

Transforming digital into value

The 2015 Digital Leadership Report



Organized by



Empowered by



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The start of a journey



¹ This research can be accessed freely on www.cionet.com/research

From the 2015 edition of our yearly IT trend survey¹ conducted among 2500 companies worldwide of which 800 European, it appears that 'IT and business alignment' is the most important management issue CIO's are facing. It is the top concern of CIO's across most of the European countries, and has been consistently so since we started running this survey in 2004.

Unsurprisingly, most of the candidates to this year's European CIO of the Year award, whose profiles you will find in this document, have taken this issue at hand. Sometimes they have done so in a surprisingly original fashion.

From the CIO of Audi partnering with his CMO in order to create –and invest in– a separate company focusing on business innovation, containing staff from marketing and IT; to organizing an IT education program for people from 'the business' side in order to raise the awareness of the complexity of what IT is achieving, but also its necessity for the company, the multiple examples you will find in this report will hopefully offer new ideas to IT decision makers.

But more importantly, it is a report that any CEO should read in an effort to better understand the key role technology has played within these companies to sustain growth and enhance efficiency throughout the organization. We have designed this report to be easily readable for non-IT executives, especially with this mission in mind.

All the examples of the companies in this document are living proof of how vital the IT departments have become for today's organisations. But none have achieved this in isolation from their peers in other divisions. If there is one thing to be learned from these examples, it is that making the distinction between the 'technology people' and the 'business people' has become a vain exercise.

There have been lots of talks about the end of the CIO function. Behind the provocative nature of this statement, this is probably what is meant: technology is increasingly an embedded part of the business, not just merely a support or enabling function. A living proof of this is the increasing amount of CIO's and IT staff that are recruited from other parts of the organization, as well as the number of CIO's and IT staff that take responsibilities in other parts of the business. Proofs of point: one of the winners of last year's European CIO of the Year award has now become a CEO of one of Philips Healthcare's divisions, and José Manuel Inchausti, former CIO of MAPFRE, has recently been appointed CEO of the Iberia region of MAPFRE.

At CIONET we are naturally thrilled by this evolution. It is our core mission to help IT executives maximize their business impact, and hence their success, in the future. Seeing this evolution, it becomes apparent that the role of the CIONET community, with now over 5000 members globally, will only increase in the future. This network of peers offers a tremendous opportunity to leverage knowledge, insights and experience for the benefit of each of its constituents.

It is this power of the network that CIONET endeavors to bring to its members, for each of them to use in order to grow their business, along with their personal impact on their organization.

This is the start of a journey, one that CIONET is eager to participate in with each of its members.

May this report and the plenty valuable examples contained in it be a first step in this journey.

Frederic De Meyer
Head of Research
CIONET International

Patrick Arlequeeuw
Director Strategy
CIONET International

Expect more from yourselves in terms of digital leadership

This report marks the 5th year that we have collaborated to celebrate the accomplishments of Europe's most respected CIOs and help those within and outside of the CIONET community learn from them. Each year, it has been an immense pleasure and privilege to engage with the Finalists and learn so much about what they and their teams have done.

In 2011, when the European CIO of the Year Awards were launched and we introduced the first digital leadership report, our key message to business leaders was essentially: expect more from your CIO than simply someone who manages IT services. Based on survey data and interviews with the Finalists, our research indicated that in the most successful firms, the CIO is either a business partner or business transformation driver.

In 2015, our key message to business leaders is: expect more from yourselves in terms of digital leadership. This year, our research reveals that in the most successful firms, CIOs are sharing digital leadership responsibilities with other CxOs, collaborating tightly to build the digital capabilities necessary to be innovative and competitive.

We enthusiastically recommend this report to any business leader who is concerned about digital disruption and strives for competitive agility. All 23 Finalists profiled in this report have valuable

insights into how they have helped transform the disruptive potential of digital technologies into competitive advantages.

Digital disruption is what happens when business leaders do not develop key digital capabilities. Based on the experiences of the Finalists and research at MIT Sloan's Center for Information Systems Research, there are three critical capabilities that especially stand out and that all business leaders should be held accountable for developing.

