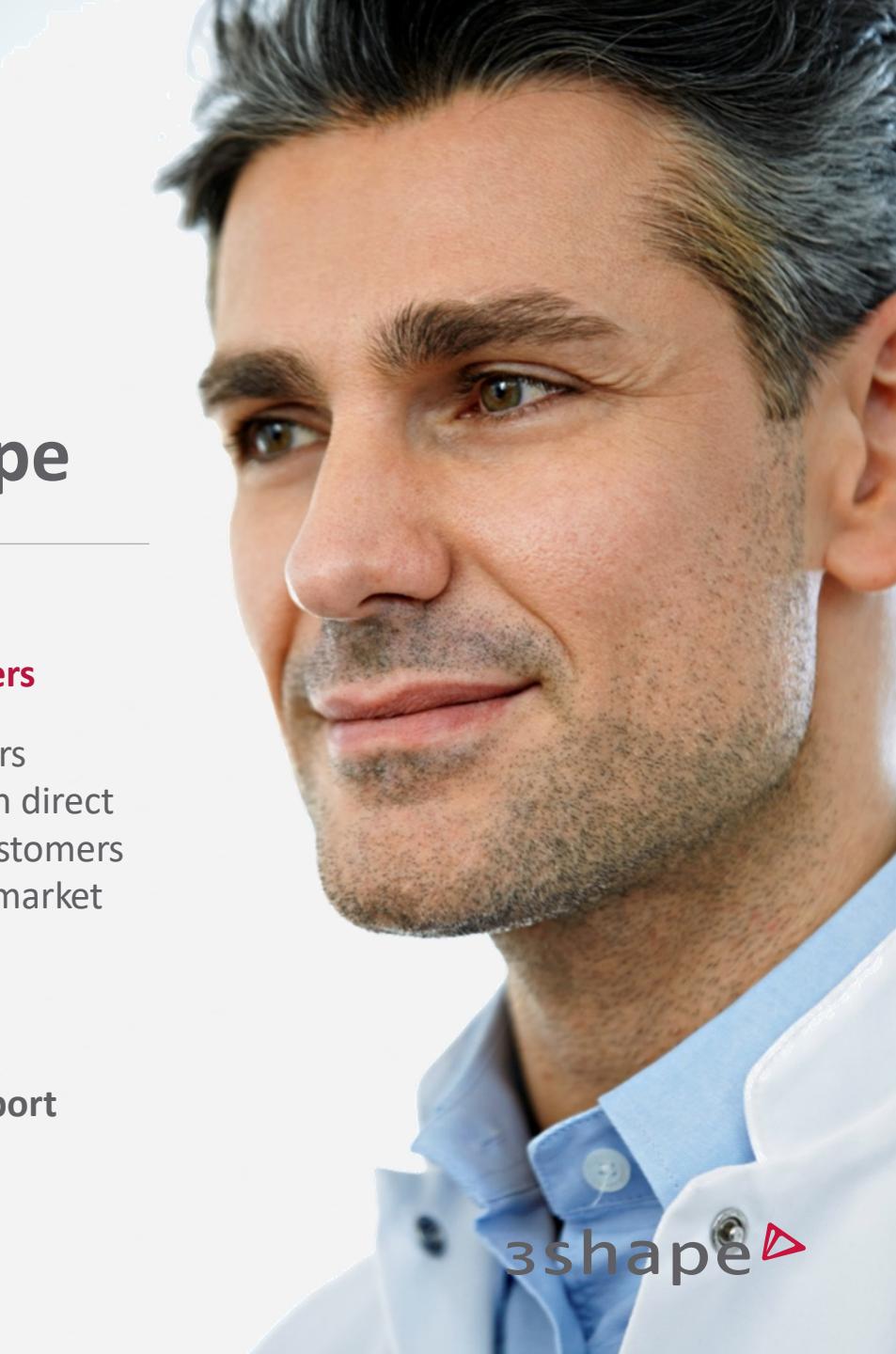


3shape ▶

Started in Jun 2019 | Launched globally in Feb 2020 | Crushed all targets and expectations in 2020 | Handed over to a Customer First Program manager in March 2021 | Still going strong 2021

Our transformational journey lasted over 2 years





BENEFITS

Customer

Great support experience with 3Shape

TRIOS users benefit from receiving product support directly from a knowledgeable and well-established 3Shape customer support team located around the world.



Reseller

Increased focus on growth and sales activities

3Shape resellers benefit from a reduction of subscription renewal administration, and the possibility to refocus those efforts to nurturing new sales.



3Shape

Strengthening relationship with the TRIOS users

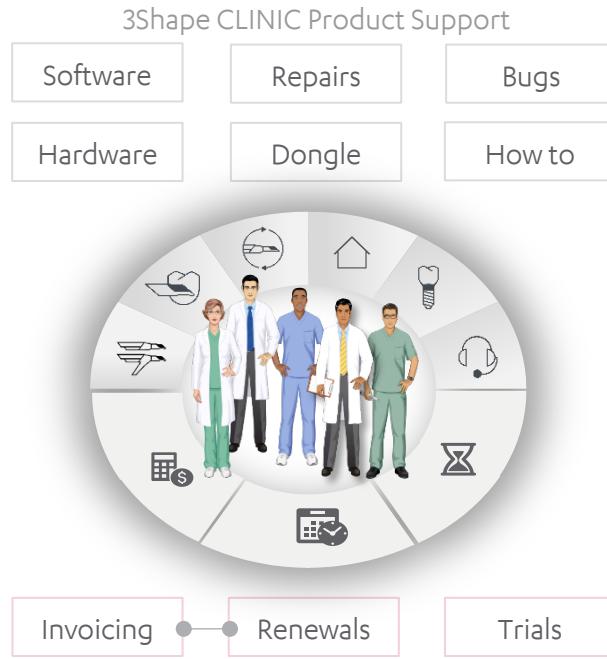
Customer First offers advantages through direct interaction with customers and in-depth post-market surveillance.

