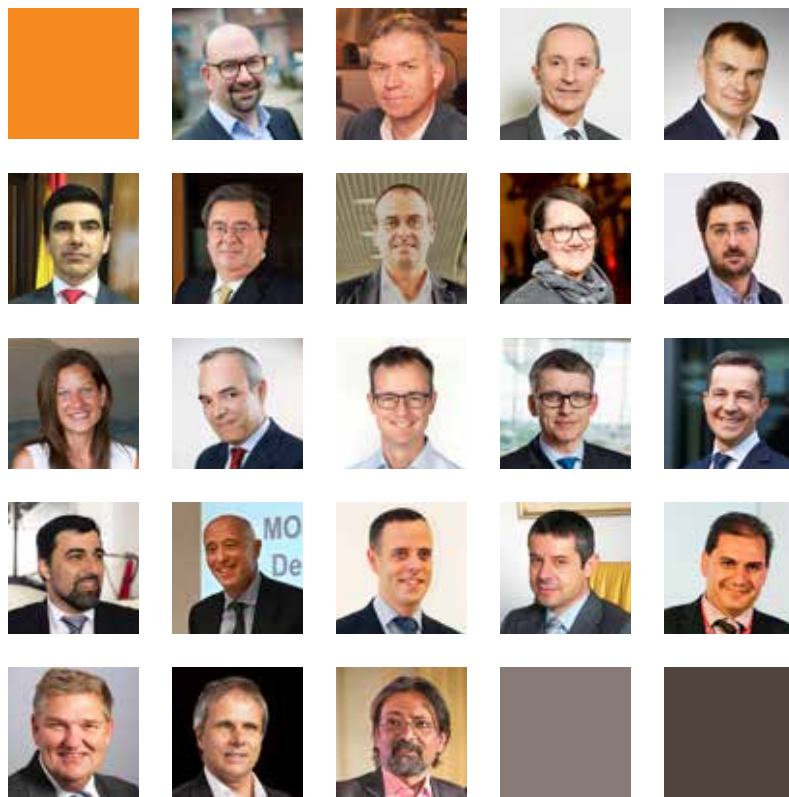


# Leadership in the digital economy

The 2017 Digital Leadership Report





# Contents

Intro Hendrik Deckers and Frederic De Meyer .....	4
Intro Nils Fonstad .....	6
Profiles of the finalists .....	13
Billiau, Peter - EDF Luminus, Yara.....	14
Boyd, Fergus - Yotel Ltd .....	16
Bozzoli, Carlo - Enel Group.....	18
Buba, Maciej - AmRest.....	20
Castro Martínez, Alfonso - Cora .....	22
de Oliveira Baptista, João Luis - SIBS .....	24
De Prins, Herman - UCB.....	26
Depuydt, Annemie - KU Leuven .....	28
Faraci, Giuseppe - Centro Medico Santagostino .....	30
Flannigan, Sarah - National Trust, EDF Energy .....	32
Garriga Gamarra, Carlos - Sareb .....	34
Heilmann, Steffen - MYTOYS Group.....	36
Marciniak, Adam - PKO Bank Polski.....	38
Matuła, Tomasz - Orange Polska.....	40
Rodrigues da Silva Nunes, Paulo Jorge - EMEL .....	42
Pensa, Vincenzo - ACI.....	44
Richter, Markus - BAMF .....	46
Rivezzi, Nicola - Metropolitana Milanese.....	48
Teixeira, Guilherme - Grupo Casais .....	50
van der Weyden, Perry - RWS.....	52
van Kemenade, Ron - ING .....	54
About CIONET .....	58



Dear CIONET member,

Overviewing the profiles of the twenty-one finalists of the European CIO of the Year award, it becomes clear that the challenges they face and the solutions they developed vary hugely.

Nevertheless, in the conclusions they formulate about how to become an effective digital leader, comprised in this report through the advice they provide to their peer CIOs, several common themes emerge. Many finalists express the imperative for today's ambitious CIO to constantly adapt to the changing environment and to the needs of internal and external customers. Agility is not only an organizational imperative, but also a state of mind, so it seems. As with other things, CIOs need to lead by example.

What is also striking is the emphasis many finalists place on skills that were less required in the past. Many finalists stress the importance of communication skills and the ability to collaborate with many different stakeholders. We see this as a clear sign that the CIO is morphing into a business leader who is initiating projects that have an influence that stretches far beyond their IT organization, into every aspect of their companies and organisations. In fact, they increasingly determine the future of their businesses.

This report contains a selection of the accomplishments of the twenty-one finalists. We trust these examples will serve as a source of inspiration and ideas for any digital leader to optimize the performance of their teams, and generate an ever-increasing positive business impact.

In that sense this report also exemplifies the role a community like CIONET plays in strengthening the performance of each of its members. By openly sharing real-life experience and insights, each member benefits from the knowledge residing in the community. This is also the reason why CIONET is launching a set of new services to its members. Through peer groups, webinars, opinion papers, as well as off-line conferences and gatherings, we are continually leveraging this collective knowledge and help CIOs to get a huge step closer to realizing their ambition.

We wish to congratulate each finalist of the European CIO of the Year award on his or her accomplishments. Each one of them has proven to be a great leader and a motivation example for the many other CIOs in our community.

We wish you an interesting reading!

Hendrik Deckers  
*Managing Director*  
CIONET

Frederic De Meyer  
*Research Director*  
CIONET



# Navigating Digital Innovation Competitively:

## Two key insights from the CIONET community

Dr. Nils Olaya Fonstad

Research Scientist,  
MIT Sloan Center  
for Information  
Systems Research  
<http://cisr.mit.edu>

To remain competitive, firms have no choice but to embark on a digital innovation journey. The new digital imperative is to compete with more types of digital innovations – and IT units will have to become great at several approaches to different types of digital innovations. However these are uncharted and very uncertain waters. Although firms have myriad options regarding what to invest in and how to try to transform their investments into competitive performance, the wrong choices could lead them astray or worse. How are the most competitive firms navigating these uncharted waters?

From September to November 2016, with the help and participation of the CIONET community, I collected survey data from over 200

firms regarding how much they spent on digital innovation; their innovation portfolio; and what practices made up their innovation process.<sup>1</sup> With the help of colleagues,<sup>2</sup> I analyzed the data, iterating between the survey results and in-depth qualitative data from over 30 firms regarding how their innovation portfolio and practices evolved over time. I identified which of those factors distinguish high performers from low performers along a range of performance outcomes, such as operational efficiency, customer satisfaction (e.g., Net Promoter Score), and revenue growth.

My analysis of both the quantitative and qualitative data reveals two fundamental insights regarding digital innovation that distinguish top performers.



<sup>1</sup> From September and November 2016, over 250 firms from around the world – mostly the United States and Europe – participated in our online survey. After discarding surveys that were incomplete or not trustworthy, we ended up analyzing a sample of 201 firms.

<sup>2</sup> I am grateful to Dr. Alejandro Neut (BBVA) for his collaboration and contributions to the statistical analysis, as well as to my MIT CISR colleagues for their invaluable help in framing the results.

## Insight 1

The portfolio, rather than total spend, is what matters.

When I ask executives, almost all agree that, compared to 3 years ago, their firm is spending more on digital innovation. However when I then ask them whether or not they have a holistic view of their total spend and whether or not they track the impact of their total spend, they almost all say they don't.

My research reveals that total spend on digital is not a competitive differentiator: along multiple performance outcomes, the most competitive firms do not spend more on digital innovation than the least competitive.

Competitiveness is not about how much you spend on digital innovation; it's about how you spend it.

I found that what separates top performers from low performers is their portfolios – how they allocate their total spend.

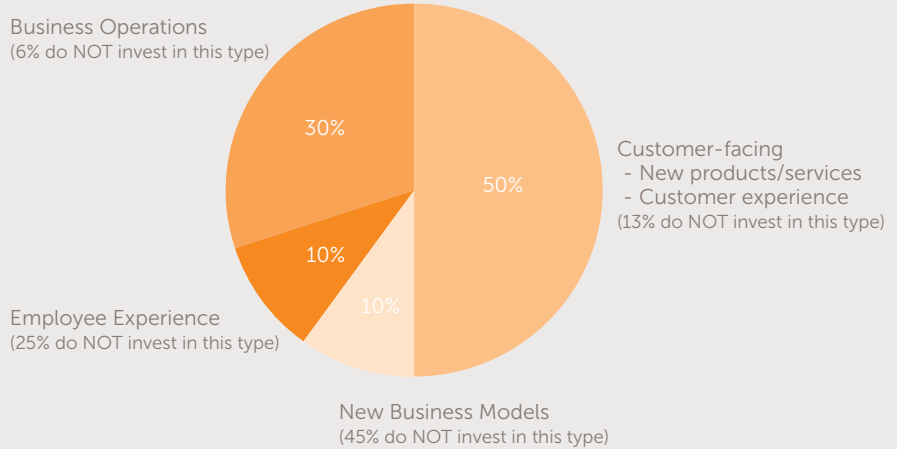
Survey participants reported what percentage of the total amount spent on digital innovation was allocated across the following four types of digital innovation.

- Business operations refer to the digitization of operational process, such as IT

implementations focused on automation and standardization of non-customer-facing business processes. The key objective is to increase process productivity.

- Employee experience refers to digital tools or information that eliminate hassles, enhance productivity, or allow people to personalize how they work. Two related objectives motivate these investments: greater employee productivity and retention.
- Customer-facing innovations refer to innovations that aim to increase revenue per product/service and revenue per customer. Some customer-facing innovations are focused on enhancing the customer experience (e.g., by introducing new channels, information sharing, personalization of the customer experience, community building); others are focused on introducing new or enhanced products/services; and others involve both.
- New business models are efforts to introduce new sources of revenue from new types of customers.

Figure 1.



1. A digital innovation is a new (from the point-of-view of your company) or significantly improved product, service, or process that relies in large parts on digital technologies such as social, mobile and cloud computing, analytics or internet of things technology.

Source: MIT CISR Survey on Digital Innovation; data collected from Sept.-Nov. 2016 (N=201)

Figure 1 shows that on average, firms are investing 40% of their total spend on internal innovations (i.e., business operations and employee experience, color coded lighter orange) and 60% on external innovations (color coded darker orange).

Figure 1 also describes the percentage of companies that are not investing in a particular type. In recent years, the portfolio of most firms has changed significantly, reflecting both changes in what business objectives are prioritized and the growing importance of digital innovation to meet key objectives. Around 2010, most companies had digital innovation portfolios dominated by business

process improvements and maybe some customer-focused innovations. Since then, most companies have started diversifying their portfolio, investing in more types of digital innovation. Nonetheless, by the end of 2016, not all firms are investing in all four types of digital innovation. Most notable, just under half of the firms we surveyed (45%) reported investing in new business models.





## Insight 2

### Top performers invest in all four types of digital innovation

For several business outcomes, we found that performance can be predicted by a distinct portfolio strategy (e.g., high performers invest a greater percentage in Type A and a smaller percentage in Type B; low performers do the inverse). In each case, we characterize the portfolio strategy by its competitive portfolio – i.e., the average of the top 25% of firms on the most competitive end of the portfolio strategy.<sup>3</sup>

Figure 2 consists of four business outcomes, each with their corresponding competitive portfolio. **All competitive portfolio consists of all four types of digital innovation. The most competitive firms did not simply invest in one or two types of digital innovation.**

For example, from the perspective of innovativeness, the most innovative companies do not spend all their innovation funds on customer-facing innovations. Almost a third of the corresponding competitive portfolio consists of business operations (20%) and

employee experience (10%). The most innovative firms that we have studied also invested in upgrading and simplifying their business operations and in providing cross-functional teams with access to internal and external data and analytical tools to make it easier and faster to understand problems and to create, experiment, and scale customer-facing innovations.

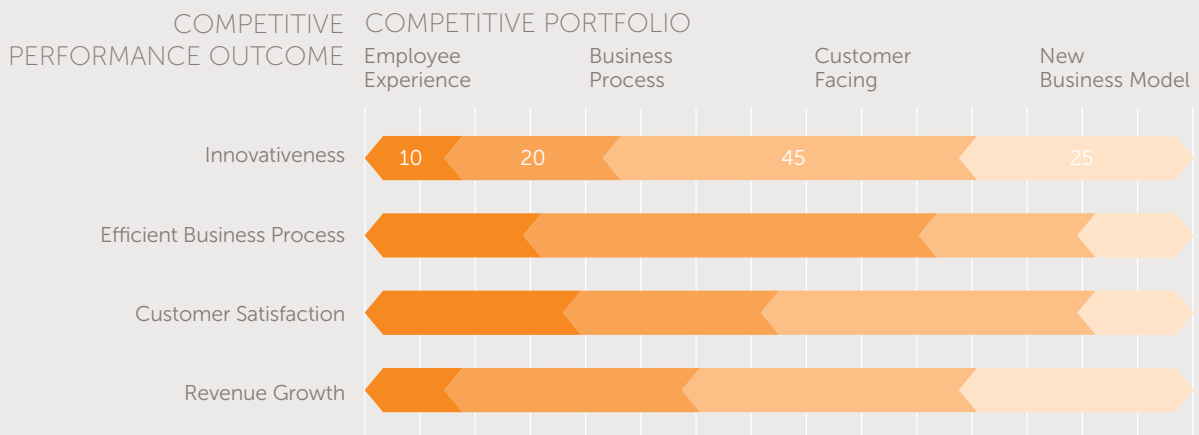
A good example of the importance of investing in all four types to be competitively innovative is one of this year's finalists: the hotel group YOTEL, whose properties use smaller-than-average guestrooms called cabins. By the end of 2017, ten years after opening its first boutique hotel, YOTEL will be operating competitively seven hotels around the world and is on track to expand to 50 additional locations by 2022. It had established a reputation as an industry trendsetter and ultra-hip hotel chain with affordable rates.<sup>4</sup>

<sup>3</sup> With a specific business outcome as the dependent variable, a portfolio strategy relates the performance of all firms to a combination of allocation trade-offs between two or more of the four types of digital innovation. For each business outcome that was significantly predicted by a portfolio strategy, we mapped all firms in our sample along the portfolio strategy. We then calculated the average portfolio of the top 25% of firms on the most competitive end of the portfolio strategy ("the competitive portfolio") and the average portfolio of the bottom 25% of firms on the low performing end of the strategy.