First, don't lose sight of digitized platform capabilities. These are long-term investments that are fundamental to agility. All 23 Finalists worked closely with their business colleagues to build digital platform capabilities that were essential to transform and improve how they operated and innovated. At Desigual, the CIO and his team converged the retail channel with the e-business channel and provided staff with access to real-time global inventory and a tool for optimizing fulfillment costs optimization. Essentially, these platform capabilities enabled Desigual to convert its point of sales into distribution centres and provide customers with purchase options that better fit their lifestyle. More options for buying have translated into more sales and better customer experience. At ING Bank Śląski S.A (Poland), the IT Group saved 50% of operating costs and significantly shortened the delivery process by developing and implementing a special private cloud model called 'Zero Touch' to

fully automate the process of integrating and deploying applications, from beginning to end.

Many business leaders agree that a standardized and integrated digitized platform is fundamental to efficient and reliable operations. However, in the rush not to be disrupted by competitors, many lose sight of the fact that platform capabilities are also essential for competitive agility. IT leaders in companies with "spaghetti" platforms (i.e., disorderly collection of technologies, digitized processes, and data) are under even greater pressure to respond quickly to business opportunities and threats rather than to build platforms. The easy availability of digital technologies can aggravate the inclination to address immediate needs with short-term solutions. Transforming an organization's digitized platform into a set of competitive platform capabilities requires significant organizational surgery, which brings us to the second key capability.

Second, business leaders must become digital leaders. The experiences of the Finalists clearly indicate that demand for digital leadership is growing and cannot be met by a single CIO; organizations need multiple digital leaders to turn the disruptive potential of digital technologies into competitive advantages. Digital is not just IT. Digital is now the whole business. As an organization's strategy becomes more digital, it is imperative that marketing, operations, and IT work tightly together. Defining and realizing an organization's digital strategy involves different areas of expertise, understanding how they relate to each other, and orchestrating their interdependencies.

Third, with strong digitized platform capabilities and with shared and tightly coordinated digital leadership, organizations are distributing innovation, providing teams who are in direct contact with customers, partners and other external parties, with significantly more autonomy and power to innovate. Over the last 6.5 years, Booking.com experienced tremendous growth and the IT Group blossomed from 50 to 750 employees. To accomplish this growth, the IT Group built platform



capabilities and introduced sufficient governance to enable over 100 agile development and production teams to build and extend the Booking.com technology stack and product portfolio by means of AB testing – essential for development team to rapidly test hypotheses with customers and learn from their results. At Club Med, the IT Group developed a modular digitized platform that protects the core processes and keeps control of key data, hence providing the employees with a minimum set of rules. Now, instead of fighting shadow IT, he encourages business teams to experiment and innovate with new, external tools and partners.

The profiles that follow offer a wealth of examples that illustrate why these three capabilities are fundamental to competitive agility. We hope these examples will help business leaders become digital leaders and look forward to learning from their accomplishments in the near future.

Hendrik Deckers
Managing Director
CIONET International

Nils Olaya Fonstad
Research Scientist, Europe and LATAM
MIT Sloan Center for Information Systems Research (MIT CISR)
<http://c isr.mit.edu>

¹ N. Fonstad and J. Ross, "Building Business Agility: Cloud-Based Services and Digitized Platform Maturity," MIT CISR Research Briefing, Vol. XV, No. 2, February 2015.