In the new support model, all end-customers will consistently receive a great support experience

This is how it started in Jul 2019. From there only “trouble”



3Shape direct support



Go-to-market strategy

- >> Existing & new resellers
- >> Customer segment Clinic
- >> All Country & ENG. language

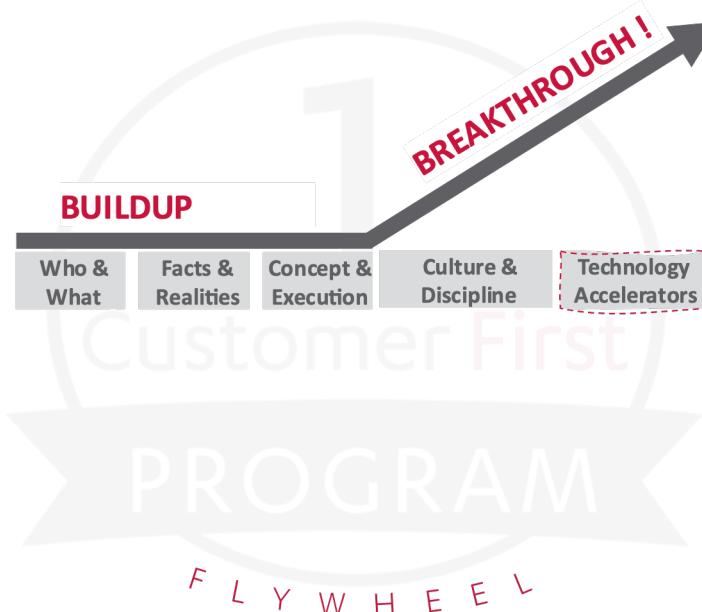
Initial kick-off plan January 2020

Service	Region	FTE		Subscription	
		Min	Max	Min	Max
Clinic support in English within local business hours (e.g. 9am-5pm) for selected resellers	AMERICAS	3		300 - 600	
	EMEA	3		300 - 600	
	APAC	3		300 - 600	
	TOTAL	9		900 - 1800	

Not in scope: 3Shape Product Support for LAB and 3Shape Non-Product Support for Orders (New orders, Try & Buy, Add-ons) as well as Shipping, Info etc.

Note: to be determined together with Sales

This is how it ended in Dec 2020



Manual Onboarding was a success for CustFirst

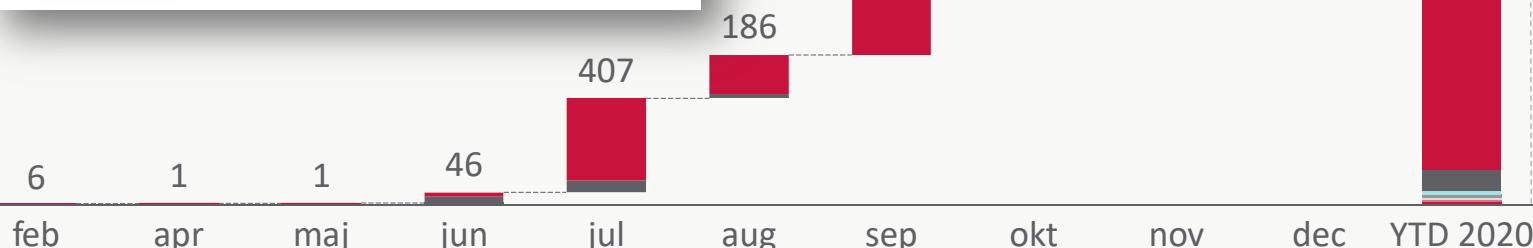


We are rounding 2,000 customer onboarded to CustFirst --> 2X Target'20

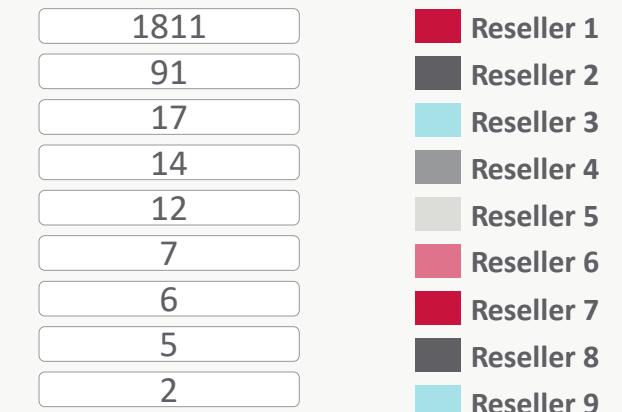
Global presence --> 9 Resellers

From achieve: Initial plan Aug 2019

In Jan '20 we start with min 3 x 1st Line consultants in each region



Source: AX Account data extract where **CustFirst identifier = Yes** (per 7 Dec 2020)

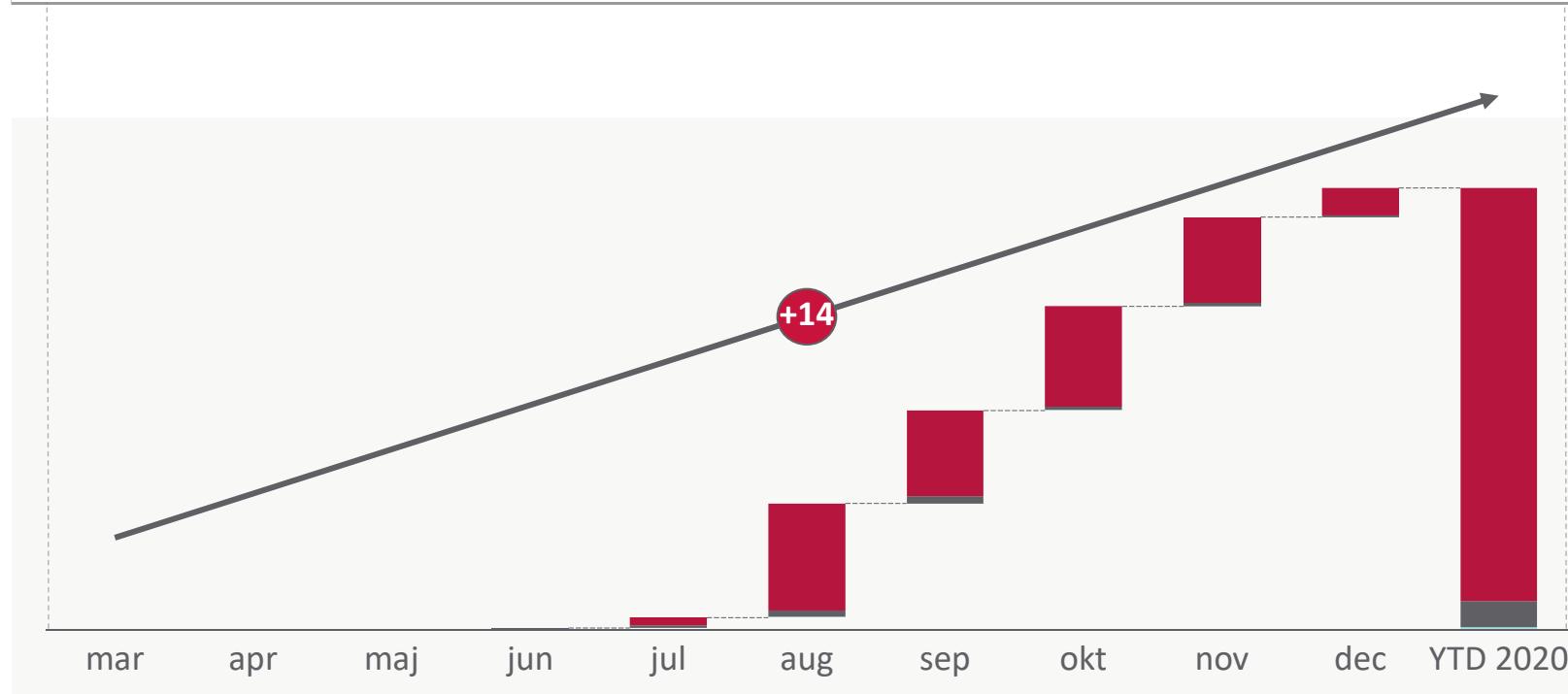


1965 YTD 2020 - Grand Total

We created a new & profitable revenue stream



We are rounding 14 M in direct renewals --> ~ 30% | 4M new revenue stream*



Source: AX Account data extract (per 7 Dec 2020)