<sup>4</sup> For example, USA Today "Eight fun, quirky budget-friendly hotel chains". (2017/04/27) <https://www.usatoday.com/story/travel/hotels/2016/11/30/budget-friendly-hotel-chains/94622992/> As of May 2017, YOTEL had signed over USD \$1.5 billion worth of hotel development projects representing over 3,500 keys set to open by 2019 in markets such as Dubai, Singapore, Paris, London, Miami, San Francisco and Boston.

Figure 2.

Different innovation portfolios characterize top performers on four performance outcomes; yet all portfolios consist of four types of digital innovation.



Competitive Portfolio: For several performance outcomes, performance can be predicted by a distinct portfolio strategy (e.g., high performers invest a greater percentage in Type A and a smaller percentage in Type B; low performers do the inverse). For each business outcome, the competitive portfolio is the average of the top 25% of firms on the most competitive end of the portfolio strategy.

Source: 2016 MIT CISR Survey on Digital Innovation (N=201)

During its first ten years, YOTEL re-prioritized its business objectives and shifted its innovation portfolio accordingly. Initially, to attract technology-savvy customers of any age demographic ("digital naturals") YOTEL sought to generate media coverage and build its reputation as a hip and innovative place to stay and work. The most significant part of its portfolio consisted of investments in new products and services and the customer experience. YOTEL invested in self-serve kiosks for check-in and check-out at a time when many hotels believed that it would ruin the customer experience. In 2011, YOTEL introduced Yobot,

a robot luggage handler, to its 713-room flagship hotel near Times Square in Manhattan, NYC. Yobot generated (and still continues to generate) a tremendous amount of positive press. Even tour buses now take passengers past the hotel to view Yobot in action.

In addition to investing significantly in customer facing innovations, YOTEL made important investments to improve business operations and the employee experience. It invested in capabilities to track, integrate and analyse news feeds and sales figures. Each time an article or blog post referenced Yobot,

senior management could measure any associated increase in web visits and reservations as well as how much revenue was generated from those customers. This enabled YOTEL to report to investors the impact of its portfolio on its brand and financial performance and build its reputation as a trustworthy partner. YOTEL also invested in the employee experience, providing teams of employees with access to new sources of data and analytical tools so that they could assess the value of ideas and prototypes and track the impact of completed innovations. Rather than have hotel staff spend time on transaction-like tasks that can be accomplished with technologies (e.g., check-in and check-out), the “YOTEL Crew” are tasked to serve as “consumer relationship managers”, focusing on providing customers with the best experience during their stay. Teams are also expected to submit at least one idea per month and assess submissions. These have included ideas for using Yobot to draw in more customers and media coverage. These different types of innovations have also enabled employees to figure out how to reduce check-in time – often down to a minute – and when it is most helpful to customers to interact face-to-face with staff members. These changes have helped YOTEL attract and retain great people.

YOTEL’s approach to digital innovation is consistent with other competitively innovative firms that I have studied: key competitiveness is not simply investing in all four types of digital innovation but also realizing synergies across them.

### Use your portfolio as a compass.

In conclusion, my research finds that a firm can use its digital innovation portfolio as a compass to guide it to achieving a variety of business objectives, such as customer satisfaction or revenue growth. Depending on the business objective, a firm can use its portfolio to assess where it is in relation to the corresponding competitive portfolio (i.e., the business objective’s “due North”) and consequently, what to aim towards and what kinds of efforts and insights to invest in.<sup>5</sup>

<sup>5</sup> *Our analysis has also identified key practices that distinguish high and low performers. Subsequent publications will address these important practices. If you are interested in learning more and/or in comparing your firm with our results, please contact me at nilsfonstad@mit.edu. I would first ask someone in your firm with comprehensive knowledge about digital innovation throughout the firm to take 15-20 minutes to complete a survey and then could share and discuss more detailed results with her/him and any other senior-level executives responsible for digital innovation.*



Profiles of the finalists  
of the  
**European CIO of the Year Award**



**CIONET**  
What's next.

# Peter Billiau

Former CIO, EDF Luminus  
CIO, Yara



## ABOUT PETER BILLIAU

Peter is a civil engineer who started his career in hardware Design at Barco. After a few years, Peter moved into the telecommunications sector and was lucky to be there from the early days of the mobile telecom journey. He had the chance to live through the crazy years of dramatic growth, but also learned a lot in the difficult times after the internet bubble exploded.

After a few stays abroad (UK and US), Peter moved back to Belgium and joined the banking sector to participate in the necessary restructuring exercises after the 2008 crisis. From 2012 to 2016 he was CIO of EDF Luminus, where his challenges were twofold : on the one hand, renew the technological stack to help the company differentiate in a turbulent market. On the other, ensure sustainability, and in particular, increase IT employee motivation, enjoy their work and deliver sustained performance. In 2016 he became CIO of Yara.

## ABOUT EDF LUMINUS

EDF Luminus is the second largest electricity producer and energy supplier on the Belgian energy market. Its main shareholder is Électricité de France with a 68.6% stake.

EDF Luminus sells electricity and gas to 1.7 million private and professional customers, bringing its commercial market share to more than 20%.<sup>[9]</sup> The company has approximately 1,000 employees.<sup>[10]</sup> With an installed generation capacity of 2,137 MW, the company accounts for 14% of the national electricity generation.

## ABOUT THE COMPANY

Sector:

Utilities

Activity:

Energy

Turnover (EUR):

3B€

Employees (FTE):

1,600

## A SELECTION OF ACCOMPLISHMENTS

---

- Turned around an IT department where morale was down and output was low and disconnected to the changing electricity business in Belgium. Undertook customer satisfaction survey of IT stakeholders to root out shortcomings. Employed 35 staff spread across the organization, including staff in the IT department, managers and clients, to conduct an assessment of IT performance, resulting in a 200-page report detailing critical areas that were in need of improvement. To maintain employee satisfaction levels during transitional period, developed an action plan that required staff approval via secret balloting. 90% of employees voted YES as to the accuracy of the problem statements, and 80% voted YES to the suggested steps to remedy the problems. With a clear mandate from the rank and file, launched a step-by-step campaign to make the IT department agile and flexible, innovative and yet human.
- Brought humanity back into the IT department, developing key concepts around authenticity and vulnerability. Consulting, coaching, changing: all key soft skills captured to encourage employees to connect with one another again, starting from the top executives in the c-suite down to the shop floor ... and in the process learning took place. Transformed the operational management of the IT department. Employees learned to listen to each other and learned to stop putting up barriers to collaboration. Reduced project lead team by 50%, while doubling output in order to renew outdated infrastructure. Improved significantly relationships among the business units. Maintained market share in a declining market.
- Implemented a 12-month project whereby 100 employees worked 14,000 man-days over two phases in which 65 user interfaces were updated and integrated, which had a direct impact on 900 end users. Built proprietary hardware that was installed on customer premises and at the same constructed an IT service for the end users. Completed digital transformation of CRM tools. Built a data-driven platform that enabled the organization to be more customer centric, allowing IT teams to take a 360-degree customer view. Introduced analytical tools such as 'next best action', a single place from which all interactions between the client and the company could take place. Won the IT Project of the Year, having introduced an innovative plan whereby Belgian farmers could earn money for their usage of power, by moving the usage to the lowest priced moments of the day. As first movers, transformed the dynamic of the energy B2B market in order to keep market share and be branded as innovators.

## MAJOR LEARNING & ADVISE

---

- In all humility, my most important learning throughout this whole journey is really to concentrate on the basics, even if the day to day urgency of any business might make it difficult to observe :
- To unlock potential, **listen to your employees** and channel their energy in directions that they themselves have agreed to. Use the ballot box if necessary to win employee support. Only when teams break down barriers can they grow closer to each other and make change happen.
- If you want more output, **spend less time on control** and more time on execution. Get the buy-in from the teams before committing to projects especially those with short time frames. Build confidence in your teams by moving ahead of the competition via win-win solutions. Create an atmosphere of continuous innovation.
- **Trust your employees** in order to create the conditions in which they can flourish. Find out who among them has the energy, the motivation and the drive to perform their jobs and take a leadership role. Adopt an agile and flexible approach to development and management.

# Fergus Boyd

Vice President Digital & IT  
Yotel Ltd



## ABOUT FERGUS BOYD

---

Fergus is currently VP/Director of Digital & IT in YOTEL. He has 20 years of experience in the airline world and the digital media sector. Fergus has been nominated into the CIO 100 list for 2016 and 2017. Prior to YOTEL, Fergus headed up eBusiness for Virgin Atlantic, and was responsible for sales optimisation on the market leading and award winning Virgin Atlantic web site which generated over £300m per year, and for the mobile channel, live chat, web analytics,

voice of the customer and the global affiliate programme.

Fergus held senior roles in British Airways and headed up projects in BA's Brands & Product Development department who created the market changing flat beds in business class. He also was one of the founding members of "eBA", BA's dotcom startup in 2000, which was later transformed into BA.com which now turns over £2B per year.

## ABOUT YOTEL LTD

---

YOTEL is a hotel chain and part of the YO! Company. It was founded by Simon Woodroffe and former company CEO Gerard Greene. The company largely operates in airports, including London Gatwick, London Heathrow, and Schiphol. Additional locations include a hotel in Hell's Kitchen near Times Square in New York City.

Central to the YOTEL concept is technological innovation. Every hotel has an electronic check-in system, convertible double beds, and a control panel for lights and air conditioning. In YOTEL New York, rooms are soundproofed, and occupation sensors control lighting and air conditioning. The New York hotel is also home to the YOBOT, a robotic luggage concierge that has become a tourist attraction in itself.

---



## A SELECTION OF ACCOMPLISHMENTS

---

- Delivered a new Yotel website and in so doing exceeded target revenues by 6% for 2016 for the Yotel in New York. Brought in 35% of revenue through direct digital channels, up from 16% over three years. Defined, owned and executed online strategy covering web, mobile, social media, customer experience and digital marketing. Built new responsive website which achieved 50% conversion uplift. Introduced three new languages apart from English on website, Spanish, French, Portuguese, and saw an additional 5% conversion uplift. Launched new mobile app for IOS and Android. Setup AB / multivariate testing using Oracle Maxymiser and selected toolsets. Co-developed a new PMS (Property Management System) with external partners.
- Simplified IT estate by introducing managed services for printing and storage and backup, and brought in a fresh set of IT policies and acceptable use policies. Created a new single point of contact process (SPOC) for IT Support. Focused on customer feedback and reworked site navigation and refreshing content. Introduced a new PCI-compliant supplier and process to remove manual handling of credit cards to speed up telephone bookings by 50% and ensured data entry was PCI secure.
- Opened a new Yotelair at Paris Charles de Gaulle airport (CDG) in November 2016, successfully delivering the IT for the 80 guest rooms, the common use areas and all back-office IT for a total IT investment circa £150,000. Completed this project on time and within budget, by working with the in-house IT team and thereby avoiding costs of an external IT consultancy. Worked within a tight airport security perimeter so project came with additional time-consuming challenges, including airport security checks on all IT gear and kit and security clearance for all IT staff and managers. Ensured that the Yotelair was fully operational and hitting revenue targets and guest satisfaction targets.
- Introduced ancillary options and cross-selling for city Yotels and airport Yotels, including full breakfast and brunch options, cabin-to-room upgrades and car parking. Achieved tens of thousands of incremental revenue for the Manhattan Yotel in the final few months of 2016. Created an "Any Town" model for IT equipment and services to help Yotel business development team estimate future Yotels costs to improve negotiations with new investors.

## ABOUT THE COMPANY

---

Sector:

Leasure

---

Activity:

Hotel chain

---

Turnover (EUR):

50M€ (approx.)

---

Employees (FTE):

400

---

## MAJOR LEARNING & ADVISE

---

- Focus on the customer needs and conduct market research to gather insights and develop products that match client expectations. Look for ways to make use of existing technologies such as SMS, email, voice and instant messaging. Avoid the impulse to buy shiny new toys.
- Widen your skillset to include digital marketing and corporate finance. Follow the money trail to be able to speak the same language as your auditors, investors and your customers. Invest in big data training for the team and develop CRM technology that helps the company gather and exploit customer data.
- Cultivate innovative ideas among staff members to deliver quick-fix win-win situations. Focus on organizational behaviour to understand the potential of new business models in order to disrupt existing business models before a competitor finds a better solution before you do. Give your team enough space to play, with the understanding that they can test new concepts without the fear of failure.

# Carlo Bozzoli

Head of Global ICT  
Enel Group



## ABOUT CARLO BOZZOLI

Carlo Bozzoli was appointed Enel's Head of Global Information and Communications Technology in July 2014. Mr. Bozzoli began his professional career when he joined Enel in 1984, starting at the Turbigio thermal power plant before moving on to the business' Rome headquarters in 1999, where he worked principally in business process reengineering.

Between 2000 and 2009 he took up a number of positions in the ICT Division, heading up the introduction of SAP technology at Enel, the Smart Metering Project, IT Strategy & Planning, Performance & Quality Management, before becoming Head of ICT Demand and Delivery Management for Infrastructure & Networks Division,

Generation & Energy Management Division and Corporate, Staff&Service Functions.