Paul Danneels

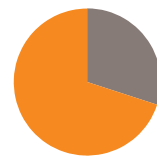
Chief Information Officer
VDAB



ABOUT THE IT DIVISION



Total IT Budget
from last year



70% spent on
Operations and
Maintenance

30% spent on New
Application
Development

A SELECTION OF RECENT ACCOMPLISHMENTS

- Installed a business disruption lab to enhance the agility of VDAB and to harness the possibilities of co-creation for bringing new services to the market. The lab has 6 guiding principles: 1) from digital support to digital first; 2) from service provisioning to ecosystems; 3) from offering services to coordinating service journeys; 4) from 'have to' partners to 'want to' partnerships; 5) from traditional planning to agility and 6) from 'ad hoc' initiatives to continuous development of organizational capabilities. This outside-in approach has led to the development of specific apps to help school-leavers land their first job effectively. By a smart use of the ecosystem these apps are delivered to 70,000 youngsters with a minimum of budget and employees.
- Moved open government data into open job-matching services of the VDAB, which is recognized as a best practice by the International Public Employment Services. The rule-based matching engine consists of an in-memory database of 3 million search objects allowing up to 50 matching requests per second with a response time of 17-20 milliseconds/matching search. This has made incremental services possible such as competence based matching, online assistance to suggest vacancy improvements and advanced CV-based matching. This tool is integrated with private interim-offices applications, and adopted by the employment agency in Malta. Other European countries have shown great interest in adopting this tool as well.
- Established an Agile Software Development Factory consisting of 100 people in 8 teams. The SAFE framework is now applied on all development and maintenance activities throughout the organization. Priorities are set in common agreement with business owners, who work next to each other. Instead of yearly planning VDAB now runs on quarterly releases with 2-week sprints starting on Tuesdays.

ABOUT PAUL DANNEELS

Paul Danneels has a proven track record of establishing business driven IT strategies. He turned around IT from enabling to 'outside in' thinking with a focus on digital business models. He has been improving the efficiency and effectiveness of government services by taking calculated risks on disruptive technologies. He was one of the very first government CIOs to make use of Google public cloud applications (Google Apps) in his organization. Another key focus was building collaborative and trustworthy strategic partnerships with external service providers. Most of his career was spent in the vendor world, at IBM and CSC amongst others. That's a major asset, he claims, as "if you know each other's motives, you'll have a smoother relationship."

In 2005, he started as CIO at the Federal Agency for the Safety of the Food Chain, but switched in September 2007 to the VDAB, an organization with a staff of 5.000 people. His team comprises 70 internal people, supplemented by 150 external people, outsourcing with a view to more flexibility. Danneels wants the VDAB to be a pioneer in the field of ICT. One of his new projects in progress concerns a better 'matching of competences'. In this context, 'Big Data' can't be far off, and indeed several of his projects relate to this. That makes for quite enough professional challenges. During his time off, Danneels, loves to go cycling.

ABOUT THE COMPANY

Sector:
Government

Category:
Public Sector

Activity:
Official employment agency for the region of Flanders

Turnover (budget) (EUR):
670 M

Employees (FTE):
4,700

A SELECTION OF KEY LESSONS AND ADVICE

- Develop the capabilities to include smaller, specialized providers in your sourcing portfolio instead of exclusively working with global players. Multi-sourcing with smaller, specialized providers has worked well for VDAB. Not only has it enabled a better monitoring of improvements, overall it has also led to around 25% savings on the total contract volume. Though this needs some organizational shift as well, each contract is monitored and managed by a dedicated service delivery manager, headed by an end service delivery manager.
- Help the CEO become a leader of digital innovations. The vital role IT plays in the innovation efforts of VDAB undoubtedly has to do with the particular attention its CEO is bringing to technological developments within his organization. This close partnership between CEO and CIO has permitted to leverage the potential of IT as a business innovation enabler to a maximum. Foster synergies across projects. Danneels hosts a two-day planning exercise, where participants look at the requirements and needs across multiple projects. "This has helped to foster a culture where the bigger objective of what the IT team is doing is constantly focused on and, hence, deeply understood."

"I give my team as much responsibility as possible so that they can take ownership and make change happen."

Piera Fasoli

Chief Information Officer
Gruppo HERA



“The hardest challenge is to translate the business requirements to IT, and at the same time explain the IT model to the business. We need to find a common language.”

ABOUT PIERA FASOLI

Piera Fasoli earned a degree in economics and business studies from the Milan Bocconi University. During her career she has taken on a variety of strategic management consultancy jobs, as well as roles of responsibility for information systems in medium and large companies.

She began her career at Andersen Consulting, and from 1990 she was a manager in charge of corporate consulting at large multinational and Italian groups in various industrial sectors, such as chemical-pharmaceutical, mechanical, food and steel. From 1997 she worked at Atos Origin S.p.A., where she took on roles of increasing responsibility, becoming Head of the Extended ERP Business Unit in 2002 (specialising in system integration projects with the main existing technologies). In this role she was in charge of a department of over 400 employees.