* Market Recommended Retail Price vs. Reseller price

Billing --> Annual (99%) & Monthly (1%)

Over 1,000 subscriptions renewed
directly with 3Shape

...so far

14

YTD 2020 - Grand Total

Customer Experience has taking off



We can now engage better with end-user --> CX Survey | Measure | Learn | Improve

Evaluation of support case CAS-420867-X0Q385
Case title: Customer wants to removed ortho licenses of his dongle account.
We are continuously looking for ways to improve to better serve you. Your feedback is extremely valuable to us and we would like to invite you to participate in this short survey.

1. Based on your recent experience with 3Shape, how likely would you be to recommend us to a friend or colleague?

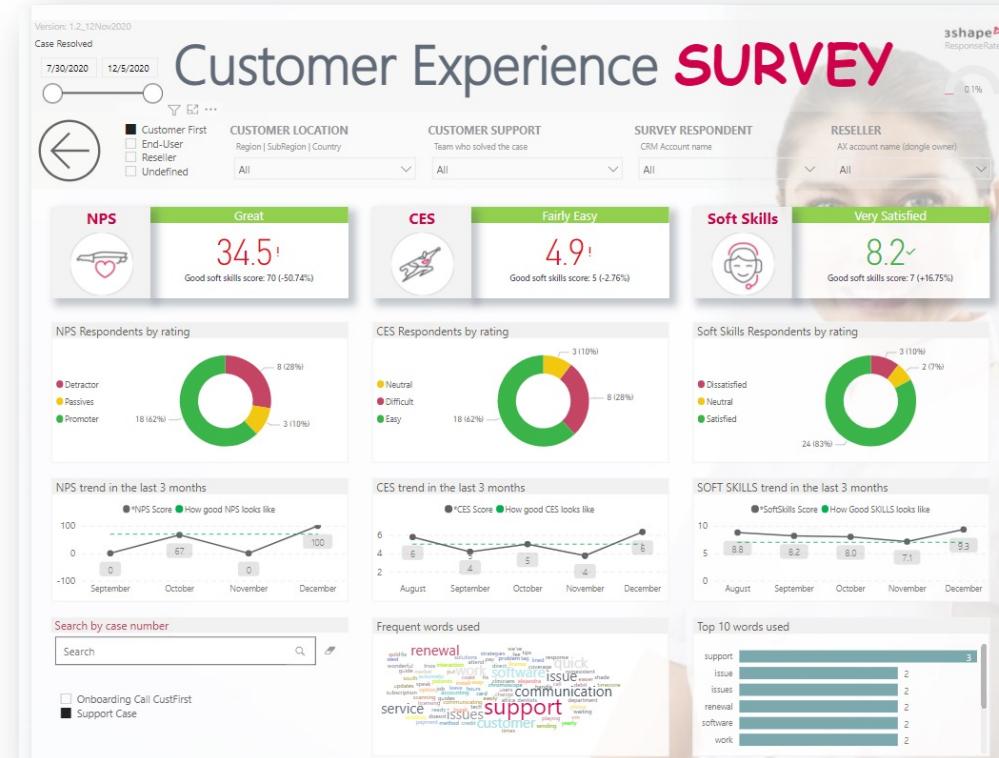
2. How easy was it to work with 3Shape to solve your issue?

3. How satisfied were you with the 3Shape consultant that assisted you?

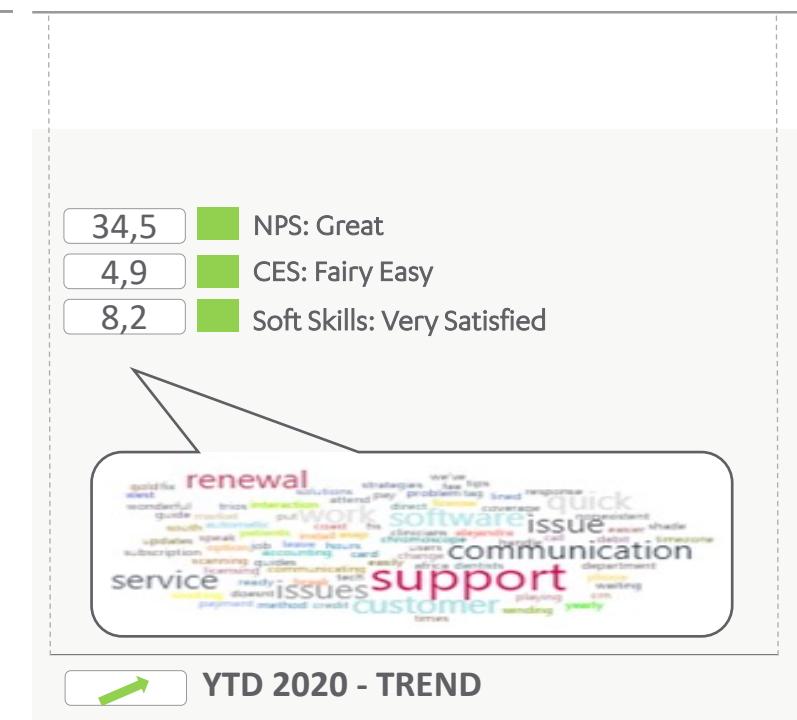
4. If you had to name one thing that we could improve, what would that be?

