BUSINESS ANALYSIS ACHIEVEMENT AWARD 2022

Digital transformation

Ben Hemelhof

AE NV

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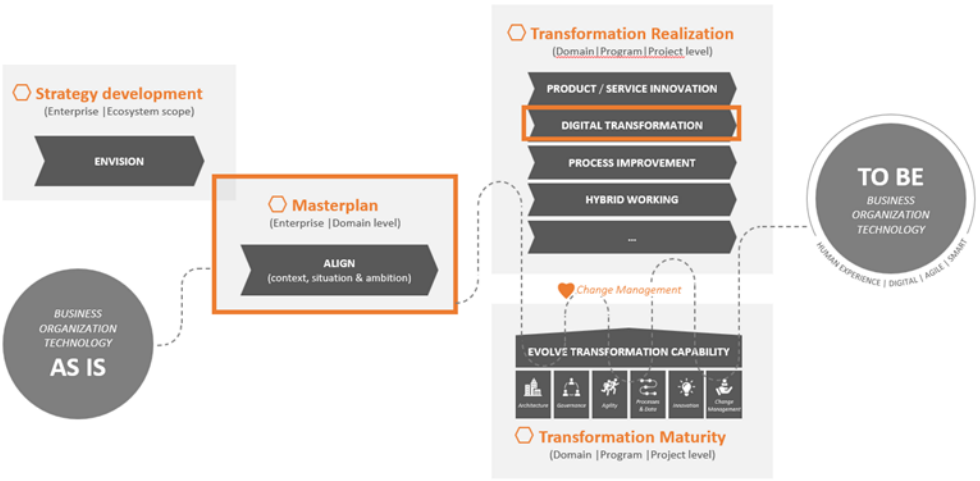
Strategy development
(Enterprise | Ecosystem scope)
ENVISION
Masterplan
(Enterprise | Domain level)
ALIGN
(context, situation & ambition)
BUSINESS
ORGANIZATION
TECHNOLOGY
AS IS
Transformation Realization
(Domain | Program | Project level)
PRODUCT / SERVICE INNOVATION
DIGITAL TRANSFORMATION
PROCESS IMPROVEMENT
HYBRID WORKING
...
Change Management
EVOLVE TRANSFORMATION CAPABILITY
Transformation Maturity
(Domain | Program | Project level)
TO BE
BUSINESS
ORGANIZATION
TECHNOLOGY
HUMAN EXPERIENCE | DIGITAL | AGILE | SMART

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Achievement summary
What was delivered and what was the result?

Veldeman group is an international player providing fabric structures for covering locations and is active both in the B2C and B2B markets. Their offering ranges from standard to fully customized “all-in-one” solutions.

In 2020 the CEO and management committee decided that in order to support their business goals and growth a digital transformation plan was needed.

Veldeman group identified that in order to achieve their goals faster and better they had to focus on customer intimacy and efficiency combined with a full offering of services that could possibly relieve their customers.

This is why Veldeman group was looking for external assistance to translate its business strategy into a long-term digital transformation plan that is tangible and actionable allowing the management team to steer and follow up the execution.

A mixed team of both Veldeman management and AE consultants focused first on creating a masterplan and next on executing one of the high-priority project steps; selecting an IT solution and vendor to support the newly defined strategy.

For the masterplan three main elements were delivered: A clear set of ambitions and goals, the development of a shared vision and understanding of these goals and a supported IT plan, roadmap and budget for the digital transformation.

For the execution of the first step of this roadmap (selection of an IT tool and vendor) an analysis of the different domains was performed and translated to requirements, an RFI procedure was held, detailed demos and analysis of selected vendors and final selection of vendor(s) were performed.

As a result, Veldeman group was able to analyze, evaluate and select possible IT solutions and partners. Our shared approach gave both Veldeman group and the possible partner a solid base for the future.

Achievement details
Please explain the details of the initiative and the approach that was taken.

The first step focused on delivering a supported IT plan and roadmap for the digital transformation. In order to achieve this our AE colleagues worked on three main

blocks: Set the ambition and goals for the digital transformation, the development of a shared vision and understanding and the elaboration of an IT plan and roadmap.

The output of this phase was used to further detail important deliverables for the selection of an IT tool and partner.

The following deliverables were initialized during the masterplan exercise and detailed further as part of the Software selection phase: Business domain model, business capability map, business process visualization, and overview of the current IT landscape.

The first and primary priority of the digital transformation roadmap was the selection of a software solution and vendor/partner to replace their current IT solution and simplify the IT landscape.

We strongly believe that the success of software and vendor selection is dependent on a clear understanding of the context and needs of the organization. In order to achieve a selection of a qualitative software solution the following approach was chosen.

Firstly, we made clear that everybody understood where this project was situated in the general digital transformation roadmap and how it could support the ambition and goals of the organization. This gave us a clear framework to constantly challenge ourselves so that we were still aligned with the high-level goals.

Next, we shifted our focus to identifying the challenges they see in their current IT landscape and business processes. By visualizing their key business processes and linking them to the current IT landscape overview we achieved a shared view and understanding of the complexity of the current solution.

These learnings guided us to change the approach to software selection. The most important steps and changes were:

- We opted to start with a more formal RFI procedure, possibly followed by an RFP. This included a list of business and user requirements.
    - This was chosen to give the possible providers an extensive view of the scope and challenges so we can have from the start a better view of what is out of the box and what is not.
    - By means of workshops for each business domain, we were able to create an overview of the key business processes, elaborate a list of business requirements and user requirements
- Create a broad long list of possible providers and their partners

- Skip the RFP procedure and go to extended demos with the selected providers from the RFI procedure
    - The outcome of the RFI procedure showed that there was a limited number of possible providers. To speed up the process we opted for practical demos
    - Hold kick-off with the possible partners so that the higher business goals are clear and critical challenges are knowns
- Create a framework for the evaluation of these providers so that the focus was not only on adherence to requirements but also on the partnership, costs, and domain expertise, ...

Key achievement
Why do you think this initiative should receive the award?

Out of previous experiences, Veldeman group was prudent in the selection of a new software solution. By first understanding where this comes from and by adapting our process to those doubts/fears/challenges we took a first huge step in good change management.

Preceding this software selection project with the creation of a master plan gave us a critical tool in constantly reminding and challenging ourselves that we work towards a higher goal.

Our shared approach did not only give Veldeman Group the tools to select a possible partner with enough confidence to start in-depth discussions on the implementation but also gave the partner a kick-start in building a sustainable partnership.

By making sure that the partner understands the challenges and business goals they could ensure a more fitting proposal.

The chosen approach helped Veldeman group in challenging their own processes and gave them the understanding that a combination of limiting customizations and still supporting their specific business processes is possible.

There is still a lot of work to be done in order to implement a new IT landscape, but this project gave a clear understanding towards Veldeman group on the important needs and requirements and kick-started their possible partnership with a selected vendor.

At the end of the project, they have a common understanding (Veldeman Group and the possible partner) of the Business goals, requirements and challenges and a roadmap for their next steps in this partnership.