She joined Hera Group in March 2005 as General Manager of Famula On Line S.p.A., an information systems management company in the Central Department of Information Systems and Services. From January 2013, following the dismantling of the corporate structure of Famula On Line and the incorporation of activities into the holding company Hera S.p.A., the Information Systems Division was established and Ms Fasoli was appointed as Head of IT, in charge of defining the Group's information system development strategies, guaranteeing operation, accessibility and maintenance and the achievement of the Annual and Multi-Year Plan targets.

Fasoli is on the advisory boards of several major international vendors, CIO associations and the Management Academy for ICT Executives at the School of Management of the Polytechnic University of Milan.

ABOUT THE COMPANY

Sector:

Utilities

Category:

Public Sector

Activity:

distribution of gas, water, energy, and waste collection and treatment

Turnover (budget) (EUR):

4,19 B

Employees (FTE):

8,200

A SELECTION OF RECENT ACCOMPLISHMENTS

- One of Gruppo Hera's key operating units is waste management (the other three are water, energy network, customer technical services in addition with retail and trading). To enhance waste collection management services, Fasoli led a program (HERGO) as agreed upon Business. One part of the program involved integrating Gruppo Hera's ERP with business and geo-analytics platforms so that data about assets (such as the number, type and placement of more than 300.000 waste containers) was integrated with resource and service planning software – all of which are accessible by any type of device. The introduction of mobile technologies and sensors, connected with a central system, has allowed for more significantly more efficient and centralized management of the services. With the new platform, the rest of the business has been able to monitor the state of the assets and consequently, innovate new services.
- To facilitate working with external third parties, Fasoli and her team also made sure to make some of the data securely accessible by third parties, who are responsible for part of the services: they access the SAP system through a web interface, which has the same functionality as the HERA portal; similarly to the other service providers, they

are equipped with field devices for data reception and analytics.

- Initiated Hera's Beam project in order to answer the necessity of managing commercial and industrial, gas smart meter reading unit. The information generated by the smart meters feeds the central information network and is easily accessed by operators using a mobility platform. Furthermore, the employees and external vendors can now use in safe and scalable mode the available services through mobile devices, related for example to the energy consumption, the remote re-programming, the technical, account and reporting activities, etc. Currently Hera manages 50 thousand commercial and industrial smart meter reading unit and 1,1 million residential gas reading unit.

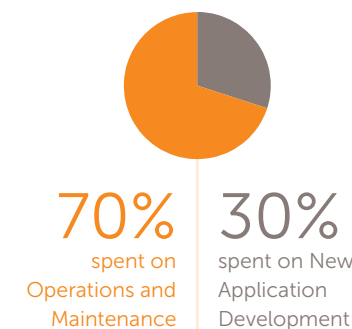
A SELECTION OF KEY LESSONS AND ADVICE

- **Provide IT and the rest of the business with frequent opportunities to engage.** – Before last re-organization (in 2014), the IT team of HERA group met with the business every other month to either gather requirements, present and discuss the latest solution, or update them on the implementation process. This process was cumbersome. Now, the IT team meets with the business every week, not only to gather requirements but also to identify smaller, quick wins that can be developed in an agile way. This has –among other things – dramatically improved the quality of the results of the IT team, as well as the timeframe in which these results were delivered.
- **Make it attractive for those working in other parts of the business to work in IT.** – Fasoli has created a function within IT, where people who have worked for three to five years in other parts of the business, and who also have a technological background, serve as demand managers to the business owners. They tend to be especially adept at quickly IT fundamentals. This role has emerged as a very attractive and strategic role.

ABOUT THE IT DIVISION



Total IT Budget
from last year



Werner Jacobs

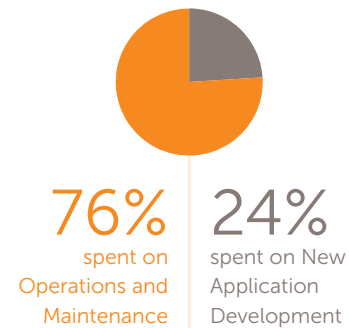
CFO & CIO
De Lijn



ABOUT THE IT DIVISION



Total IT Budget
from last year



ABOUT WERNER JACOBS

Last October, it will be five years since Jacobs started working at the transport company De Lijn, where he wears two hats: CFO and CIO. Werner Jacobs can boast of a long history in mainly financial roles. "But I've always had an affinity with IT, for example when I was in charge of the financial aspects of the networks division at Belgacom", explains Jacobs.