[Survey Link](#)

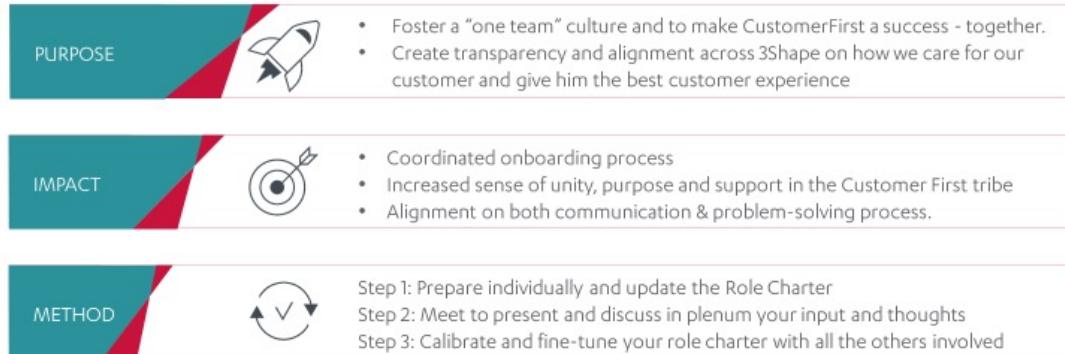
3shape



Improvements --> NPS, CES, Soft Skills



Handover to operations has been completed



- Role Charter -

Customer First - Subscription Team

We want to get closer
Operational process (mainly Data Collection) a) From inflow to data w identifying new customer b) Status and poor creation c) Status and poor meetin d) Overview on what has be e) Clarifications and furt f) Data collection Planning Huddle (internal - e) General alignment with Subscriptions Management h) Support subscriptions re

Planning Huddle meetings (C • Collaborate with IT Re a) Customer experience (Sub a) Align cross-functionally. It successfully and timely at Masterdata/Subscriptions- b) Ensure that customer ha c) Provide a refer support Planning Huddle participat d) General alignment with M

Planning Huddle meetings (C • Collaborate with IT Re a) Customer experience (Sub a) Align cross-functionally. It successfully and timely at Masterdata/Subscriptions- b) Ensure that customer ha c) Provide a refer support Planning Huddle participat d) General alignment with M

Customer First - Support Team

We want to get closer
Met and Greet a) Data Collection b) Data model robustness c) Future updates & release

Planning Huddle meetings (C • Collaborate with IT Re a) Customer experience (Sub a) Align cross-functionally. It successfully and timely at Masterdata/Subscriptions- b) Ensure that customer ha c) Provide a refer support Planning Huddle participat d) General alignment with M

Customer First – PBI products (dashboards & tools)

We want to get closer
Operational ownership of a) Technical product docu b) Communication towards customers and partners and c) Bugs and fixes

Planning Huddle meetings (C • Collaborate with IT Re a) Customer experience (Sub a) Align cross-functionally. It successfully and timely at Masterdata/Subscriptions- b) Ensure that customer ha c) Provide a refer support Planning Huddle participat d) General alignment with M

Customer First - Program Manager

Individual Accountabilities	Decision rights	Influences
Concept gate keeper a) Update the Customer First concept as required and acts as gate keeper for all standard variations b) Create onboarding materials both for internal and external use (resellers & end-customer) c) Focus on reaching excellence throughout the onboarding process to secure that a great first interaction with 3Shape d) Deliver an effective plan with a clear business roadmap to help take CustomerFirst to the next level e) Introduce CustomerFirst concept both internally to other sales or country managers, as well externally to potential selling partners that are interested in getting onboarded	Owes a) CustomerFirst Concept b) CustomerFirst Handbook, Flyer etc. c) Onboarding materials d) Implementations / Optimizations scoping e) Annual strategy direction & speed f) Annual Rollout plan: reseller & timelines g) Intro presentation	TBD a) End-user onboarding process b) Operational development needs in terms of process and technology - specifically aligned reporting (in terms of identifying needs, coordinating report creation, maintenance etc.)
Power BI product strategy • Continuously refine the j	KPIs & required capabilities	Success metrics • 1,000 of 3Shape subscriptions onboarded to Customer First program in 2020 • New customer satisfaction rate (NPS) 3Shape Support (yet to be defined) • A profitable service offering (target yet to be defined)
Key Shared Accountabilities Full-service definition (SMWBS → Sales + C Program) • Ensure alignment within the business model, service catalog, onboarding plan, and legal agreement • Organization (Subscriptions + Support + C Program) • Collaborate: team of people ready to deliver a high-quality support service (Global 1 st line support, Global 2 nd line support, Global 3 rd line support, etc.) • Collaborate with all relevant teams to secure best processes and tools across various systems utilized (Global 1 st line support system, subscription renewal platform and relevant contact channels (online, call center, email, ticket system, etc. in English)) • Think Global - Act Local (Quality, Service, Subscriptions) • Keep close contact with Support & Sales/Subscription Directors to ensure market specific details are considered and handled either locally or in a centralized manner	Capabilities • Learn new systems and technologies quickly and you enjoy taking a user perspective to understand what the best solutions are those that are easy to learn and quick to implement • Work cross-functionally and collaborate with the leadership team on developing and executing the overall strategy • Negotiation and relationship building • Ability to leverage data to make strategic decisions	

-
- Similar is needed for dev. teams**
- Existing solutions refining
 - Maintenance and support
 - New scope and additional business needs

ROLE CHARTER Sales Teams

We want to get closer
Scale to Growth
• Identify new reseller
• Lead discussion on the

ROLE CHARTER CRM

We want to get closer
Customer Card
• i.e...
Invoicing
• i.e...
AX operational excellence
• i.e...
Further development as res

ROLE CHARTER FCOM

We want to get closer
Customer Experience survey
• i.e...
ECOM webpage
• i.e...
Help Center webpage
• i.e...
ECOM operational excellence
• i.e...
Integrations ID-AX-CRM-ECOM
• i.e...
Automatic Onboarding
• i.e...
Repair and Replacements p
• i.e...
Integrations ID-AX-CRM-ECOM
• i.e...
Automatic Onboarding
• i.e...
Repair and Replacements payment
• i.e...

ROLE CHARTER Identity

Individual Accountabilities	Decision rights	Influences
We want to get closer to the customer & be in control of the customer experience Customer identity profile • i.e... Product ownership • i.e... Identity operational excellence • i.e...	Owes • ECOM Masterdata	Influences • Operational development needs in terms of processes and tools
Key Shared Accountabilities Integrations ID-AX-CRM-ECOM • i.e... Automatic Onboarding • i.e...	Key metrics • NA	Capabilities • Ability to work cross-functionally and collaborate with the leadership team on developing and executing overall company strategies • Ability to leverage data to make strategic decisions • Negotiation and relationship building
KPIs & required capabilities Financial targets • NA	Financial targets • NA	Veto • Customer First account creation • Product Ownership