Before taking up his current role he was Head of Network Commercial Services for the Infrastructure & Networks Division in Italy, where he was responsible for metering, energy balance, energy traders management, grid connection, billing and credit management, service quality and customer care.

In his current position he seats in the advisory boards of several major international vendors, EuroCIO associations and the Management Academy for ICT Executives at the School of Management of the Polytechnic University of Milan.

## ABOUT THE COMPANY

Sector:

Utilities

Activity:

Energy

Turnover (EUR):

71B€

Employees (FTE):

62,000

## ABOUT ENEL GROUP

Enel is a multinational energy company and one of the world's leading integrated electricity and gas operators. The Group operates in over 30 countries across five continents, producing energy through a managed capacity of approximately 85 GW. Enel distributes electricity and gas through a network of over 2 million kilometres, and with over 65 million business and household customers worldwide, the Group has the largest customer base among European competitors. Enel is the largest integrated utility in Europe in terms of market capitalisation and figures among Europe's leading power companies in terms of installed capacity and reported EBITDA. Enel's green energy division Enel Green Power (EGP) manages 38 GW of wind, solar, geothermal, biomass and hydropower plants in Europe, the Americas, Asia, Africa and has just arrived in Australia.

The Enel Group employees over 63,000 people from around the world. In 2016, Enel generated a total of about 262 TWh of electricity, distributing 426 TWh over its own grids and selling 263 TWh. Company revenue totalled 70.6 billion euros, with an ordinary EBITDA of 15.3 billion euros. Enel also sold 10.6 billion m<sup>3</sup> of gas.

## A SELECTION OF ACCOMPLISHMENTS

---

- Implemented a cutting-edge Cloud Transformation strategy that no other utility company in the world has dared to embark on, making Enel an undisputed pioneer in the cloud. Starting from a fragmented scenario based on coexistence of two different models (on-premise and outsourcing), cloud future-proof target model was defined leveraging a digital approach since no best practice existed at the time. In less than one year, by June 2016, outsourcing contract (~half of Group's vCPUs and Storage) have been closed and more than 80% of applications, 10.000 servers, 6 Peta Byte of storage have been moved to cloud. Transformation implied the review of the Operating Model: processes have been redefined to be fully integrated, transparent and user-friendly, organization have been reviewed basing on value chain phases rather than on technologies, new enabling technologies have been defined and deployed to allow concurrent management of cloud and on-premises resources. As a result, Cloud Transformation consented to reduce running costs by up to 21% for computational power and up to 50% for storage, reduce provisioning lead-time by 90%, from four weeks to two days, improved systems availability and DR services level.
- Implemented Fraud Detection solution transforming the approach to identify and prioritize electricity theft (non-technical loss), driving a step change in the recovery of unbilled energy while improving productivity, with the ambitious goal of doubling the anti-theft performance rate achieved in the recent past. The initiative was based on enterprise AI and IoT SaaS application, whereby a sophisticated machine learning algorithm was introduced to match the performance delivered by Enel experts using a process honed over 30 years of experience. This initiative enabled prioritization of potential cases of non-technical loss at service points by leveraging advanced AI algorithms based on a blend of the magnitude of energy recovery and likelihood of fraud, in the place of traditional methods aiming at improving field inspections effectiveness. As a result, Fraud Detection has been deployed on 12 million customers across all Enel's operating entities globally over six months, achieving significant improvements in the average energy recovered per inspection (+70% in Italy and more than doubled in Spain)
- Implemented Predictive Maintenance to improve Asset Performance with the goal to further enhance grid reliability, while reducing failures frequency and magnitude. Predictive Maintenance application, now fully deployed, is based on advanced machine learning technology that consent to analyse real-time data from network sensors, smart meters, asset maintenance and seasonal/weather forecasting, with the aim of predicting failure of feeders, a critical grid component, due to lack of maintenance. This initiative enabled detailed real-time view of network status through an advanced graph network approach and continuous improvement of prediction performance thanks to the advanced machine learning-based framework. Predictive maintenance provided a holistic view of Enel's operating assets bringing substantial savings in both operating and capital expenses by allowing Enel to prioritize maintenance and replacement activities.

## MAJOR LEARNING & ADVISE

---

- Do not expect to plan digital transformation projects fully, but get used to projects in beta where experimentation based on a test-and-fail approach is the new norm. Digital should be a clear path, but in reality it is not so simple since the impacts and consequences are uncertain. If you want to be a pioneer, be willing to tolerate failure while avoiding immobility. Digital is not an incremental add-on to improve current processes and business models, but instead represents a real opportunity to rethink from scratch while fostering exponential growth
- Focus on eco-system orchestration rather than resource management to facilitate value creation through collaboration with both internal and external resources. To unlock your organization's potential, stop focusing on controlling internal resources but rather start empowering them.
- Acting as a full-service broker configuring services rather than customizing ad-hoc rigid solutions based on business requirements and operate as a digital business "driver" to seize the benefits of all the opportunities offered by the technological disruptions that we are facing.
- Drove the paradigm shift from Pipeline to Platform model defining IT platform as an (1) open environment with a (2) self-standing value proposition, to be set as (3) company-wide global standard supporting both current and new business. As an Open environment, IT platform facilitated the shifting from an approach based on the management and controlling of internal resources, to a new one based on the orchestration of both internal and external resources. Platform model also fostered the setting of new global standards, to be properly configured (and not customized) at local level, improving the level of provided services while reducing Time to Market and costs. Paradigm shift from Pipeline to Platform model consented to radically change the role of ICT, from a service provider, receiving requests / requirements upstream and delivering enabling services downstream, to a business strategic partner, who drives business towards the most suitable solutions.

# Maciej Buba

e-commerce IT Manager  
AmRest



## ABOUT MACIEJ BUBA

---

Maciej has been a manager for 10 years involved in implementation and support projects for sales supporting technology in retail and HoReCa sector. He is currently accountable for e-commerce landscape, architecture and integration for KFC, Pizza Hut and Starbucks in AmRest. Maciej is an experienced PM (Prince 2, Agile) and has been involved in major projects that link technology with business. In his work he focuses on clear identification of business needs, selection, implementation and integration of solutions that drive business results.

## ABOUT AMREST

---

AmRest is an independent international quick service and casual dining restaurant operator. The company is primarily based in Wrocław and operates in Poland, Czech Republic, Hungary, Russia, Bulgaria, Serbia, Croatia, Spain, France, Germany and China. AmRest runs close to 1100 restaurants. The company had its initial public offering on the Warsaw Stock Exchange in 2005.

---

## A SELECTION OF ACCOMPLISHMENTS

---

- Launched a customer engagement platform that improved the home delivery of quick service for both the KFC and Pizza Hut brands in Poland, generating €45 million in revenues. As a result of this initiative, steaming hot chicken and fries were delivered from KFC outlets to the customer doorsteps within 30 minutes for more than three-quarters of orders being placed, whereas before only 30% of orders were delivered in less than half an hour. Created an e-commerce environment that was integrated with a point-of-sales system. Kept a focus on the seamless integration of point of sales and e-commerce, the management of food delivery drivers and the end-of-day reporting systems, to keep it simple for restaurants employees.
- Redesigned a geographic information system to support address recognition throughout the fast-growing urban landscape of Poland. Started a delivery-zone management system for the KFC and Pizza Hut brands that revolutionized the process of assessing the sales potential of new outlets in Polish cities and in improving the penetration for existing outlets. Met business goals for outlet openings in all major cities in Poland within 12 months.
- Integrated communication gateways with customers using their smartphones to place orders via mobile web and apps and being notified about order status via SMS. Resulted in an increase in orders coming from mobile apps for the Pizza Hut brand, whereby 20% of all pizzas were ordered via a mobile app, earning Poland the highest mobile app ranking in the global Pizza Hut franchise network. In addition, 15% of all Pizza Hut transactions were processed with a newly designed MyPizzaHut loyalty program.
- Overlooked and supported start of My Starbucks Rewards loyalty programme for the Starbucks chain that improved Starbucks rewards penetration in Poland and the neighbouring Czech Republic. Launched a digital platform that included middleware and mobile applications. Re-coded the Starbucks website in Poland in order to connect the rewards loyalty engine to the point of sales system. Was a first mover on the Polish market to enable mobile payments using integrated software tools from PayU Poland, a payment services provider which offered credit card debits, bank transfers and cash payments. In sum, created a vision and designed architecture for flexibility, integration and easy adaptation to new markets. Built a CRM database with over a million customer records thereby fostering new customer-centric sales channels that delivered an increase of sales by 20% year over year.
- Successfully rolled out designed e-commerce solution for KFC Czech Republic and Pizza Hut Hungary.

## MAJOR LEARNING & ADVICE

---

- Focus on real customer behaviour in order to meet their actual needs. To avoid making false assumptions about digitalization, conduct experiments using simulation testing while continuously checking with customers for their feedback. In stepping into the digital world, prepare the organization for a mind-set change since employees need to maintain quality of services while keeping up with the increased demand.
- To create an online digital environment, get ready to move fast. First understand the organizational design and processes in order to prepare for the introduction of digitalization so that staff can react to customers' needs immediately. If necessary, shorten approval processes, create dedicated teams and turn employees into collaborators. Cross-departmental cooperation between finance, IT, data and marketing are essential for success. Create a corporate culture that enables departments to cooperate smoothly.
- Turn loyalty programmes into a win-win for customers and for staff. Get staff to understand the loyalty programme or otherwise they will not sell the idea to customers.

## ABOUT THE COMPANY

---

Sector:

Leisure

---

Activity:

Restaurant chain

---

Turnover (EUR):

981M€

---

Employees (FTE):

30,000

---

# Alfonso Castro Martínez

Chief Information Officer  
AEAT (Agencia Estatal de Administración Tributaria)



## ABOUT AEAT

---

The mission of the Tax Agency is to encourage all citizens to discharge their tax duties. It performs two lines of action to achieve this: on the one hand, the provision of information and assistance services for taxpayers in order to minimise the indirect costs associated with meeting tax obligations and, on the other, through the detection and correction of tax defaults through control actions.

The Tax Agency is responsible for the effective application of the national tax and customs systems, and for those resources belonging to other State Public Administrations and the European Union, which are entrusted to it for management by law or agreement.

---

## ABOUT ALFONSO CASTRO MARTÍNEZ

---

Alfonso Castro has been CIO of Agencia Estatal de Administración Tributaria since 2013, after 20 years of service at the organization. He is a High level Telecommunications Engineer from the Universidad Politécnica de Madrid.

He began as a civil servant in 1993 as

an accredited member of the high level ICT body of the Spanish Public Administration, after a period in the private technology sector. His activity in public administration has been focused on the implementation of electronic administration and anti-fraud solutions.

## A SELECTION OF ACCOMPLISHMENTS

---

- Enhanced and improved e-Government to ensure the Spanish tax administration (AEAT) remains a pioneer in the use of e-Administration as an alternative channel in which citizens can carry out processes and procedures. Used the on-line channels so that citizens can avoid having to travel great distances to our offices. Facilitated the presentation of services allowing AEAT staff to dedicate time to other issues that contribute greater value to society. Ensured that e-Government became the most widely used channel for tax declarations, of which 82% were submitted electronically.
- Improved the online user experience by simplifying the use of technology by replacing the cryptographic signature by electronic signature. Made it easier for content to be displayed properly on all browsers, both desktop and embedded on mobile devices. Made use of services more intuitive by locating documentation and aids in a contextual way, wherever they might be required.
- Launched a personal income tax campaign so that all taxpayers can easily process their declarations for all types of income. The taxpayer accesses the on-line service directly, reviews the declaration that the AEAT has on-file and can add any data or income. The previous program, which was required to be installed on a computer, has been replaced. This new service is accessible directly on the Internet through a browser which will allow the taxpayers to use their mobile devices or electronic tablets. The declaration can be started on one device, for example, a laptop, and completed on another device (for example, an electronic tablet). On the first day of the 2014 Personal Income Tax campaign, AEAT had more than 2.0 million taxpayer visits, while on the first day of the 2015 Personal Income Tax campaign, AEAT had 3.5 million taxpayer visits, an increase of 75%, with more than 100,000 taxpayers per hour using the system simultaneously. Increased demand on application servers reaching 3,000 hits per second, with an average response time less than ten milliseconds.

## MAJOR LEARNING & ADVISE

---

- Get the maximum value out of IT through a process of continuous improvement. Encourage organizations to adapt their IT services to the ever-increasing expectations of citizens.
- Focus on IT as a lever for change and as a catalyst that will help improve the results of the organization. Avoid proprietary technologies but instead look for standards-based solutions that allow for healthy competition among multiple vendors.
- Make the most out of Big Data and Business Intelligence Technologies that the organization has stored for years. Failure to pay sufficient attention to the usability of technology solutions can lead to frustration in their use.

## ABOUT THE COMPANY

---

Sector:

Government

---

Activity:

Tax collection agency

---

Turnover (EUR):

na

---

Employees (FTE):

25,000

---

# João Luis de Oliveira Baptista

Director  
SIBS Forward Payment Solutions



## ABOUT JOÃO LUIS DE OLIVEIRA BAPTISTA

João Luis Baptista is graduated in Electronic Engineering and has a post-graduation in Energy Systems by Instituto Superior Técnico. He begins his professional activity in Banco Pinto & Sotto Mayor (one of the most important bank in Portugal) in 1986 as a Project Manager in the Informatics Department.

In 1989, he becomes head of Development and Systems Administration at Rank Xerox. In 1991, he held office at Andersen Consulting as a Senior Consultant in the Financial Department. Following this, he joins A.T Kearney's management team in Portugal, developing IT Strategy Consulting practice. In 1997, he is invited to join EDS Portugal where he held several positions, being appointed to Country Manager by 2000. In July 2001, he joins SIBS as Member of the Board of Directors.