At De Lijn, Jacobs has focused his efforts on putting "IT firmly on the agenda. Without IT, our business comes to a halt," he adds. In his role as CIO, he encourages the IT Group to continually ask "How can IT make a difference in the field?" With the help of marketing, providing information to travellers, for example. But the IT department is already thinking ahead to the driverless bus. Jacobs also clearly focuses on the timely completion of projects within budget. "Perhaps this is due to

my financial experience," laughs this manager of 200 IT specialists. Integrity, transparency and openness: these are the values that underpin his work. In his spare time, this father of three plays badminton and tennis. He is also an excellent skier.

ABOUT THE COMPANY

Sector:

Transport

Category:

Public Sector

Activity:

Public bus transport company covering the region of Flanders

Turnover (budget) (EUR):

1,1 B

Employees (FTE):

7,950

A SELECTION OF RECENT ACCOMPLISHMENTS

- When joining De Lijn 5 years ago, Jacobs initiated a major transformation of the IT department with the threefold objective to increase the effectiveness and efficiency, improve business alignment and improve the innovation capabilities of the division. This required a major shift in the culture, the skills and the structure of the IT organization. The major focus area of Jacobs was on establishing a solid governance model, where projects are prioritized together with executives from other business units and solid SLA's have been agreed on. As a result, the number of IT projects was reduced from 200 to just 12 strategic areas, and a saving of approximately 17M€. For these projects, the deliverables were much clearer than previously, mainly due to the deployment of four large release moments a year (next to multiple smaller ones).
- As a result of the new 'lean and mean' processes and infrastructure installed by Jacobs, the organization is now geared to faster and multiple innovation, where IT plays a vital role. As an example, it is taking the lead in investigating the development of an innovative business model to respond to the threat of crowdsourced transport services such as Uber, through a project that involves deploying a fleet of driverless electrical cars. This deployment would

have multiple benefits for society overall, as well as for De Lijn. The project is calculated to have a pay back period of 5 years, and a Return of Investment of above 17%.

- The IT department has been very instrumental in the overall reorganization of De Lijn, in which 80% of the (support) employees were given a new function, and thanks to which the efficiency of the Finance department increased by 20%, that of HR by 10%. IT was instrumental given the fact that the reorganization was formed in alignment with the deployment of a new ERP system as well as a Shared Services approach in the organization. Combining all these tremendously helped for a successful and smooth reorganization process.

A SELECTION OF KEY LESSONS AND ADVICE

- **Organizing teams around specific competences** - Partially due to the obligation of releasing public tenders when launching new IT projects, Jacobs' strategy is primarily focused on insourcing, and organizing teams around competence centers. According to Jacobs, having the capabilities of developing applications and systems in-house has the major advantage of ensuring people working on the systems have a profound knowledge of the overall business they operate in. For projects or skills he looks for external solutions assuring that the knowledge is insourced afterwards and well documented.
- **Make a distinction between BigMac and Michelin services** - In terms of internal service Jacobs makes the distinction between Big Mac services and Michelin services. The Big Mac, 'one size fits all' approach is deployed for standardized services with low needs for customization. For Michelin services, clients can have degustation of different flavors from the menu before making an ultimate choice. Making clear that not every service can be Michelin-type is key to communicate IT deliveries to the internal organization.

"Our new focus is mobile.

I always tell my team: think mobile first, and afterwards think about the extension to the desktop."

Domingo Molina Moscoso

Director ICT
ICT Department of the Spanish Central Administration



“Simplification has helped us provide better and more secure services at lower costs, and most important, has made it easier for citizens to quickly and securely access the services they need at their convenience.”