Agenda

Introducing 3Shape

S: Setting the stage

C: Letter from SVP Sales & VP Customer Care

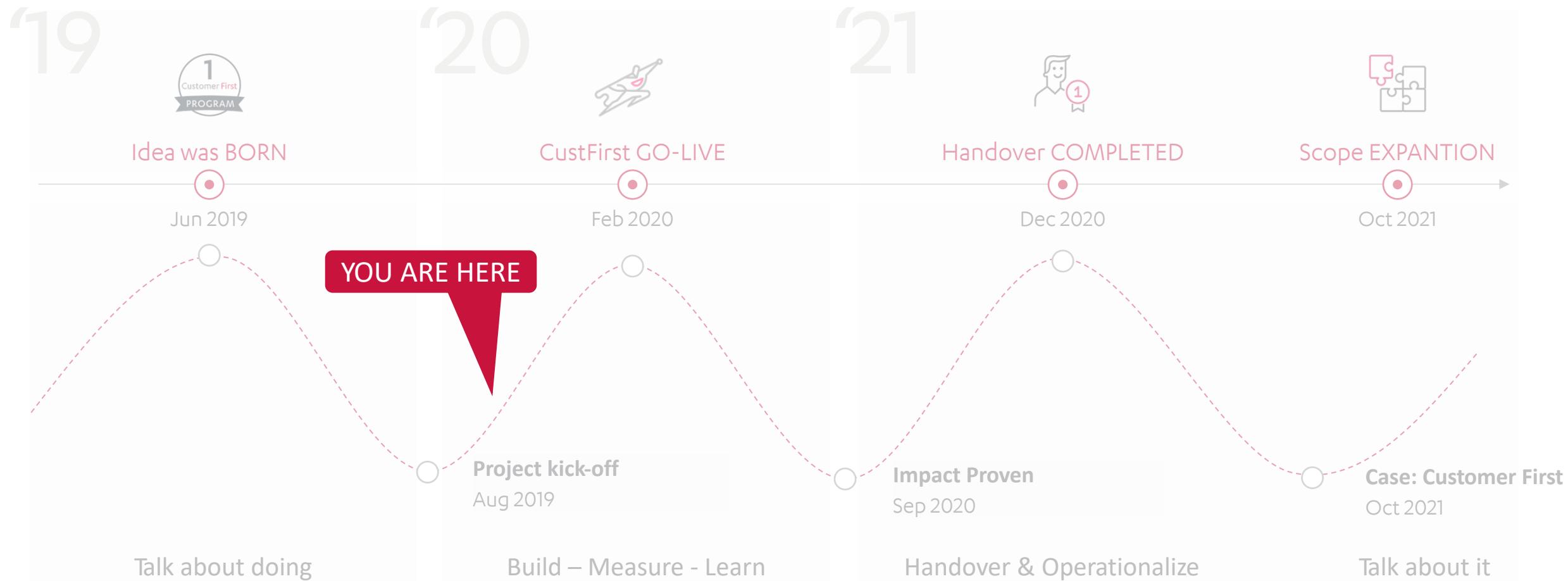
Q: Problem Statement

A: The future of Customer Care

Think again - Unlearn & Rethink

Appendix

Pretend that you are here - right after project kickoff...



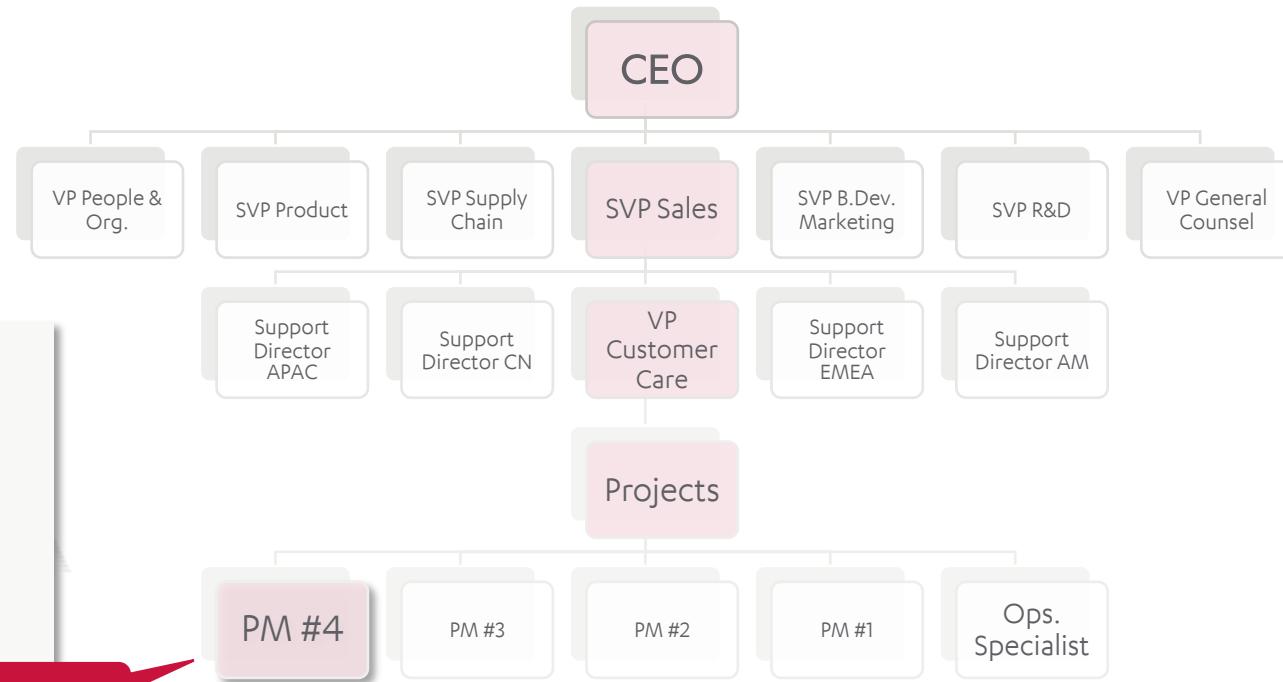
You are the project team

You are hired by CEO to...

SOLVE THE DIRECT SUPPORT
CHALLENGE FOR 3SHAPE

YOUR TEAM

1. The CEO wants your clear recommendation on whether to invest in Customer First.
2. Develop a business case using your expertise on 3Shape and customer service.
3. Present your solution to the leadership team.



"Nothing is more frustrating than conducting hours of research and data analysis only to throw away all your hard work with a less than stellar PowerPoint presentation.

You can have the most brilliant idea, but if you can't convince the client to act, it's useless.

Your case competition PowerPoint structure should be clear, compelling and easy to follow. The best way to do this is by utilizing the Pyramid Principle.

WE DID **CUSTOMER FIRST!**

WHAT WILL YOU DO DIFFERENTLY AND WHY?

THINK AGAIN



1. In which countries will you recommend 3Shape to place 1st line support teams?
2. How many licenses will 3Shape be able to support from each location?
3. How many people will 3Shape need to hire in each Support Center to support the number of customer licenses as cheap as possible?
4. What will be a good unit cost (KPI) for customer support and how will that create impact?
5. What are the revenue and total cost for each Support Center and for the project as a whole?
6. Simulate the total cost of ownership for the first three years using an annual growth rate of 10% and with different adoption rates (e.g. 10%, 50%, 100%).
7. Should 3Shape invest in Customer First given positive, break-even and negative balance?
8. How will you present your business case to the Steering Committee to get approval?
9. Well –done. Now you implemented the first version of Customer First. What will you include in version 2?

Next Steps

So, how is this going to play?