## ABOUT SIBS FORWARD PAYMENT SOLUTIONS

SIBS Forward Payment Solutions is part of the SIBS Group. Founded in September 1983, SIBS promotes inter-banking cooperation and focuses on the development of payment services that combine security, effectiveness, comfort and innovation, at the lowest possible cost. SIBS has developed unparalleled expertise in offering innovative payment services to its clients and in responding to their needs and challenges, both in business and in regulatory terms. SIBS is the owner and manages the MULTIBANCO network and is the national ACH processor.

As part of its track record in innovation, the company has been an early developer of mobile and internet banking services, at the same time as it has provided convenient solutions to other critical operational areas of the financial system, such as credit transfers and direct debits. SIBS Group provides secure and efficient solutions making everyday's life easier

## ABOUT THE COMPANY

Sector:

Technology

Activity:

Payment services

Turnover (EUR):

167M€

Employees (FTE):

792



## A SELECTION OF ACCOMPLISHMENTS

---

- As part of managing the MULTIBANCO network (which incorporates several digital and host-to-host payment gateways and more than 300,000 POS terminals and more than 12,000 ATM, processing more than 2,9 billion transactions in all its channels), SIBS developed a bank payments wallet - called MB WAY - that enabled MULTIBANCO users to make purchases (physical and online), transfer money (instant payment/transfer) and withdraw money with their smartphones/tablets and without using a physical bank-card, providing a scalable but simple solution for the entire MULTIBANCO network. MB WAY has become the most popular payments app/mobile wallet in Portugal within one year, representing 90% of the dematerialized banking cards issued in Portugal. Simple and safe to use, MB WAY has been made available for smartphones running iOS, Android and Windows, regardless of the mobile operator or the issuing banks. Clients can pay, transfer funds or withdraw money with their mobile devices. The operation is authorized through the app with Touch ID (for compatible devices) or by inserting their MB WAY PIN. The latest function incorporated in MB WAY allows clients to withdraw money without using their physical cards. After entering the amount they want in the MB WAY app, the request is then authenticated and MB WAY service automatically generates a 10-digit code that can be keyed in any of 12 500 ATM machines in the MULTIBANCO network to access the cash, (without the use of the card). MB WAY users can also send the 10-digit code to someone else (by app notification or SMS), so that the receiving individual can make a withdrawal of the selected amount. The sender is in duty notified if the code was used (or if the expiration time is reached without usage).
- Launched a programme called ARCTIC to modernize the enterprise "core" legacy system, for transactional business (MULTIBANCO), transforming it from a "Mainframe" based architecture into a "distributed/open" one (with active-active processing strategy). This program is targeting to reduce the total cost of ownership of the system, achieving, at the same time, substantial medium-term operational efficiency and an increased level of response to business and regulatory requirements. Improved IT Systems capabilities, resilience and flexibility to address different types of business, compliance needs and, for national and international markets. Progressed from a legacy system to a distributed system to ensure the transition safely and reliably for users of the Portuguese national payment system. Gave SIBS greater technological capacity to carry out its mission of contributing to social welfare through payments solutions that combine security, convenience and innovation.
- Developed a re-hosting project at SIBS, moving the entire ACH processing infrastructure from mainframe architecture to a distributed system. Besides managing the MULTIBANCO Network, SIBS also run the country's ACH platform (Credit Transfers, Direct Debits, Cheques, Drafts...). This initiative – in parallel with ARCTIC - allowed SIBS to benefit immediately from lower Infrastructure cost for the ACH function, "gaining time" for a complete re-design of ACH platform while the ARCTIC platform is being finalised.

## MAJOR LEARNING & ADVISE

---

- Get the organization involved in the transformation process when moving from a legacy system to a distributed system. Establish a fall-back plan as a best practice to anticipate problems and to mitigate for associated risks. Plan several stages of stabilization during the change transition, with a team focused on optimizing productivity.
- Provide a range of features to users in order to improve the usability of the service and to provide a better customer experience. Accelerate the digital transformation with companies and citizens.
- Revolutionize the day-to-day lives of individuals and organizations by acting as an engine of innovation. Build new foundations through a process of global transformation of cultural and technological platforms.

# Herman De Prins

Chief Information Officer  
UCB



## ABOUT HERMAN DE PRINS

---

Herman De Prins is UCB's Chief Information Officer since October 2009. UCB values the role of technology in delivering on its promise to improve lives of people with severe diseases. In addition to delivering 250 projects each year Herman and his team have always explored digital opportunities that can deliver value within the patient eco-system. In 2016 he was named "CIO of the Year" by DataNews.

Before joining UCB Herman worked for 15 years in the medical devices industry, in Europe and the US. During that time he held responsibilities for the US market, enterprise shared services, international operations and M&A. Most recently he was Vice President IT International for Medtronic. He joined Medtronic from Abbott Laboratories, which acquired Guidant's Vascular and Endovascular businesses, which Herman was part of. At Abbott he was Director IT for Abbott Vascular's international business.

## ABOUT UCB

---

UCB is a global biopharmaceutical company headquartered in Brussels, Belgium. UCB is an international company with a revenue of €4.2 billion in 2016. It focuses on creating value for people living with neurology and immunology conditions.

UCB has operations in over 40 countries and employs more than 7,700 people.

---

## A SELECTION OF ACCOMPLISHMENTS

---

- Developed insight generation (“from noise to signal”) as part of a patient value strategy that helped generate revenues of €4.2 billion, of which one quarter was invested in R&D. Created different innovative products to enhance patient care. For example, Erdos combines internal data, public domain data and purchased data internal data to analyse activities in the healthcare ecosystem and to identify influences on results of research activities. Mine’R identifies topics, geolocations, trends and relationships in text data through natural language processing. Allowed UCB to classify and analyse unsolicited feedback, verbatim transcripts and other text data sources. Mine’R uses an ontology and unsupervised machine-learning tool to discover relationships between topics that had gone undetected before and which can be brought out into the open.
- Created innovative services using chatbots and early signal detection engines to generate efficiencies and to increase speed and quality of decision making in various business processes.
- Used patient insights to develop scientific hypotheses, based on solutions for specific patient populations. Created a digital patient solution approach to reach patients at scale with individualized solutions beyond the drug services. Collaborated with tech companies and start-ups in emerging spaces.

## ABOUT THE COMPANY

---

Sector:

Health Care

---

Activity:

Pharmaceutical

---

Turnover (EUR):

4,2B€

---

Employees (FTE):

8,000

---

## MAJOR LEARNING & ADVISE

---

- Create a data driven culture knowing that data ownership, and to a lesser extent algorithms, are going to be the value drivers in every business going forward. View digital solutions as an integral part of strategy and not as a separate vision.
- Free up valuable resources by being ruthless in streamlining core operations and stay on strategy. Delegate responsibilities so as not to waste valuable time on jobs your team members can do better given their subject matter expertise.
- Take smart but big risks where they strategically matter and show impact with new technology. Focus on external collaboration to develop a partnering strategy across the entire value chain. Think about organizational design where digitalization should be embraced by everybody and yet capability building has been held back by too much fragmentation.

# Annemie Depuydt

Director ITCS  
KU Leuven



## ABOUT ANNEMIE DEPUYDT

Annemie is responsible at the University for the educational and research technologies, the concern applications for the administration, the groupware and unified communication infrastructure, the central IT infrastructures (2 data-centers, network with own backbone, ...), the local IT infrastructures of the

central services and the IT customer center, ...

As a service provider, her department also delivers IT services to the university colleges in the KU Leuven association, like the Student Life Cycle Management and the Learning environment.

## ABOUT THE COMPANY

Sector:

Public Sector

Activity:

Education

Turnover (EUR):

1B€

Employees (FTE):

12,000

## ABOUT KU LEUVEN

KU Leuven or the University of Leuven, is a research university in Leuven, Flanders, Belgium. The University of Leuven was founded at the centre of the historic town of Leuven in 1425, making it Belgium's first university. With 55,484 students in 2014–2015, the KU Leuven is the largest university in Belgium.

The University ranks 40th globally according Times Higher Education, 79th according to QS World University Rankings and 93rd according to the Academic Ranking of World Universities. In 2017, Thomson Reuters ranked KU Leuven first in its annual list of Europe's most innovative universities.

## A SELECTION OF ACCOMPLISHMENTS

---

- Kept a sharp focus on several projects running in parallel while maintaining responsibility over 250 full-time IT staff that served a diverse university population of 12,000 staff and 55,000 students at the primary campus in Leuven and at satellite campuses in all of the main cities in Belgium. Cherished identity as a woman, since it was an enabler being able to focus on many projects and not having to pick one and glorifying it as “my baby”. Oversaw technology development in many domains of the university, found new opportunities for growth and made and facilitated cross connections between these domains. Made the total greater than the sum of its parts by encouraging interdisciplinary actions, cooperation, co-creation, out-of-the-box thinking. In short, delivered IT services in a cost effective and scalable way within a large and distributed environment.
- Launched a programme called Toledo 2.0 mobile, whose objectives were to unify communications in the university classrooms, including the integration of video (bridge, streaming, capturing) and the development of a new system for multiple-choice exams. Supported the production of highly competitive online courses in higher education called MOOCs (Massive Open Online Courses), in which KU Leuven joined one of the most prestigious MOOC platforms edX, connecting students to top universities such as MIT and Harvard. Rolled out groupware and unified communications, including Skype for business, conferencing to support virtual collaboration and teleworking, and Microsoft SharePoint. Experimented with a low cost, highly scalable conferencing solution to take over telephony.
- Built a service catalogue containing more than 70 IT services, in which new services were continuously added. Having created a shopping environment, enabled some local units to maximize the use of IT services while other units could stop shopping from the service catalogue, and finally others outsourced their IT needs to the central IT department. Fact is that the numbers prove that this was a good way of dealing with this kind of distributed organization. 30% of IT staff are funded by the revenues of this catalogue.

## MAJOR LEARNING & ADVISE

---

- IT is about people. However technical IT may sometimes seem, basically it is always about users and teams. This is the starting point that CIOs should never lose sight of. Ultimately, both the users of IT services and the team of experts providing IT services are always at the centre of what IT does. Tip: Encourage self-steering teams and give them the space to fail often.
- You should not hope for the best. Anyone who thinks they can just hope for the best is mistaken. As CIO, you can never just sit back and wait for something to happen. You have to follow the market closely and make sure you keep up with the latest developments. You do not necessarily have to be a major innovator in every field, but should keep an eye on things and make sure you do not get left behind.
- Align business needs with IT solutions. IT teams do not always speak the same language as business people. Sometimes IT is guilty of using technical terms and difficult acronyms. That needs to stop! The CIO has to explain to users in practical terms where the added value of a piece of technology lies. Do not let IT get lost in translation, but make it a habit to start translating for business.
- Be prepared to throw away a lot of traditional measures and to continuously assess whether or not you have the right set of checks and balances (and adapt them accordingly)

# Giuseppe Faraci

CIO, Head of Clinical Engineering and Innovation  
Centro Medico Santagostino



## ABOUT CENTRO MEDICO SANTAGOSTINO

---

The Santagostino Medical Center was founded in 2009 in Milan to provide quality health care and affordable access for everyone, including specialties not covered by the National Health Service (such as dentistry and psychotherapy). About 500 specialists from hospitals and university locations in Milan, selected for their expertise and proven experience, work in the 10 polyclinics located in Milan and Bologna.

The Santagostino Medical Center is an initiative of Oltre Venture, an Italian company that carries out initiatives of collective interest, privileging social return over the economic.

---

## ABOUT GIUSEPPE FARACI

---

After earning a degree in Diagnostic Techniques, Faraci studied Computer Science at the University of Nottingham, Jubilee Campus where he specialized in new technologies to support physicians in the diagnosis process.

In 2012 he obtained a Master's in Management for Healthcare at SDA Bocconi University, after which he started working for the Santagostino Medical Center. After an internal training course, He is now the CIO (chief information officer), heading the areas of ICT, Innovation and Clinical Engineering.

## A SELECTION OF ACCOMPLISHMENTS

---

- Completed a three-year project to enhance the patient journey by creating an online payment platform at the Santagostino Medical Centres in Milan and Bologna. Aligned project with the vision of the organization by harnessing digital technology to improve patient services while keeping costs down. Divided digital project into three phases: 1) Introduced online booking of medical examinations; 2) Rolled out "fast check-in" supported by a text-messaging system that reminded patients of their appointments with healthcare specialists; 3) Implemented automatic payments at the conclusion of the patient journey, by offering patients the ability to enter their credit-card details onto a secure platform during the booking process.
- Enabled IT systems to store and safeguard credit-card numbers, so that when patients finished their journey at the centres they could be automatically billed for the services provided to them. Created a digital billing system so that patients could receive invoices by email or by logging into a reserved area called the clinical dossier on the centre's website.
- Accomplished all mission goals by simplifying and fully automating the patient pathway, and eliminating all stages of low-value interaction with patients. By enhancing user experience, customer loyalty rates went up significantly. Constructed both scalable and modular solutions to accommodate the significant growth that the organization experienced during this phasing in of the payment platform. Improved human contact between staff and doctors, doctors and patients, staff and patients, by promoting high-value interactions, leaving the rest to automation.
- Completed the migration of all local servers to the cloud, making the centre one of the first Italian healthcare companies to be completely dependent on cloud-based servers. Reduced direct and indirect ICT costs by 40%. By building a digital technology infrastructure that is scalable, modular and reliable, increased online patient participation from 5% to 30% within three years.