A SELECTION OF RECENT ACCOMPLISHMENTS

- Initiated savings of over 125M€ and significantly reduced complexity by harmonizing telecommunication networks across the central administration. Molina and his team managed the transition from 200 separate telecom contracts into a single one. The ultimate goal is to have a common corporate network and centrally provision competitive services (in terms of quality and cost).
- Ensured the consolidation more than 260 data centres located throughout the central administration by 95%. The aim is to have less than 20 data processing centres in the State General Administration by 2020. Important energy savings are expected. In addition, there will be significant improvements with the fire fighting systems, building maintenance, physical security and other facilities of Data Centers.
- Initiated a project to ensure a citizen can register in any public service office once and, then, access any public electronic service regardless of the individual public sector body and with the same system. This system, called CL@VE, is based in two factors identification system and it has optional features in adjusting to different security requirements of each electronic service: from One Time Password for those users that access sporadically without needing to remember any password, to password for those who use e-Government on a regular basis, or Cloud Computing advanced electronic signature for those services requiring higher assurance level.

ABOUT DOMINGO MOLINA MOSCOSO

Domingo J. Molina Moscoso is the Director of the ICT Department of the Spanish Central Administration. In 2013, the department’s budget was 1,400 million euros, with more than 100 ICT units and over 14,000 employees. The ICT Directorate was recently created to achieve cost and operational synergies from consolidating common infrastructure and services.

Molina graduated in Computer Science from the University of Málaga and Industrial Engineering from the University of Cádiz. He entered the Public Service through senior administrative body of the ICT with the specialty in Tax Administration.

Previously, he occupied various posts in the IT Department (DIT) of the Tax Agency. After joining the DIT in 1993 he held different posts from analyst, to

head of services in 1996, area manager in 1998, assistant deputy director in 2002, deputy director of applications in 2007 and finally was appointed Director in 2012 as member of the Steering Committee of the Tax Agency. While at the Tax Agency, Molina led the consolidation of 56 decentralized systems to a centralized data center with large volumes of information, as well as the incorporation of BPM technology to increase efficiency in the management, processing of taxpayer assistance services as an international pioneer in the drafting of tax returns to citizens. He and his teams have earned national and European awards for these projects.

ABOUT THE COMPANY

Sector:
Central Government

Category:
Public Sector

Activity:
ICT department of the Ministry of Finance and Public Administration

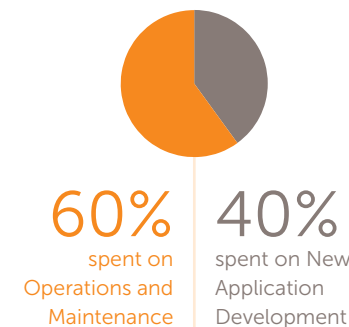
Turnover (budget) (EUR):
29,35 B

Employees (FTE):
+550,000

ABOUT THE IT DIVISION



Total IT Budget from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Make sure the balance between centralization with decentralization complements your organization’s culture.** For the specific environment Molina is in, central government, the key question is whether to centralize or decentralize IT. After benchmarking with other countries, Molina decided to promote the culture of shared services, but be selective in which services to offer in this model. This selection was based on specific predefined goals, (1) making the shared services mandatory; (2) determine a common IT strategy across all the units and (3) centralize the decision taking about IT Procurement at all levels.
- **Achieve sufficient political drive to power change.** Molina realizes that each country is different, and the solution to the challenge he was facing would probably look different in different countries. However, he stresses the importance of having a political drive behind such major shifts in IT in the public sector. There needs to be a bigger – and shared – vision of the end goal.

Jürgen Renfer

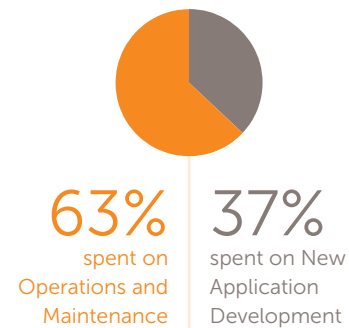
Head of ICT
KUVB (Kommunale Unfallversicherung Bayern,
Bayer. Landesunfallkasse)



ABOUT THE IT DIVISION



Total IT Budget
from last year



ABOUT JÜRGEN RENFER

Kommunale Unfallversicherung Bayern (KUVB) and Bayerische Landesunfallkasse (Bay. LUK), both are parts of the German social insurance system and have been headquartered in Munich since they were founded in 1892.

Before joining KUVB Renfer started his career in the department for information technologies of the German pension insurance in 1985. There he worked in different roles as system analyst, head of system management and as project manager. He was responsible for a national program that merged the systems and data centers of the pension insurance departments that were used by about 40.000 employees. In 2001 Renfer joined the KUVB as Head of ICT.