CASE



Wednesday, Oct 6th

3Shape Case presentation
Handover assignment
Review next steps



VIRTUAL MEETING



Friday, Oct 8th

Clarifications
Guidance
Tips & Tricks



PREPARATION



Tuesday, Oct 12th

Group Nominees
for
presentation



PRESENTATION



Wednesday, Oct 13th

Group Presentation
Debate
Award

Agenda

Introducing 3Shape

S: Setting the stage

C: Letter from SVP Sales & VP Customer Care

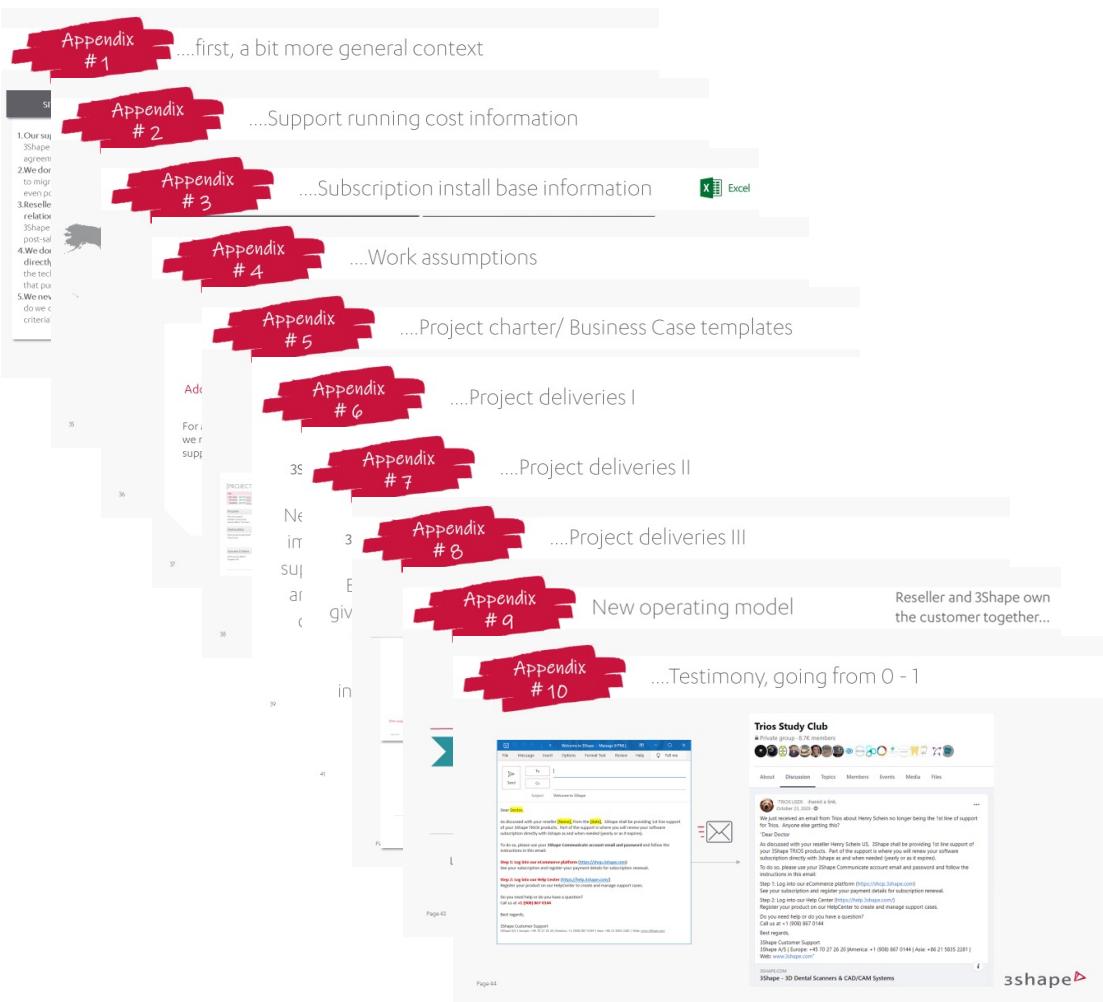
Q: Problem Statement

A: The future of Customer Care

Think again - Unlearn & Rethink

Appendix

Appendix overview



#	Name	Description
1	General context	Situation – Complication - Resolution
2	Support Cost	Support running cost
3	Install base	Overview subscription information
4	Assumptions	Adoption – Growth – Revenue - Margin
5	Business Case	Template used for “funding”
6	Help Center	Platform to provide support services
7	eCommerce	Platform to renew subscriptions
8	Communication	Internal & External (Reseller/End-user)
9	New model	Roles and responsibilities split
10	Testimony	From planning -> execution-> reality

Appendix #1

...first, a bit more general context

SITUATION

1. Our support model is focused on resellers – 3Shape don't provide direct support by legal agreement!
2. We don't know our end-customer – nor how to migrate their data into our ERP system – is it even possible?
3. Resellers own the customer data, and the relationship with them – makes it difficult for 3Shape to feel the *customer pulse* and assess post-sales service quality!
4. We don't have any experience with supporting directly our end-users - difficult to understand the technical infrastructure that we need for that purpose!
5. We never done that – how do we start, where do we continue and what's the overall success criteria?

RESOLUTION

1. **Reseller agreement** to join the program and handover end-customers data
2. **Onboarding plan & method** to be able to collect end-user data from resellers and create their customer accounts in our ERP (invoicing system) and CRM (support)
3. **Organization:** a team of people ready to deliver a high-quality support service
4. **Technical infrastructure:** a global 1st line support system, subscription renewal platform and relevant contact channels
5. **Full-service definition:** a business model, service catalog, onboarding plan, and legal agreement to approach existing and new resellers or customer groups

Customer First

We want to get closer to the customer & be in control of the customer experience

- **Customer First** is a program to deliver 1st line support directly to 3Shape end-users in the Clinic segment.
- **End-users** who are part of this program will also renew their 3Shape subscriptions online through the eCommerce platform.
- **3Shape benefits** from the program advantages through direction interaction with customers, generation of a revenue stream that bypasses the resellers, and collection of more in-depth post-market surveillance.
- **3Shape resellers** benefit from a reduction in admin burden related to subscription renewal, as well as the possibility to refocus resources from delivery of after-sales services to new sales generation.
- **Customers benefit** from receiving product support directly from a knowledgeable and well-established 3Shape customer support team located around the world.