## ABOUT THE COMPANY

---

Sector:

Health Care

---

Activity:

Hospital

---

Turnover (EUR):

50,5M€

---

Employees (FTE):

90

---

## MAJOR LEARNING & ADVISE

---

- Do what humans do best and automate the rest. Be passionate about your mission at all stages of the project lifecycle.
- Convince senior executives and board members of the necessity of taking the leap into the digital transformation process. Always focus on the upside with your stakeholders: the cost savings, improved customer loyalty and healthier corporate culture. As for IT professionals, they have to stay focused on the challenges of transforming the IT systems to the next level of digitalization.
- Make teamwork an essential element of your value proposition, especially for those CIOs in the healthcare business so that healthcare professionals with complementary skillsets can share common health goals and be able to use their diverse knowledge in assessing, planning and evaluating patient care.

# Sarah Flannigan

Former CIO, National Trust  
CIO, EDF Energy



## ABOUT NATIONAL TRUST

---

National Trust is an independent, non-profit organisation depending on the active support and generosity of 4.8 million members, 20 million annual visitors, 67,000 volunteers and over 10 000 people who work with the organisation.

Today, it is Europe's largest conservation organisation, with huge - and incredibly varied - responsibilities. It protects and welcomes everyone to explore and enjoy over 500 historic houses, castles and ancient monuments, 700 miles of coastline, 250,000 hectares of land of outstanding natural beauty, 104 nature reserves, 6 World Heritage Sites and much, much more besides. National Trust wants every one of its visitors to enjoy these amazing places and have an experience they'll never forget.

---

## ABOUT SARAH FLANNIGAN

---

Sarah Flannigan joined EDF Energy as Chief Information Officer in November 2016 where she is leading a digital transformation. Before this, Sarah spent six years as the Chief Information Officer at the National Trust, one the largest membership organisations in Europe. Here she led a major digital, customer loyalty and internal efficiency transformation programme that delivered significant new revenues and cost savings and enabled best in class customer engagement.

Prior to the National Trust Sarah's varied career included roles in Global Customer Operations and Sales and Marketing in multiple industries: financial services, manufacturing, charity and telecommunications. She is also a non-executive Board Trustee at Royal Botanic Gardens, Kew and a member of the Board of Governors at Wells Cathedral School, a specialist music school.



## A SELECTION OF ACCOMPLISHMENTS

---

- Building a digital platform for the National Trust and 500 heritage properties throughout the UK resulted in significantly improved revenues, higher customer loyalty and greater internal efficiency at the National Trust. Called the Systems Simplification Programme, SSP was made up of four inter-related suites: 1) Digital to deliver a new website, a new suite of customer apps, a new members' area and new customer sign up. 2) Customer-centric to create a multi-channel approach for interaction with customers who could visit one of the 500 properties via an app, a website, a call centre, a shop or a cafe. 3) Point of sale to launch a common integrated solution for all 500 properties at multiple points of sale, supported by a new retail ERP solution. 4) Finance and procurement programme with installation of a finance ERP and a new procurement solution replacing bureaucratic processes and manual spreadsheets. Lasting three years, SSP cost €48 million but generated a return of €130 million, half in new revenues and half in internal cost savings. This freed up funds for the delivery of the Trust's charitable objectives: ensuring that the 500 properties including heritage sites, castles, stately homes, coastline and outdoor spaces last forever.
- Changed the traditional culture of a very British organization with 10,000 staff and 67,000 volunteers, using videos, blogs, diaries, testimonials, case studies, songs, dances, art, poetry and even rap music. Within three years, the Trust had its end-of-day cashing up reduced from one hour to five minutes, end-of-week reconciliations reduced from eight hours to 30 minutes and 13 million customer records uploaded to a cloud repository enabling CRM teams to personalize customer relationships and communications. Customer queues at points of sale were reduced by 75% while customer membership renewals at points of sale increased by 23%.
- Mandated every IT employee to spend five days a year at a Trust property, where they could understand the IT constraints and frustrations of front-line colleagues and back-office staff. Documenting their trips throughout the countryside, ITers took teddy bears with them in order to take a picture of a teddy bear in one of the Trust properties they visited. Having described their photos with their learnings on an internal blog, they gained a sense of collective achievement when the best blogs were rewarded at an awards ceremony. IT team went from being an unhappy group to a committed team, winning an "IT Team of the Year" award for their contribution to the SSP initiative.

## ABOUT THE COMPANY

---

Sector:

Non profit

---

Activity:

Nature conservation

---

Turnover (EUR):

575M€

---

Employees (FTE):

1,000

---

## MAJOR LEARNING & ADVISE

---

- Hire great people, set them up for success and then make a leap of faith – trust them to make great things happen. Don't settle for second best when hiring. If you know deep down someone is not right, act fast. People are what make the difference. Be ruthlessly, relentlessly honest with yourself, your staff and your suppliers. Talk about what's going wrong and what's going right. You will buy far more organisational confidence and credibility that way if you are delivering a big culture change.
- Always keep your eye on the prize. It will be your compass to guide you through the difficult times. If you have not failed, really failed, as you try to embrace digital then you haven't pushed hard enough.
- Focus on what you are trying to achieve rather than the detail of how much it will cost, how long it will take or the technology inside. Do not get hung up on digital as an end in its own right – it's a means to an end. So focus on what you're trying to achieve and then ask if/how digital can help you better achieve it.

# Carlos Garriga Gamarra

Chief Information Officer  
Sareb



## ABOUT SAREB

---

Sareb (Sociedad de Gestión de Activos procedentes de la Reestructuración Bancaria - English: Company for the Management of Assets proceeding from Restructuring of the Banking System) is the bad bank of the Spanish government, the government-owned company is responsible for managing assets transferred by the four nationalized Spanish financial institutions. SAREB was established as a condition set by the European Union in exchange for aid of up to 100 billion euros to the Spanish banking sector.

---

## ABOUT CARLOS GARRIGA GAMARRA

---

Carlos Garriga, currently Chief Information Officer at IE University & Business School, has been CIO at Sareb until July 2016. Carlos, Electrical Engineer by the Pontifical University of Comillas (ICAI) and BSc Physics by UNED, has extensive international experience in Technology and Information Systems in a range of different industries such as Higher Education (IE), Real Estate & Financial Services (Sareb), Distribution (ADVEO), Telecom (ONO) and Aerospace (European Aerospace Agency, Sener Ingeniería y Sistemas).

Fulbright scholar, Carlos holds a Master of Engineering degree in Engineering Management by Cornell University and an Executive MBA degree by IE Business School.

The project was submitted as a joint effort with Santiago Uriel (Haya Real Estate), Jorge García (Banco Sabadell Group), Alberto Bazaga (Altamira Asset Management), Joan Planella (Servihabitat Servicios Inmobiliarios), Álvaro Hafner (Solvía) and Ana Isabel Martínez Apodaca (Sareb).

## A SELECTION OF ACCOMPLISHMENTS

---

- Going beyond the goals set out by the Spanish government has been Sareb's greatest achievement. A distressed asset management company created in 2012, Sareb played a key role in cleaning up the Spanish financial sector, particularly those institutions badly exposed to the real estate crash during the 2008-2009 global economic crisis. Sareb brought under management nearly 200,000 distressed assets with a market value of €50.8 billion, equivalent to 5% of Spain's GDP. Its mandate was to sell the bad loans and over-valued real estate assets on time and within budget. Sareb's goal, of course, was to obtain the highest price possible for these assets, while complying with the strict rules and regulations of the Spanish State. In so doing, Sareb met the commitments made to the State's stakeholders and the Spanish society as a whole.
- In undertaking such a vast project, Sareb implemented a new framework with its service providers by establishing a target joint operational model. In addition to acting as a catalyst to innovation, the new framework has been an efficient, global and integrated response. To achieve the transformation requirements, the framework has ensured that the level of service has been maintained and that the businesses which have been affected by the change management system have not been disrupted. In 2015, 14 technological migration processes were undertaken. During the last five years, 85,000 financial assets and more than 92,000 real estate assets were migrated in the Spanish financial sector. During the migration processes, the service providers implemented the technological development required and increased the capacity of their platforms in order to support the huge volume of assets.
- In order to implement the transformation process, Sareb and four service providers invested more than €100 million in technological projects. The return on investment was outstanding. During the first three years of Sareb's existence, €12.8 million in income was generated and €7.3 million in debt was repaid. In the same period, 35,250 buildings were finally sold. Thanks to transformation process, Sareb moved to a collaborative model with its service providers, where both had a full vision of the business. Having exceeded its objectives, Sareb had a huge beneficial impact on the Spanish economy.

## ABOUT THE COMPANY

---

Sector:

Government

---

Activity:

Finance

---

Turnover (EUR):

na

---

Employees (FTE):

2,500

---

## MAJOR LEARNING & ADVISE

---

- Get the organisation involved in the transformation process. The process of change management within the organisation can bring about significant management improvements in all areas. For large-scale projects like ours, projects managers should still set short-term realistic business objectives. In so doing, the organization will see the benefits of transformation sooner rather than later.
- Have a clear communication strategy by sharing the project improvements with all parties in the organization, since each party will be involved in the projects in one way or another. At the same time, develop planning schedules that are based on an analysis of the inter-dependencies between projects.
- Accompany the technology deployment with an organisational transformation. Technological transformation projects will only be successful if the organisation can adapt to the new relationship approach. If the main objectives of the digital transformation projects are seen as business driven, it will act as catalyser for the entire organization.

# Steffen Heilmann

Chief Information Officer  
MYTOYS Group



## ABOUT STEFFEN HEILMANN

---

Steffen is Bereichsleiter IT for MYTOYS GROUP. Previously, he was a senior leader with Allianz, and before that a strategy consultant with The Boston Consulting Group. He holds a master's degree in computer science from Universität Karlsruhe and a Master of Business Administration from ESMT. Steffen is passionate about building agile high-performance teams to drive digitalization.

## ABOUT MY TOYS GROUP

---

With over 1500 employees and 7 million customers, the Berlin-based MYTOYS GROUP is one of the leading e-commerce businesses in Germany and is also a member of the Otto Group. Its multi-shop concept focuses on in-house solutions and developments in all areas – starting with IT and ranging to purchasing, marketing, customer services, through to the logistics team.

---

## A SELECTION OF ACCOMPLISHMENTS

---

- Developed a proprietary multi-brand digital shopping platform that kept IT costs down and enabled individual brands in the Group to present a unique look-and-feel. Allowed for additional brands to be set up with full features and for additional features to be added to all brands. Implemented RTF (responsive touch technology) on desktop, tablet and mobile and as a result reduced costs by 75% for development and maintenance of new features because of their reusability and their increased speed to market. Managed the way development staffers operated within a more agile organization where self-organized teams actively took ownership of product development. Increased satisfaction levels of IT staff that moved from a project-based approach to a product-based organization, putting more emphasis on improving products with fixed teams instead of implementing new projects with newly established teams. In so doing, reduced time to market while increasing operational stability.
- Challenged by an outdated but heavily customized Oracle installation that was nine years old and at the end of its life cycle. Upgraded the aging ERP software by shuttering the entire organization including logistics during a long three-day weekend in May. Employed 30 IT staff over a six-month period to complete the ERP upgrade, in which three months of testing took place prior to the migration. Developed and documented thousands of test-case scenarios to ensure that the new ERP system would work as expected. Used an iterative process first running the test cases and then applying to fix bugs and reduce the time required for the upgrade. Managed to complete the upgrade as planned even though unforeseen events occurred during the upgrade, all of which were fixed during subsequent scheduled down-times.
- Migrated two data centres in different locations towards a standardized solution to reduce costs and improve operational stability. Migrate servers to one common data centre, to reduce costs. Prepared and orchestrated the move to account for the risks that unintended consequences could occur in a context where the IT department was under tight deadlines and responsible for mission-critical projects. Conducted the data centre migration in such a way that no outage to business-critical systems took place and managed to grow the business by 10%.

## ABOUT THE COMPANY

---

Sector:

Retail

---

Activity:

e-commerce

---

Turnover (EUR):

500M€

---

Employees (FTE):

1,500

---

## MAJOR LEARNING & ADVISE

---

- Implement an agile culture and mind-set within IT to drive responsibility and ownership towards the teams. By building great teams first, your teams will ensure that the organization's unique selling propositions will be successful. In parallel, define and communicate KPIs transparently. Driving agility within the organization helps to unlock passion within the teams and is a driver to enable IT to become a true business partner.
- Move from a project-oriented approach towards a product-oriented organization to align the business with IT at the employee level, reducing the friction between project teams that only care for the go-live deadline. IT and business alignment only is possible if both parties are responsible not only for short-term project delivery but long-term systems.
- Understand the human side of digitalization. Ask questions like what is the customer problem that you are expected to resolve? Also, what are the organisation and your employees enthusiastic about? Stay focused by picking one or two areas that are most relevant to you and your business. Quickly establish minimal viable products for your customers.

# Adam Marciniak

Head of Application Development  
PKO Bank Polski



## ABOUT ADAM MARCINIAK

Adam Marciniak started his professional journey in IT by taking a course in Computer Engineering at the Faculty of Cybernetics of the Military University of Technology in Warsaw. In 2004 he started at the bank Pekao SA as a programmer and IT system designer. In 2007-2011 he served as Head of the Electronic Channels Development and Management Office at the bank Pekao SA. In parallel to that, from 2009 to 2011 he was Head of IT Development Department at the Central Brokerage House of the bank Pekao SA.

Since February 2011, Adam Marciniak has been Head of the Application Development and Maintenance Division at PKO Bank Polski. He is responsible for, among other things, comprehensive

implementation of IT projects, the whole application life cycle, including system maintenance.

From October 2011 to November 2014, he held the position of Vice President responsible for the development of IT systems at Inteligo Financial Services S.A., a subsidiary of PKO BP Group.