Renfer holds a Degree in public management from the University of applied sciences for Public Administration Rhineland-Palatinate and a Master Degree in public administration from the University of Kassel. He lectured at different public and non-public universities, is dedicated in further education systems as examiner and known as speaker at conferences as well as publisher in sector journals. From 2008 until 2012 he got continuously German CIO awards.

In his activity as member of the German advisory board he publishes public sector themes in the CIONET magazine. In 2014, in response to the OpenSSL bug called Heartbleed that shocked the business community, Renfer launched the initiative "play IT fair".

ABOUT THE COMPANY

Sector:

Health Care

Category:

Public Sector

Activity:

German Social
Security Insurance

Turnover (budget) (EUR):

202 M

Employees (FTE):

380

A SELECTION OF RECENT ACCOMPLISHMENTS

- Adaptable working is a major goal of KUVB's CEO and has been prioritized at the C-Level board. To improve KUVB's digital workplace and enable greater flexibility for employees the IT Group restructured the organization's core backend systems to support a holistic ICT view to them for employees. Now employees are fully equipped with devices (PCs, laptops, tablets) that allow each to access and view applications at any place and time. KUVB is also able to easily control access for each employee, depending on his/her contract.
- Renfer and his team have significantly enhanced the digital-savviness of KUVB employees, particularly of senior-level management, by tailoring COBIT-based standard processes to the specifics of KUVB and by helping employees develop both a holistic view of how the organization functions as well as a detailed understanding of how uses of technology in their role can impact the overall organization. .)
- To improve collaboration between IT and the rest of the organization, Renfer set-up and applied an easy-to-use communication process between IT and the users. The process is based on both on regular formal contacts between IT and the functions, as well as informal contacts.

The central theme is dialog not monolog between IT and the rest of the organization. IT people who are "user-friendly" in their approach drive interactions. The communication process has also helped mitigate any perceived threats from the growing influence of IT (Renfer is aware that as KUVB relies more on digital technologies to operate and innovate, others may "perceive IT & CIOs as indispensable but also unpredictable power in the organization"). The following statement is on KUVB's intranet: "Our business is communication; Communication between people, people and machines, as well as machines".

"In the progressive century of digital transformation, nobody knows the organization as well as the CIO and his team. Using that knowledge and demystifying the complexity and abstraction of technology so that they become understandable benefits, will make us as CIOs an attractive counterpart for board members."

A SELECTION OF KEY LESSONS AND ADVICE

- **Focus on training rather than teaching.** Put yourself in the shoes of the trainee, rather the teacher. Understand, how ICT users work, think, act and use his/her language to transfer messages. Rather than use tech buzzwords, use language that your collaborators can relate to. It's not technology, which should be central in an ICT change process, but the impact on the individual – that's where the focus of training should be.
- **Use pictorial language** to help the senior management team understand key interdependencies and make smarter decisions. Translating complex processes and ICT content into „pictures of common life" helps tremendously to reduce hurdles within the organization (both regarding business but also legal departments). Automobiles are very good example, because they are technically advanced and everybody has one/understands what they do. According to Renfer, "I think about how I can reduce my messages to a level, which focus on the essentials, but which does not cross the border to oversimplify things, as this would be counterproductive."
- Don't underestimate change. ICT solutions are very often perceived as having been forced upon employees from the top-down. Employees are not given enough room to understand why it has been done and what the benefit (for the individual) is. It is important to realize upfront, what the impact of changes will be for individuals in the organization and prepare an adoption plan, to maximise acceptance of change and to engage employees. This could be achieved by many means. One of the means, which Renfer used in the past, is to set up pre-implementation 1-1 meetings with colleagues (which are impacted the most by new tools) to get them "on-board" upfront.