Appendix # 2

....Support running cost information



Support Center	Total cost	Average FTE
Denmark	2 150 000	5
China	2 500 000	10
USA	750 000	9
Colombia	2 100 000	21
Ukraine	650 000	38

Appendix # 3

....Subscription install base information

Country	Language	Licenses
Belgium	English	234
Thailand	Thai	225
Austria	German	195
India	English	191
Japan	Japanese	180
Lebanon	Arabic	137
Israel	English	126
Hong Kong SAR	Mandarin(C hinese)	112
Vietnam	Vietnamese	112
Slovakia	Slovak	108
New Zealand	English	108
Greece	Greek	103
Romania	Romanian	103
Turkey	Turkish	92
Mexico	Spanish	89
Czech Republic	Czech	78
South Africa	English	74
Finland	English	74
Lithuania	Lithanian	69
Russia	Russian	60
Hungary	Hungarian	54

Country	Language	Licenses
Belgium	English	234
Thailand	Thai	225
Austria	German	195
India	English	191
Japan	Japanese	180
Lebanon	Arabic	137
Israel	English	126
Hong Kong SAR	Mandarin(C hinese)	112
Vietnam	Vietnamese	112
Slovakia	Slovak	108
New Zealand	English	108
Greece	Greek	103
Romania	Romanian	103
Turkey	Turkish	92
Mexico	Spanish	89
Czech Republic	Czech	78
South Africa	English	74
Finland	English	74
Lithuania	Lithanian	69
Russia	Russian	60
Hungary	Hungarian	54

Country	Language	Licenses
Chile	Spanish	9
Indonesia	Indonesian	9
Jordan	Arabic	9
Cyprus	Greek	9
Myanmar	English	9
Paraguay	Spanish	9
Armenia	Russian	9
Bolivia	Spanish	9
Moldova	Russian	9
Azerbaijan	Russian	9
Algeria	Arabic	9
Monaco	French	6
Georgia	Georgian	6
Malaysia	English	6
Venezuela	Spanish	6
Iraq	Arabic	6
Nepal	Nepali	6
Puerto Rico	English	0
Liechtenstein	German	0
Latvia	Russian	0
Kazakhstan	Russian	0

Country	Language	Licenses
Chile	Spanish	9
Indonesia	Indonesian	9
Jordan	Arabic	9
Cyprus	Greek	9
Myanmar	English	9
Paraguay	Spanish	9
Armenia	Russian	9
Bolivia	Spanish	9
Moldova	Russian	9
Azerbaijan	Russian	9
Algeria	Arabic	9
Monaco	French	6
Georgia	Georgian	6
Malaysia	English	6
Venezuela	Spanish	6
Iraq	Arabic	6
Nepal	Nepali	6
Puerto Rico	English	0
Liechtenstein	German	0
Latvia	Russian	0
Kazakhstan	Russian	0

Appendix # 4

....Work assumptions

I

Adoption Assumption

For availability purposes,
we need 3 employees to
support 0-300 licenses.

II

Growth Assumption

For every additional 200
licenses, 1 employee is
needed.

II

Revenue Assumption

Every subscription is
sold @MRRP* 2,000.

IV

Margins Assumption

Difference between
MRRP and Reseller price
is ~30%.

*Market Retail Recommended Price

Appendix # 5

....Project charter/ Business Case templates

Me

- Standard Template -

[PROJECT NAME]	
PM:	Owner: <ensure business interests
Start date: dd-mm-yyyy	SteeringCO: <ensure business interests
End date: dd-mm-yyyy	Stakeholders: <workstream owners, specialists>
Updated: dd-mm-yyyy	Resources: <executors of the project>
Purpose	
Why this project? Problem to be solved. Desired effect. The vision.	
Deliverables	
What should be delivered? The product.	
Success Criteria	
What was the effect? Targets/ KPIs	
Description	
<short description of the situation – complication – resolution>	
Status of initiative	
Risks 1) Potential risks flagged 	
Decisions 2) High level decisions needed or taken 	
Workstreams E.g. Main Workstream 1, 2, 3 	
Major Milestones <input type="checkbox"/> insert high-level milestones: a condition connected to the realization of the project planning (SMART)	

STRICTLY CONFIDENTIAL

Customer First Program

1. PROJECT DEFINITION (why is this project important?)		2. IMPACT 2020																					
<p>We want to get closer to the customer & be in control of the customer experience</p> <p>Customer First is a program to define a fine support system to customers in the Clinic segment. Customers who are part of the program will also have their 3shape support options online through the e-Commerce platform. The program offers advantages to 3shape through direct interaction with customers, generation of a revenue stream that bypasses the resellers, and collection of more in-depth post-market surveillance. 3shape resellers benefit from a reduction in admin burden related to subscription renewal, as well as the possibility to refocus resources from delivery of after-sale services to new sales generation. Customers benefit from receiving product support directly from a knowledgeable and well-established 3shape customer support team located around the world.</p>		<p>Success criteria & objectives (potentially also KPIs)</p> <ul style="list-style-type: none"> A global support system is successfully onboarded to the Clinic segment Customer First program (Target 2020 = 1.000) A profitable service offering (target yet to be defined) Increased reseller and customer satisfaction in relation to 3shape Support (yet to be defined) 																					
3. KEY DELIVERABLES (what does the project deliver?)		4. HIGH-LEVEL PLAN (when does the project deliver?)																					
<p>Kick-off Jan 2020: Customer First program available in English in all regions</p> <ol style="list-style-type: none"> Technical infrastructure: a global 1st line support system, subscription renewal platform and relevant contact channels (online case management, phone system etc. in English) – all suitable for English-speaking end-users An organization: a team of people ready to deliver a high-quality support service Full-service definition: a business model, service catalog, onboarding plan, and legal agreement to approach existing and new resellers or customer groups 		<table border="1"> <thead> <tr> <th>Q4 2019</th> <th>Q1 2020</th> <th>Q2 2020</th> <th>Q3 2020</th> <th>Q4 2020</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2.</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	1.					2.					3.				
Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020																			
1.																							
2.																							
3.																							
5. GOVERNANCE & BUDGET (who delivers the project and what are the resources?)		<p>Team</p> <ul style="list-style-type: none"> Project manager: Christian Melchner Steering group: CEO, CFO, SVP Sales, VP Customer CustCare, SVP Business Development, Marketing Project driver: Sophie Ellergaard <p>Works</p> <ul style="list-style-type: none"> PROP meeting: standup meeting focused on action plan (Mondays + Thursday) F&B/ PMO meeting: feedback and solutions on milestones and timelines (Wednesdays) Budget: status, decisions (monthly) <p>Approved resources</p> <ul style="list-style-type: none"> Dedicated project manager Additional resources for 1st line consultants as well as investment in a new Contact Center Solution 																					
<small>*PROP stands for priorities -- realities -- options -- detailed activity plan → IMPACT</small>																							

Leadership

YOU

DIY

Appendix # 6

3Shape HELP CENTER

New capabilities to improve end-user support experience and case creation directly in Help Center



....Project deliveries I

- 1** **Review existing cases**
- 2** **Open a new case**
- 3** **Register your product**

Appendix # 7

3Shape eCommerce

End-user will be giving the capability to renew their subscription independently on eCommerce*



....Project deliveries II

- 1** Product ownership (subscription)
- 2** Billing plan (monthly or annual)
- 3** Billing info (credit card)

Appendix #8

....Project deliveries III

Reseller Customer First Hanbook

1



Clinic support in English for the end users within local business hours (e.g. 9am-5pm) for selected markets and subscription renewal directly with 3Shape

March 2021

HANDBOOK



Value Proposition



Concept



Enrolment

WHY
Customer First Program?