He is a Member of the Supervisory Boards of PKO Bank Hipoteczny and PKO BP Finat, member of the presidium of the IT Forum at the Polish Bank Association (ZBP), member of the IT Architecture Council in the Ministry of Digital Affairs and expert in the Committee of the Council of Ministers for the Digitization, directs the Group Management cybersecurity Banks within the framework of the Banking Center Cybersecurity.

## ABOUT THE COMPANY

Sector:

Public Sector

Activity:

Finance

Turnover (EUR):

3B€

Employees (FTE):

25,400

## ABOUT PKO BANK POLSKI

PKO Bank Polski (PKO BP), is Poland's largest bank. It provides services to individual and business clients. The core business activity of PKO Bank Polski is retail banking. PKO Bank Polski Group employs over 29,000 people. The after-tax profit reported by the PKO Bank Polski Group for 2016 amounted to PLN 2.87 bn and was the highest in the Polish banking sector. The PKO Bank Polski Group accounted for 21 per cent of the total profit of the Polish financial sector for that period, which is much more than its share of the sector's total assets (c. 17 per cent). The consolidated business result reached PLN 11.8 bn, or 10.6 per cent more than the year before.

## A SELECTION OF ACCOMPLISHMENTS

---

- Solidified the position of PKO Bank Polski (PKO BP) as the digital leader in the financial sector and a leading player in the development of public administration and the construction of an e-state in Poland. Improved customer satisfaction as users gained access to a broader range of public services via banking interfaces. Integrated both the banking and state systems in a project "Rodzina 500 +" that went ahead as planned to the extent that 100,000 applications were filed online via banking sites on the first day and 250,000 applications were submitted in the course of five days, resulting in one-third of all applications being filed online via the PKO Bank Polski systems. Attracted other banks to use the PKO BP systems, putting in place a new era of cooperation between the Polish state authorities and financial institutions. Took advantage of the know-how of commercial institutions, while offering them advanced information technology and well-established experience in project management.
- Implemented SSO ("Single sign-on") from the online PKO BP systems to the PUE ZUS platform, which handles electronic services for the Polish social insurance programme. Established safe, short-term sessions for online PKO BP users to be redirected towards the PUE ZUS portal, which is authenticated by the banking systems. Enabled PKO BP to become a secure gateway to digital services on the PUE ZUS platform, so that the bank's online account holders can check current information about their contributions to insurance accounts, while entrepreneurs can settle most issues related to social insurance. Offered the capability to all 7.3 million PKO BP clients (who use Internet banking services) to log onto the PUE ZUS platform, a solution that could result in the gradual inclusion of other financial institutions into the programme.
- Developed a revolutionary new tool called the "Trusted Profile" (eGO) that allowed customers to access the services of the Polish public administration free of charge. By verifying their identities on the PKO BP's Internet banking website - iPKO, users can deal with official matters in the comfort of their homes without having to visit government offices. Optimized the architecture and infrastructure to stabilize the functioning of IT solutions for managing "Trusted Profiles" using authorization and authentication mechanisms applied by the banking systems. Enabled all 7.3 million PKO BP clients (who use Internet banking services) to access most services available in the Polish administration, creating a convenient digital authorisation. Over 54,000 clients have set up trusted profiles thus far.

## MAJOR LEARNING & ADVISE

---

- Undoubtedly, companies that want to take advantage of digitization must fully understand where their source of value in new technologies is. However, it is worth noting that in any case it is essential to build the necessary capacity for this transformation. Its effectiveness demands a balanced approach to digitization perceived by the customers, as well as the digitization of the work environment of the organization. You should also be aware that digitization is an investment in the process of change, carried out over a longer period of time, and not on an ad hoc basis.
- Digitization is a natural consequence of technological development and the changing preferences of consumers. It is also a way to increase the efficiency of an increasingly demanding market. Its main objective is customer satisfaction and the customer's positive experience in contact with the company. Therefore, we can expect that in the next few years, not only the way of processing and using data on customer expectations, but also the ability to establish close cooperation and exchange of knowledge based on these data with other players in the market will be the key to business success.
- Implement a common policy of digitization in a coordinated manner as the resulting synergies will reduce costs and ensure the effectiveness and efficiency of ongoing work. Control and coordinate current projects at every stage of their implementation.
- Determine measures of success by criteria that go beyond project scheduling and cost as a function of quality parameters. To evaluate comprehensively the success of the project, measure the benefits attributed to the public sector, including customer satisfaction, increases in the number of cases handled, improved organizational skills and measurable savings that customers achieve.

# Tomasz Matuła

ICT Infrastructure & Cybersecurity  
Orange Polska



## ABOUT TOMASZ MATUŁA

---

Tomasz Matuła has been with Orange Polska since 2004. He developed key competence areas, including cybersecurity, data center, digital workplace, cloud computing, ICT services. He graduated from Politechnika Śląska in Telecommunications. In 2002, he obtained an IFG International Management Diploma (MBA) at Francuski Instytut

Zarządzania. In 2009, he graduated from Advanced Management Program IESE at Navarra University. He was awarded Green IT Leader 2009 for Grupa TP, earned first place in CIO of 2010 IDG contest. In 2016 he was awarded a title of Digital Leader of the Year by CIONET POLSKA.

## ABOUT ORANGE POLSKA

---

Orange Polska is a leading provider of telecommunications services in Poland and one of the biggest telecommunications companies in Central Europe. It has the most extensive technical infrastructure in Poland, enabling it to provide fixed-line and mobile telephone services as well as data transmission in cutting-edge technologies (including fiber and 4G/LTE) to 20 million customers. It operates in all segments of the telecommunications market and carries out independent R&D activities in telecommunications. It is a well-known patron of culture, and through Orange Foundation it is engaged in charity activities on an ongoing basis.

---



## A SELECTION OF ACCOMPLISHMENTS

---

- Launched CyberShield project as a native functionality of the Orange Polska network, protecting Orange users from dangerous cyber-threats that grow all over the Polish internet, and are not yet covered by existing antivirus software solutions. Supporting the infected customers by providing them with user-friendly information about the specific cyber threat and offering thorough step-by-step instructions on how to significantly reduce its impact. By engaging the in-house CERT (Computer Emergency Response Team) we give users the unique opportunity to benefit from the experience of Europe's Top 16 CERT to protect their systems.
- Informed Orange users when the Polish internet was hit by a cyber-attack on an unprecedented scale. Launched effective counter measures to protect users who were directed to fake banking sites and other sites participating in the phishing attacks, and redirecting them to their proper websites on a network level. Added capabilities and solutions to the system that assigned threats to a specific network node, thus advising users who were unaware of the attack to start using CyberShield immediately. Proactively stopped dangerous malware infections in their tracks before spreading throughout the Orange network, while maintaining an educational role. Removed harmful and malicious code, while informing victims about the nature of the specific threat and possible risks to their accounts.
- Took proactive approach during a massive wave of cyber-attacks, directing the users infected with high-risk threats a captive portal, which connected users to a safe area technically cut out from the internet and under quarantine for their own security. Released detailed information on the cyber threats with instructions on how to cope and mitigate those using dedicated tools. Communicated with users via a CyberShield proactive campaign to strengthen network security. Mitigating risks before they could infect too many customers, added an educational layer to help users understand basic threat mitigation. Avoided unnecessary calls to Orange call centres in Poland about the large-scale cyber-attacks, thus saving €600,000 in costs.

## ABOUT THE COMPANY

---

Sector:

Utilities

---

Activity:

Telecom operator

---

Turnover (EUR):

2,5B€

---

Employees (FTE):

16,000

---

## MAJOR LEARNING & ADVISE

---

- Tackle your cyber-threats proactively and launch innovative solutions on a global level.
- Educate your customers and explain the nature of the threats they face, help them understand the importance of cyber threats. Give users specific and thorough information on the nature of every threat.
- Supply customers on methods tried and tested by cybercriminals to invade user's privacy by pretending to be an existing "friend" (friends have access to most of the data residing on your account in many social media sites). One of the most popular ways cybercriminals can access your personal data is by mirroring data from a profile of an existing "friend," including the friend's information and photos, thereby creating a new account and sending a friend request to it. By automatically re-accepting a "friend's" request, you have granted the cybercriminal access to your profile. Simply put: just ignore the repeating requests.

# Paulo Jorge Rodrigues da Silva Nunes

Chief Information Officer  
EMEL (Empresa Municipal de Mobilidade e Estacionamento de Lisboa)



## ABOUT PAULO JORGE RODRIGUES DA SILVA NUNES

With more than twenty one years of experience in IT, and more than 19 years in management, Nunes joined EMEL 4 years ago as Chief Information Officer, reporting directly to the Board. Before joining EMEL, Nunes was Chief Information Officer at VitalDent

Portugal, after being more than twelve years at the Finance business, in both GE Money Portugal and Interbanco.

In 2017 he was chosen as CIO of the year 2016 for the government sector in Portugal

## ABOUT EMEL

EMEL is in charge of the management of the concession of the public parking in the Municipality of Lisbon. The parking facilities are integrated in the global system of mobility and accessibility defined by the Municipality of Lisbon. The construction, management, operation and maintenance of public parking spaces, as well as the design and promotion of studies and projects of parking, mobility and urban accessibility are some of the main areas that constitute EMEL's mission to improve the quality of Life in the City of Lisbon.

In parallel, EMEL has been taking increasing measures that tend to contribute to a real integrated mobility management in Lisbon. As an example, EMEL develops services that link parking in EMEL parks with bicycle or public transport, or Bike sharing service. In another area, EMEL participates in the definition of the electric vehicle charging network in Lisbon and represents the city in a European Program that is dedicated to discussing the model of implementation of electric vehicles in Europe.

## ABOUT THE COMPANY

Sector:

Public Sector

Activity:

Parking & mobility

Turnover (EUR):

450M€

Employees (FTE):

3,000

## A SELECTION OF ACCOMPLISHMENTS

---

- To solve Lisbon's parking problem, where 400,000 drivers compete for 250,000 parking places on a daily basis, facilitated a new mobility model to provide a better quality of life for urban residents and visitors. Generated an organizational change, driven by a profound digital transformation, resulting in the implementation of a mobility constellation, an integrated platform that served multiple urban stakeholders. Managed vehicular traffic in the capital city to provide a better use of existing parking spaces by taking an innovative citizen-centric perspective, with the implementation of a popular ePark app and a bike-sharing app, both of which have a common wallet and a common account. Turned ePark, which enables drivers to avoid having to use coin-operated parking meters, into one of the most successful payment apps in Lisbon's history, with more than 200,000 ePark users in the first year and generating a return on investment of more than €3.25 million.
- Built the mobility constellation as a fully connected platform that integrated Lisbon city hall, local police, regulation and registration authorities, printing and finishing operations and payment providers. Supported upcoming features in the mobility constellation such as predictive car parking, vehicle-sharing, urban transport integration, open data monetization, while enabling drivers of electrical vehicles to park for free. By enabling Lisbon's driving public to make coinless payments for real-time usage and to know where their vehicles were last parked with precise map location, transformed EMEL's image from bad to good with a new citizen-to-service focus.
- Took leadership of EMEL's General Data Protection Regulation (GDPR) initiative with the participation of a steering committee of eight directors and five area supervisors and which was sponsored by EMEL board members. Executed implementation strategies and made changes to business processes, compliance infrastructures and IT systems to reflect new EU requirements. Laid the groundwork for GDPR in order to have a positive impact on processes, technologies and organization, taking into account a mobility constellation in Lisbon, a data lake and a new business direction, which was created to comply with the EU requirements and ensure the GDPR completion. Created a post-payment plan for existing systems within the Lisbon mobility constellation to address needs of mobilized city citizens, allowing for real-time, post-payment credit cards and direct debits for ePark, bike sharing and business platforms, all of which to increase the revenues and number of people within the mobility constellation. Within this constellation, implemented an IoT platform to explore the usage of beacon technology, considering the evolution of this technology, used in SIMON's European initiative for the disabled people.

## MAJOR LEARNING & ADVISE

---

- View digital transformation from a holistic and inclusive perspective, staying focused on external customers and on internal business departments. Create a constellation of systems and platforms that can communicate with each other in an orchestrated way and divided by their business purpose. Like an orchestra, make sure all systems play a role so that the final outcome makes sense from both the business and client perspective.
- Be as clear as possible about the objectives to be accomplished, as not everyone will understand the direction that the project is going, especially in the earlier stages. Keep moving ahead until change is irreversible. Be sure about the path to be taken as the business will follow eventually. To ensure that board members understand what is being done, ensure that the board has sponsored the project. Do not let communication become the Achilles heel in a transformation initiative or otherwise the endeavour will never be accomplished.
- Believe in your IT teams so that you can rely on them to drive the change towards the company's future. Make sure you have pointed the IT teams in the right direction. Keep the business close but keep your IT teams even closer.

# Vincenzo Pensa

Director Information Systems and Innovation  
Automobile Club d'Italia (ACI)



## ABOUT VINCENZO PENSA

Vincenzo Pensa, class 1961, is now Chief of IT and Innovation and President of End Life Tires (ELT) from ELV Management Committee. Graduated in Law, earned the graduate certificate in the Innovation and Design Executive Master in 2014 and in Management nel 2017 at the Politecnico of Milano. In ACI for 28 years, he also held positions: Chief of the of Heritage and Supply Department, Chief of Information Systems Management and Chief of Delegate Services.

## ABOUT ACI

The Automobile Club d'Italia (ACI) is a public non-profit body and a federation of over 100 Automobile Clubs and other bodies and associations, all operating in the field of mobility, traffic, environment and tourism.

Its institutional mission is to represent and safeguard motorists' interests and rights as consumers in Italy and abroad, within the FIA (Fédération Internationale de l'Automobile). To fulfil its mission, ACI provides roadside, technical and medical assistance, road traffic information and touring assistance, studies all problems concerning the motorcar, formulates proposals, offers advice, carries out analyses on traffic issues, road and motor vehicle safety, environment, energy and the development of mobility, in close collaboration with national and European public and/ or private organizations, with a view to improving traffic safety.

