

# ON TRACK TO TRANSFORM DISRUPTION INTO OPPORTUNITY

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Exploring the CEMS-Hilti business project to explain how the construction and maintenance giant harnesses digital disruption to provide innovative customer solutions



The last five years have witnessed the influence of digitalization on all the phases of the construction business. The most visible of these has been the use of smart technologies to improve a building's functionality. However, digitalization has also impacted the more traditional side to the industry with the emergence of smart tools and automated processes throughout the whole range of the construction phase. Engineers working on the early phases of building design and infrastructure have moved from 2D technical drawings to 3D models of future buildings and even virtual reality tools have recently found their way into the industry. Of significant importance is the fact that digital technologies are now influencing how construction companies run their business. Put together, all of these changes are resulting in both the speeding up the construction process and the increasing of overall efficiency.


**PHOTO ABOVE:**

CEMS Hilti Business Project Team 2017  
(l to r)

Michal Vačko – Hilti

Jaroslav Ploc – Hilti

Eliška Macháčková – CEMS student

Mariya Belcheva – CEMS student

Petr Báša – CEMS student

Aakash Ahuja – CEMS student

Josef Plachý – Hilti

Eduard Matús – Hilti

*“In 2017 a mixed group of CEMS students and internal Hilti talents focused in Hilti ON!Track – a cutting-edge asset management software package that is a direct result of the influence of digitalization in the construction industry”*



### The Hilti-CEMS business project

It was in this context that in the spring of 2017 a mixed group of CEMS students and internal Hilti talents focused in Hilti ON!Track – a cutting-edge asset management software package that is a direct result of the influence of digitalization in the construction industry.. Combining their knowledge earned through academic studies with global guidelines and best practices from successful pilot projects abroad, the business project team crafted guidelines for marketing and sales in Hilti Czech Republic headed by Eduard Matús, himself a CEMS Alumnus. Greatly appreciated by the Hilti management team, special mention must be made of the team's final presentation of the project outcomes which both consolidate market vision and awareness and contribute to the insights featured in this article.

### Digital disruption brings challenge: re-shaping the company's structure, processes and employee skills

For an organization to survive and grow, innovation is paramount. Among professionals in the field, it is widely recognized that Hilti's direct fastening solution, for example, allows workers to fasten electric cables and pipes 10-15 times faster in comparison to traditional methods: and these first direct fastening tools were launched by Hilti back in 1957. While a challenge, technological disruption forces organizations to look for radical leaps and, as in the case of Hilti, to take big steps in broadening their product portfolios. The company now enters new field and provides an effective asset management solution, helping companies to handle all the tools they require for their operations. Baptized ON!Track, the solution is technically an asset management and tracking software tool, but the related services that Hilti has tacked on are much broader in their scope and impact. In a nutshell, the software helps to make an in-depth analysis of the all the assets possessed by a customer, whereupon these are tagged and recorded in the

software system. This opens up a whole new vista of practical applications to the client that cover anything from tracking equipment and minimizing loss, optimizing the fleet park, saving time on inventory audits and speeding up the reassignment of products from site to site. In addition, the system also supplies handy data on frequency of usage and the movements of each asset and future applications are under study regarding purchasing, leasing and rental decisions.

This move also means dealing with a much broader range of contacts at the customer site. As such, employees suddenly need to understand specific customer concerns and answer questions regarding not only the people involved in the construction work but also, among others, the supply chain and finance. For customers, the implementation of new technology solutions represents a change in their internal processes and significant investment. In this context, the ON!Track experience has seen a shift in the negotiation pattern, with customers assigning senior management to discussions. – a challenge but also an opportunity to acquire new skills and know-how.

For innovation and the offering of new technology necessarily adds a rush of adrenalin to operations. New teams have to be swiftly built and deployed in the field to cater not only for system roll out but also for the issues generated by change that the customer will or may experience – resistance to the new, training and coaching needs, reassurance and technical support. Team mix too has to cater for the new challenge, composed not only with the solid base of experienced, existing internal sales teams but calling upon new talent from outside the company skilled in digital solutions and consultative due diligence. At Hilti, this new combination of skills has led to the creation of a new global organization structure, with enormous focus being given to close international cooperation and instant experience exchange between the national teams.

**The era of new technologies does not mean the end of the human touch**

Despite the age of digitalization, Hilti's purpose remains the same – to passionately create enthusiastic customers, build a better future for all the stakeholders and at the same time, aim for a strategy of sustainable value creation via leadership and differentiation. The company's business model remains firmly cemented in building strong long-term relationships and this necessarily calls for trust – something that the company sees as its main advantage over its competitors.

Explore internships, management trainee program for graduates and other opportunities in Hilti at [careers.hilti.com](http://careers.hilti.com).

**ABOUT THE AUTHORS**

*Josef Plachý - Talent Acquisition and Development Manager in Hilti Eastern Europe, himself University of Economics Prague Alumnus, Finance, Sales, HR professional – passionate in people development.*  
*Eduard Matúš - Marketing Manager On!Track, himself Alumnus of CEMS Prague and Hilti Outperformer Trainee Program, Sales and Marketing professional responsible for implementation of On!Track in Czech Republic, Slovakia, Hungary and Baltics, currently building teams of consultants, business analysts and On!Track managers.*

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PHOTOS RIGHT & BELOW:  
 Matúš Eduard  
 Josef Plachý  
 Management Team of Hilti Czech,  
 as well as visiting GM's of Slovakia,  
 Hungary and Baltics highly appreciated  
 outputs of the student's work