WHAT
Is Customer First?

HOW
do I join Customer First?

Customer Customer First Flyer

2

Welcome to Customer First



Customer First is a joint support program from reseller and 3Shape, which allows more comprehensive coverage of your 3Shape software/hardware solution.

You will receive phone support & renewal assistance directly from 3Shape, and field service from reseller.



Receive TRIOS support directly from 3Shape



Renew your TRIOS® subscription directly with 3Shape



Manage your support cases online at help.3shape.com



Manage your subscription online at shop.3shape.com



Call our 1st Line support team that is ready to assist you



Credit card payments and automatic renewals

Reseller takes care of sales, account management & field service:

- Sales of TRIOS hardware & software
- Installation of your TRIOS scanner
- Product training for TRIOS solution
- On-site technical visits
- Sales Support

3Shape takes care of remote support, service & subscription renewals

- Remote 3Shape hardware & software support
- Repairs & replacements
- Software upgrades
- Subscription renewals

Once agreed with your reseller, 3Shape will contact more details and to onboard you to the Customer First program. You are also welcome to contact 3Shape directly to learn more about Customer First benefits.

Internal Training & Q&A

3

What are we going to review in the next 1.5 hours?



1. Help Center and Customer Support
2. Subscription and eCOM
3. Clinic training – video
4. Manual onboarding and Follow up call
5. Q&A incl. Sales and Training matters

3shape ▶



Q & A



What
do I do when I have a support question



What
do I do when I have a subscription question



What
do I do when I have a payment question



What
do I do when I have a sales or training question



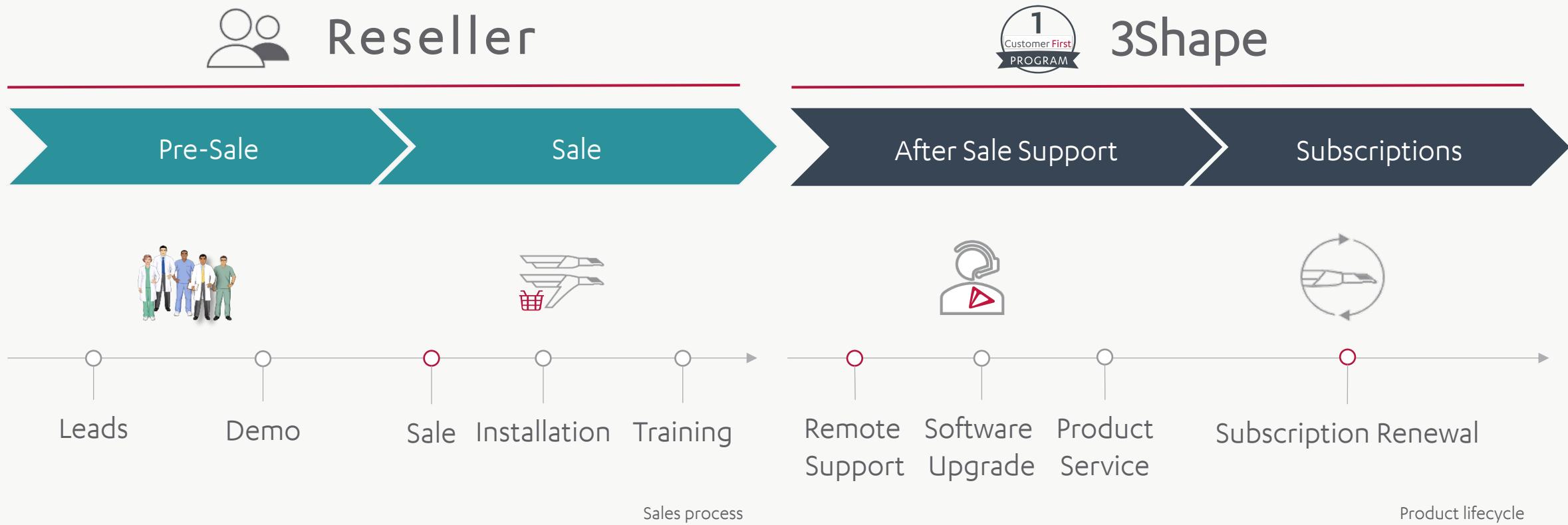
What
do I do when I have this issue after onboarding

3shape ▶

Appendix #9

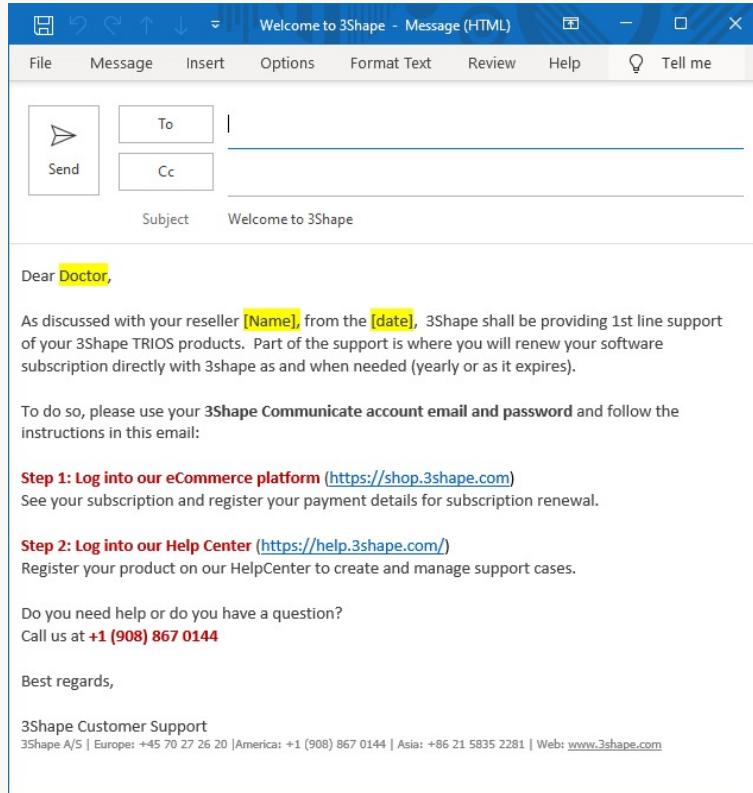
New operating model

Reseller and 3Shape own the customer together...



Appendix #10

....Testimony, going from 0 - 1



The screenshot shows a Facebook group page for 'Trios Study Club' with 8.7K members. The post was shared by a user named 'TRIOS USER' on October 23, 2020. The post contains a link to the same support renewal message as the Word document. It includes a profile picture of a dog, a timestamp, and a caption. Below the post, there are several comments from other users, including one from 'Dear Doctor' and another from 'Henry Schein US' stating they are no longer providing support. The post has a like count of 10 and a share count of 1.