ACI, as a public Organization, aims at positioning itself as the most specialised and reliable organisation managing public services linked to the motor vehicles.

Through its own organisation and with separate budget ACI runs public services as follows:

PRA (PUBLIC REGISTRY OF MOTOR VEHICLES, since 1927).

The Public Register of Motor Vehicles (PRA) was created in order to provide public guarantee in the occasion of purchase and sale of automobiles, trucks and motorcycles. The PRA main function is to record all the significant events in the life of motor vehicles. The Register holds:

- Civil law effects: protection of the property throughout publicity. Public evidence of ownership and possible vehicle burdens, such as mortgage, is given.
- Public finance control effects: tax collection based on vehicles' purchase/sale (so called IPT). It is also a basis for yearly property tax collection (Road tax)
- Criminal law effects: responsibility in case of accident, crime, improper use of the vehicle, etc.

OTHER PUBLIC SERVICES ENTRUSTED BY LOCAL AUTHORITIES (REGIONS, PROVINCES, MUNICIPALITIES) :

- Road tax collection (for 16 Regions out of 20)
- Traffic plans
- Parking areas (construction and/or management)
- Road safety school programmes

As the Italian Motor Sport Federation, ACI aims at reaffirming the statutory Club's role as the Italian Motor Sport Federation by promoting, encouraging and organizing all types of motor sport activities in order to attract the media's attention toward motor sport events (eg. Italian Grand Prix - Monza).

## A SELECTION OF ACCOMPLISHMENTS

- Developed an online platform called Easy Car for ACI's new vehicle ownership system that facilitates the registration and compliance of all vehicles in Italy, improving the quality of service for the country's 40 million motorists while reorganizing the company's internal production system. Created a digital certificate of vehicle ownership that is issued to car owners by the public vehicle registry to certify the legal status of vehicles in Italy, from registration to ownership transfer to loss of ownership. By dematerializing vehicle ownership certificates and uploading the digital copies to ACI's digital archives, encouraged the production of 18 million digital certificates thus far that users can view as two-dimensional barcodes (QR-code) or via internet links.
- Eliminated the need for customers and employees to print paper documents while enabling government agencies to collect Italian vehicle taxes, charges, expenses and fees electronically. Created a web application for digital signature acquisition that interacts with the IT system hardware to certify digital signatures. Reduced car scams and fraudulent schemes associated with fictitious vehicle holders in Italy. Taking a client-centric approach, gave clients greater accessibility to ACI services by redesigning the customer experience from a multi-channel view, including customer interaction at office counters, on web apps and on mobile devices. Ensured that digital documents can be delivered electronically to owners, eliminating the need for clients to have to travel long distances to ACI offices. Reduced the need for ACI employees to have to perform shift work on site, resulting in a reduction of an estimated 39 tonnes of CO2, a savings of about €8,000 per year.
- Motivated ACI employees to move from a paper-based environment to a paperless office, while improving their work routines and upgrading their professional skills. Launched training programmes for ACI staff to equip them with a digital mind-set. Received positive feedback from ACI employees who appreciated the time savings generated by the digitization of paper processes. Discouraged ACI employees from wasting valuable time printing documents and archiving them while encouraging them to engage in more value-adding activities with motorists, such as providing car owners with assistance about registering their vehicles or offering them advice on selling their cars. Provided free Wi-Fi access to all customers visiting ACI offices.

## ABOUT THE COMPANY

Sector:

Services

Activity:

Automobile association

Turnover (EUR):

450M€

Employees (FTE):

3,000

## MAJOR LEARNING & ADVISE

- Start spreading the news that the business of tomorrow will be entirely digitalized, impacting the design of your organization from team meetings, employee workshops and training courses. Adopt a customer-oriented approach, ensuring accessibility to the internet from mobile devices. Develop the social and experiential components of your organization to integrate the retail network with the digital business.
- Pursue IT activities and innovation projects with the active collaboration of senior managers in the executive suite, including those responsible for operations and production, human resources and finances. Promote initiatives to develop new and existing services covering both technological and business aspects. Redesign roles and business processes in your organization and then build training pathways to help workers acquire relevant skills to grow their careers within the company.
- Reinvent the wheel so that every process starts with a focus on the customer. Break your value chains into their separate parts so that you can shift profits to higher-value areas. Stay ahead of the hyper-competition by continuously experimenting and adapting, and introducing new products and services.

# Markus Richter

Chief Information Officer  
Federal Office for Migration and Refugees (BAMF)



## ABOUT MARKUS RICHTER

Markus Richter holds a degree in Law and did post-graduate legal studies in Germany, Kenya and Canada. In 2005 he started at the Federal Office for Migration and Refugees in Nuremberg, where he worked for different departments, including administration and

human resources. In 2014 he joined the IT Services unit of the Federal Office of Administration in Cologne.

In 2015 he became the CIO of the Federal Office for Migration and Refugees.

## ABOUT BAMF

The Bundesamt für Migration und Flüchtlinge (Federal Office for Migration and Refugees, BAMF) is a German federal agency in the area of responsibility of the Federal Ministry of the Interior. It is the central migration authority in Germany and is responsible for registration, integration and repatriation of migrants. It carries out asylum proceedings and decides about asylum applications.

## ABOUT THE COMPANY

Sector:

Government

Activity:

Migration  
& refugees office

Turnover (EUR):

na

Employees (FTE):

9,000

## A SELECTION OF ACCOMPLISHMENTS

---

- Given the rising number of refugees arriving in Germany beginning in 2014, four main challenges had to be addressed within an extremely short time frame: 1) Multiple drawing of benefits because it was possible to register in several places; 2) Process inefficiency because of duplicate data compilation; 3) Problems with respect to transparency and management of refugee flows as a result of deficits in information exchange; 4) Delayed matching of refugees with security authorities. To overcome these challenges, an integrated identity management system was rolled out ASAP, giving refugees an identity upon registration based on biometric attributes. (The project was awarded with the eGovernment prize for the 'Best Digitization Project 2016'.) The new integrated identity management collected the biometric attributes at the first point of contact. Previously this information was collected during the application for asylum, which happened at a later stage. As a result, an accumulated backlog of non-registered refugees was cleared by registering the refugees using the new system.
- Refugee identity project started in mid-October 2015, and the nationwide rollout was completed by end of May 2016. The conceptual and technical work took eight weeks of non-stop work to complete. The project involved all of Germany's 16 federal states, five governmental agencies that had to connect their databases for refugee management and an EU agency that can compare biometric attributes.
- The integrated identity management for refugees involved significant work in three main areas, 1) Initial data compilation, 2) Core data system, and 3) Arrival Cards. Data now gets collected at the first point of contact and is directly stored in a central database. Every asylum seeker is registered immediately. In order to accomplish that, 1,200 mobile workstations were despatched consisting of a web-based data compilation system, passport

control device for real-time control and automated data transfer, fingerprint scanner for biometric comparisons with national and European databases and a camera with software for quality assurance of pictures. The core data system was used to provide a central system for all refugees. The new system provided end-to-end transparency of case numbers, avoided extra burden from duplicate entries and prevented misuse through multiple registration. Furthermore, the system reduced the time and effort for data compilation while avoiding data entry errors. Upon registration, refugees received a paper-based arrival card with forgery-proof features for reliable identification and regional tracking. The card was printed at the registration point using printers with special ink. Arrival cards served as the key to access public benefits as a precondition for regular benefits such as accommodation and meals. They also provided access to job integration by the employment agencies and for interactions with state authorities and local municipalities.

### MAJOR LEARNING & ADVISE

---

- For fast but critical projects going beyond core organizations, cooperate with other governmental offices and agencies, national or international. By doing so, look to achieve faster processing times while reducing logistics effort. Standardize and industrialize manual processes while decreasing workload in the offices that are coping with crisis situations.
- Communicate with all project stakeholders to ensure they accept solutions. To complete the digitization of the information exchange, emphasize incoming mail. Take advantage of phone call routing, an efficient inquiry management for unresolved requests as well as a comprehensive knowledge database.
- Look beyond your core scope and organization, while staying focused on your customers. Maintain a strong link to other offices and agencies in times of distress are a chance to shape change. To be more connected and less isolated, thinking digital has to be part of the CIO agenda.

# Nicola Rivezzi

Director IT  
Metropolitana Milanese



## ABOUT NICOLA RIVEZZI

---

After graduating in Nuclear Engineering from the Politecnico di Milano in 1994, Nicola Rivezzi began working as assistant lecturer and researcher in solid state physics at the Ecole Centrale Paris. Two years later he returned to Italy and joined Foster Wheeler as a Quality Assurance Engineer. He subsequently moved into the field of IT consulting, working for eight years at IBM.

During this time he held a number of managerial positions both in operations and pre-sales, acquiring particular expertise in the field of job production and overseeing major accounts such as Italtel, Fincantieri, Grandi Motori Trieste and Fabio Perini. He left the consultancy business to become ICT Manager at Sirtec Nigi, an Italian engineering company operating in the oil and gas industry, and after two years joined Firema, where he was Chief Information Officer. He is currently ICT Director at MM spa.

## ABOUT MM SPA

---

MM Spa was founded in 1955 as an engineering company to design and construct the metro lines of the city of Milan. This well-established engineering company is characterized by a management model capable of capitalizing and disseminating field-proven experiences.

The City of Milan is the sole shareholder of MM Spa, and manages following business areas: Engineering (design and management of infrastructure works for mobility, urban regeneration and public works), Water Service (management of the water service of Milan, taking care of water drainage from the groundwater, potable and distribute in houses, collecting sewage and draining waste before the release to the environment and residential and public buildings); Social Housing (management of property and facilities services for social housing in the city of Milan).

MM has a subsidiary, Napoli Metro Engineering, that manages the construction of the underground of Naples and two branches, in Moscow and in Dubai.

---



## A SELECTION OF ACCOMPLISHMENTS

---

- Digitally transformed the integrated water services of Milan in order to better capture, purify and distribute drinking water in the Milan greater metropolitan area serving two million people, as well as to collect sewage and coordinate its treatment before releasing it back into the environment. Entrusted by the Milan Municipality in 2003 to manage the city's water system via a long-term contract that will run until at least 2037, MM planned, designed and supervised the construction of new networks and plants and maintained of the existing ones.
- Managed a 2015/16 digital transformation project by focusing on three dimensions: processes, people and applications. Starting with the organizational design, identified new software that had to be added to the existing software and controlled for any new updates that had to be implemented to the existing software. Launched new approaches to organizational design so that human resources could be reskilled and processes re-adjusted to the new models of behaviour. Defined new KPIs (key performance indicators) to measure increases in productivity and improvements in quality. Replaced an outdated "spaghetti model" of doing business, whereby employees operated in an unstructured, irregular and variable environment dependent on a single operator, with a new "lasagne model" of running a digital department, which was structured, based on routines, controlled and repetitive. Adjust KPIs so that they were dependent on the operator, but with a mean result aligned to the defined measurements.
- Reengineered business processes in the customer services section of the water department, to make processes more efficient and to improve the quality of customer service and the customer experience. Developed a reskilling programme to train existing staff, of whom 50% agreed to be retrained. Hired new employees who had digital competencies to replace those existing members of staff who chose to be deployed elsewhere or who took early retirement. In the end, reduced the average age of customer services personnel in the water department from 50 to 42. Following this transformation, increased the number of online customers from 20% to 70% and reduced the number of customer complaints by 50%. Percentage of phone calls that were answered grew from 70% to 94%. In total, improved internal productivity by 30%.

## ABOUT THE COMPANY

---

Sector:

Government

---

Activity:

Transport

---

Turnover (EUR):

260M€

---

Employees (FTE):

1,200

---

## MAJOR LEARNING & ADVISE

---

- Collaborate with professors at technical schools and universities. Meet with IT entrepreneurs at start-ups. By reaching out, you can collect new ideas for your projects and businesses. Share with other CIOs in your sector your plans, results and perspectives. Participate in CIONET meetings.
- Think first about business processes and employees and then think about technologies. Collaborate with Human Resource managers to help you bridge the gap between the existing skillsets of your employees and the new competencies required of them. Define two solutions for staff: training or transfers
- Align IT strategy with corporate strategy by engaging immediately with members of the executive suite if your company embarks on new M&A activities or implements new business processes. Support new corporate developments with IT technologies in a more timely, efficient and effective way. In return, your direct report will give you the business responsibility to lead digital transformation and to achieve objectives with less cost and less time.

# Guilherme Teixeira

Chief Information Officer  
Grupo Casais



## ABOUT GUILHERME TEIXEIRA

---

Guilherme Teixeira is the CIO of CASAIS. He is passionate about science and technology since 1987, and aims to transform and improve businesses' and people's lives. He has worked in several multinational corporations (Neoplástica (1996), Sonae Indústria (2001), CASAIS (since 2007) with IT CxO management roles, covering more than 20 countries from EMEA to Americas. Through the years he concluded hundreds of projects and initiatives, collecting a vast cultural and technical experience that he shares in his day to day work with

teams and organizations who he works with.

He holds a Degree in Chemistry & Polymers, and a Master's Degree in Computer Engineering at the University of Minho in Braga, Portugal, together with several technical and postgraduate courses in Management and Leadership. Besides that, Guilherme loves photography and nature. He's a street & trail runner with 2700 km already ran, a flight simmer with almost 700 flight hours flown and a classical guitar player.

## ABOUT GRUPO CASAIS

---

CASAIS Corporation, founded in 1958, is a reference organization in the construction sector in Portugal. The internationalization process started in 1994, remained as a pillar in the strategy for growth and sustainability in all the several business areas of the group. Currently, CASAIS operates in 13 markets (Portugal, Germany, Angola, Belgium, France, Gibraltar, Netherlands, Morocco, Mozambique, Brazil, Qatar, Algeria and the UK), and covers business areas ranging from Construction and Public Works, to industry, retail, facilities management, and others aligned with the building and rehabilitation, which remain as prominent segments in whole activity.

As a result of its diversification strategy and international expansion, has obtained several awards both national and international, due to its profile focused on specialization and knowledge in the art of building great technical and architectural reference projects around the world.

Regarding knowledge, CASAIS has maintained a strong support in Information Systems, keeping them as a strong ally to reach the business objectives. Now with the Digital Transformation wave, there are new opportunities that CASAIS is aware of, supporting continuous Improvement and to start new business and value added goods and services that enhance our society and economy.

---

## A SELECTION OF ACCOMPLISHMENTS

---

- Developed a procurement app to optimize global logistics operations to provide more alternatives in the supply chain to meet the commitments of local businesses and their customers. Reduced lead time in the pipeline, while increasing purchasing margins and building financial capacity. Managed internal purchase requisitions from the businesses outside of Portugal to a central logistics centre in the country, integrated purchase orders sent to the suppliers and upon reception dispatched goods to their local businesses, ensuring an end-to-end effective pipeline control.
- Reduced losses and kept the processes under control, adding more indicators and real-time information to support relevant business decisions in the production processes, such as material replacement, management of alternatives to reduce production impacts and to circumvent external factors while giving more resilience to the business. As international supply chain management is a competitive advantage, maintained the flow of information in the logistics pipeline.
- Raised the data quality of exports and imports, by overcoming the differences in language, in units of measurement and in exchange rates in the global supply chain that can easily create provisioning problems. Paid special attention to the master dataset in order to maintain the necessary flexibility of the master data management integrated with the ERP. Developed error-detection features to filter and correct known issues in early stages of the process, avoiding later problems.
- Created a transparent global architecture that was open, compatible and flexible enough to support integrated different solutions to support growth in new markets and countries. With digital transformation challenging many businesses, maintained compatibility with the existing architecture and opened interfaces for new tools and solutions. Extended the architecture to allow integration of stub databases and a set of new applications, for which data was qualified and prepared according to the scope and requirements of each project.
- Simplified the delivery of new solutions in new or existing processes, freeing the project focus for the functional development. Improved customer and market intelligence data by adding real-time information about contacts, accounts, leads and opportunities. Transformed digital processes, integrated pre-sales teams, tools, data, and processes with new approaches. Focused on human resource management to mobilize processes in the field to provide better support for teams working abroad.

## MAJOR LEARNING & ADVISE

---

- Start with the whys and you will find the underlying cause of a request. Find out what the customer really needs and wants. Put yourself in the shoes of end users to understand how to reach out to them and exceed their expectations.
- Develop an appropriate communication plan to target stakeholders in ways relevant to them. Pay attention to timing in project management and you will understand the schedules and the rhythm of stakeholders. Understand the dimensions, profiles, and communication habits of your teams in order to speak the same language to them at the right time. Align projects with the culture of the team. By reaching out to team, projects will go forward **smoothly**.
- Find sponsors for projects from the boardroom to the end user so that teams feel involved in the initiative **and well supported**. By taking a top-down perspective, you can leverage a relevant catalyst to the projects. However make sure that the main adherence drivers are the solution intrinsic qualities and its fit on the expected propose. By involving teams, you can add visibility to initiatives and later celebrate **wider success with the teams**.

## ABOUT THE COMPANY

---

Sector:

Holding

---

Activity:

Construction,  
retail, facilities

---

Turnover (EUR):

350M€ (corporate)

---

Employees (FTE):

50

---

# Perry van der Weyden

Chief Information Officer  
RWS (Rijkswaterstaat)



## ABOUT PERRY VAN DER WEYDEN

---

Van der Weyden studied Dutch law at the University of Rotterdam. He started his career at the department of employment and social affairs of the City of Rotterdam. In 1995 he moved to PinkRocade as senior business consultant for outsourcing services. From 2003 to 2011 Van der Weyden was the Director of Shared Services within the

ICT department of the ministry of traffic and water. Until 2014 he was Director of Shared service centre ICT at the ministry of internal affairs, which he left to become the head engineer- Director ICT of the Rijkswaterstaat.

As a Chief Information Officer he sits in the Board of Rijkswaterstaat.

## ABOUT RIJKSWATERSTAAT

---

Rijkswaterstaat was founded in 1798, and is part of the Dutch Ministry of Infrastructure and Environment. Its role consists in the practical execution of public works and water management, including the construction and maintenance of waterways and roads, and flood protection and prevention. The agency's mission is to "provide dry feet, clean and sufficient water, and a quick and safe flow of traffic".

---

## A SELECTION OF ACCOMPLISHMENTS

---

- Transformed Rijkswaterstaat (RWS) from a hard infrastructure provider managing an interconnected network of roads, bridges, locks, tunnels and waterways, as well as looking after a complex water system in Holland, into a nimble data-aware and data-driven organisation. Shifted a government department that had long been run like a classic utility since its founding under the French in 1795, into behaving like a tech-savvy start-up, driven by a user-friendly and innovative culture. Introduced a clear vision on information services, formulated an information strategy and deployed a programme consisting of 23 clear-cut, win-win solutions. With a focus on standardisation and rationalisation, used generic building blocks for services on the supply side and improved knowledge acquisition on the demand side.
- Invested heavily in communication of the information strategy. In a whirlwind tour of RWS sites, inspected all business units throughout the country, introduced master classes and courses, and re-developed and aligned information processes. Not a once-off roadshow, created an annual Inspiration Week that will be directed towards RWS employees working in the IT and data fields. Launched a separate sourcing strategy for Industrial IT, making it possible to develop and source re-usable IT and data building blocks. By shifting RWS out of the traditional integral contracts for the development and maintenance of infrastructure, made a quick win by realising a breakthrough in the field of IT sourcing.
- Overcame risk-management challenge driven by a dysfunctional perception of Central Information Services in that IT and data had never been given adequate consideration in major contracts, whereas the CIS took on 95% of the risks but only accounted for 5% of the budget. Brought in a risk management programme by phasing out stand alone, dedicated solutions in major projects. At the same time, made existing RWS infrastructure more robust, lowered operational and maintenance costs and put the CIS back in the driver's seat as the IT and data-broker.
- Reorganized the standard composition of project teams for large infrastructure projects by adding an information / IT manager who had the same mandate as that of the infrastructure project manager. In so doing, ensured that the IT-elements of the project were addressed at the highest level and that RWS followed through with the cultural change.

## ABOUT THE COMPANY

---

Sector:

Government

---

Activity:

Transport

---

Turnover (EUR):

4,5B€

---

Employees (FTE):

8,800

---

## MAJOR LEARNING & ADVISE

---

- Think big, act small. Be consistent in your approach. Deliver and show results. Never start a new project before completing the previous one. Do not try to understand everything at the beginning of a project since new developments can happen rapidly. Make a start and go with the pace.
- Do not try to overcome legacy problems before you have figured out new solutions. Always remember that new solutions will become legacy problems. In this particular CIO dilemma, do not renew legacy problems with new solutions in series—but in parallel—so that the legacy problems and new solutions can march hand in hand until the former is gradually phased out and the latter is brought up to speed.
- To improve your pool of job applications, communicate your tech-savvy strategy. By letting the world know of, for example, experiments in scrum-like approaches in combining and redefining data-sets, your company will suddenly become a magnet for young professionals wanting to work for company with the latest technology.

# Ron van Kemenade

Chief Information Officer  
ING



## ABOUT RON VAN KEMENADE

Ron van Kemenade is a senior technology executive with over 20 years of experience in the financial services industry, and telecommunications & internet.

His strongest competencies are creating high performing teams, driving change in organisations, delivery, architecture and motivating people to adopt that change. His leadership style is a combination of strong people and content leadership focus. Ron van Kemenade strongly believes in the Agile Manifesto and the fact that IT can make the difference for companies when it is able to respond quickly to changing customer needs and market dynamics.

## ABOUT ING

ING is a global financial institution with a strong European base, offering banking services through its operating company ING Bank. The purpose of ING Bank is empowering people to stay a step ahead in life and in business. ING Bank's 52,000 employees offer retail and wholesale banking services to customers in over 40 countries.

Its strengths include our well-known, strong brand with positive recognition from customers in many countries, strong financial position, omnichannel distribution strategy and international network.

ING Group shares are listed on the exchanges of Amsterdam (INGA AS, INGA.AS), Brussels and on the New York Stock Exchange (ADRs: ING US, ING.N).

Sustainability forms an integral part of ING's strategy, which is evidenced by the number one position among 395 banks ranked by Sustainalytics. ING Group shares are being included in the FTSE4Good index and in the Dow Jones Sustainability Index (Europe and World) where ING is among the leaders in the Banks industry group

## ABOUT THE COMPANY

Sector:

Finance

Activity:

Banking & insurance

Turnover (EUR):

17,5B€

Employees (FTE):

54,000

## A SELECTION OF ACCOMPLISHMENTS

---

- Started three years ago a programme that transformed the IT department within ING's Netherlands organisation, as delivery too slow, trust with our business colleagues was low while IT costs were too high at the same time. The ambition was to become a best in class IT organisation that would be attractive for top technical talent, highly efficient and strongly supporting our business strategy. The program was executed in a rhythm of fixed waves of 6 months where clear deliverables were set for each wave, enabling to be accountable for the investments and benefits on a regular basis. This pushed us to deliver benefits as early as possible, gaining the trust from our executive board to continue with the program for the full 4 years delivering the end results. Success was achieved in three mainstreams of the program:
  - Simplify: which achieved decommissioning of technologies and applications, consolidation of datacenters and simplified the architecture;
  - Automate: which introduced a new agile way of working, a new DevOps organisation and the implemented a continuous delivery pipeline and automation of all ITSM processes.
  - High performing workforce: drive the productivity of our engineers, through the introduction of a new way of assessing quality of engineering, new recruitment and activities that raise involvement and pride.
- Developed a data lake concept, an architecture that decoupled data sources from data destinations through an independent layer in between, enabling the transfer of data from source to destination while retaining data integrity, definitions, lineage and security. The data lake foundation which consists of several technologies, has now been productised to being delivered as a service from our internal private cloud infrastructure for easy setup / consumption by single countries or business units. By now 11 countries and five global business units have created and connected their local data lakes.
- Build a strong engineering capability that enables and drives ING's strategy through the introduction of the so-called "engineering profile". Our assessment of the value of an engineer to the company is based on people's ability to acquire, apply and transfer knowledge. This is assessed and judged on observable behaviours. This is based on the Dreyfus model of skill acquisition. For all IT functions we defined the competencies and knowledge needed, specifying the type of behaviour that fits into maturity levels (novice, advanced beginner, competent, proficient and expert. The implementation of the engineering profile and reshaping our workforce and has led in combination with the other measures take like the automated continuous delivery pipeline, to a substantial increase of the velocity of teams. This engineering profile is now being rolled out throughout all ING's delivery units.

## MAJOR LEARNING & ADVISE

---

- Improve the engineering skills of staff. Success of an IT department depends largely on the quality of the engineering skills of staff. Improving quality requires a combined approach. Train the existing staff and hire new talent to replace underperforming staff or poorly skilled engineers.
- Push IT teams to start working with small releases in order to improve their agility and the agility of the organization. Get customer feedback on a frequent basis and build the roadmap from there. Make sure to stay around long enough to shift the IT culture towards an agile mind-set.
- Technology is important, but a transformation of the IT organisation cannot be carried out with re-tooling alone.
- Apply the same approach and methodology that you apply to agile teams also to large programmes. Drive large programmes towards a rhythm of fixed timeslots of 90 days. Force the programme leaders to identify the deliverables in those timeslots. At the end of each wave or quarter, the programme leader should present the achieved results of the previous 90 days and a detailed plan for the next timeslot of 90-180 days.









## About CIONET

We are CIONET, the biggest community of IT executives in Europe. Bringing together over 6500 CIOs, CTO's and IT directors from wide ranging sectors, cultures, academic backgrounds and generations, CIONET's membership represents an impressive body of expertise in IT management.

CIONET's mission is to feed and develop that expertise by providing top-level IT executives with the resources they need to realise their full potential. CIONET develops, manages and moderates an integrated array of tools and programs from the online CIONET platform – the world's first social network for CIOs – to a range of

offline networking events, conferences, workshops and executive education programmes all tailored to top-level management.

CIONET also provides exclusive access to the latest research through regular online and offline publications and a number of value adding partnerships with key players from the academic and corporate worlds.

Faced with the rapidly changing role of today's IT executive, CIONET not only helps its members keep up with the pace of change but empowers them to take an active role in shaping the future of their field, always challenging them with "What's next."



# The 2017 Digital Leadership Report

## Leadership in the digital economy

**This report is designed to help business leaders who are concerned about digital disruption and are keen to become competitively agile. It consists of profiles of 21 digital leaders – all of whom have been selected by peers as the most accomplished in their respective countries – with valuable insights into how they have helped transform the disruptive potential of digital technologies into competitive advantages.**

Twenty-one digital leaders from nine European countries participated as finalists of CIONET's CIO of the Year contest 2017. Together with their teams, these leaders have accomplished successful transformation of their organisa-

tion, hereby creating a substantial impact on the overall business. They have done so in various ways, adapting to the prerogatives of their company's culture, aspirations and specific environment.

This report contains the profiles of these digital leaders, as well as their major achievements in recent years and the key learning they have taken from this experience. This report will serve as a source of new ideas for other digital leaders aspiring to contribute to the success of their businesses. They will also inspire businesses to better understand the vital role technology has to play in obtaining the maximum value from their digital initiatives.