Neil Williams

Chief Information Officer
University of Derby



“Now that [the IT Group] has earned the trust of others to drive change, we have to keep working in partnership, keep people informed and share knowledge and experience with our colleagues so they understand and support what we are trying to achieve and why. We have to ensure the faith placed in us by the business and our colleagues is returned in business value”

A SELECTION OF RECENT ACCOMPLISHMENTS

- As a result of the IT organization’s success in delivering a substantial number of key IT projects, Williams and his colleagues enhanced the reputation of the IT department to be recognised as a highly professional, reliable strategic partner to the business. In partnership with colleagues, Williams led the redevelopment of the University corporate plan in 2013 to respond to significant changes in the UK education sector. This corporate plan was delivered and approved and has already led to increased income streams and business success.
- Williams has also recently initiated a strategic portfolio of development work in partnership with business leaders which underpin the new corporate plan which deliver best in class business systems, new, more agile and flexible infrastructure and improved efficiency and effectiveness of systems and processes. The portfolio addresses strategic areas such as improving income opportunities, improved engagement with businesses, more informed decision making and improved planning and resource forecasting.
- Williams led the University to be the first (and until March 2015) the only university to receive the UK government Cyber Security certification. This was achieved through a tight control over data location and data ownership, as well enhanced governance. This involved raising the awareness through training, establishing information management groups across the business units, and increasing technological support for cyber security, including compliance monitoring systems.
- The increased competitive landscape for universities globally has lead to an increased pressure on the IT department, especially in the field of customer facing IT systems, information management and analytics. To deal with this, Williams established a solid portfolio review process, where factors such as resource challenges, priorities, conflicts, and timescales are monitored and reviewed across all the business units and activities of IT. This process has recently been shortlisted for a UK Higher Education award for digital innovation of the year.

ABOUT NEIL WILLIAMS

In 2006, Neil Williams joined the University of Derby, marking a transition in his career from software development to IT Services. In 2010, Williams was promoted to Director of IT Services at the University. In the last five years, he has overseen the strategic development of the department as it continually drives improvement to support its staff and students. Improvement programmes and new technologies have been delivered across all areas of operations including new data centres and virtual infrastructure, increased network resilience, a range of public, private and hybrid cloud services, and numerous business systems improvements including business intelligence services, web delivery systems and teaching and learning systems. Williams has also enhanced stakeholder satisfaction by improving how the IT department engages and partners with the

rest of the University. Since 2012, the IT department has been a finalist in 15 national awards in recognition of its organisational excellence, project excellence and personal excellence.

ABOUT THE COMPANY

Sector:

Education

Category:

Public Sector

Activity:

University of Derby provides education to over 20,000 students and is ranked in the Top 50 of The Guardian University Guide 2015.

Turnover (budget) (EUR):

170 M

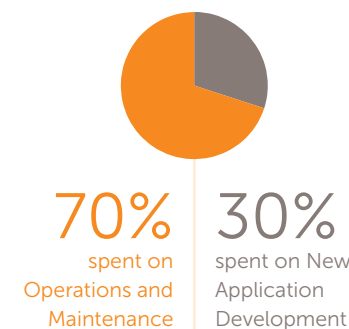
Employees (FTE):

1,900

ABOUT THE IT DIVISION



Total IT Budget
from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **To become a proactive business partner, an IT Group needs to develop structural capabilities and trust with the business in the ability to uses them strategically.** Enabling a dynamic business in a very changing marketplace to make faster, more informed decisions requires both structural capabilities and absolute trust and credibility in the IT Group’s capabilities to partner and deliver. Establishing trust and credibility with the business is extremely important to Williams. He does not want the IT department to be seen as an entity that blocks new projects or ideas, because if it is, it will be bypassed by the organisation. Instead, the IT department needs to be seen as a Department that can deliver on promises, and help new ideas take shape.
- **Help the business take greater ownership of IT.** Williams’ successes were also helped by the agreement he got from the university’s executives to install a governance structure where the executive are accountable for working with IT on the strategic portfolio. This governance model has helped to establish the trust the business has in the capabilities of IT to deliver on strategic projects.

Carles Abarca de Haro

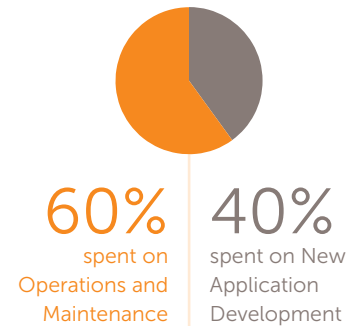
Chief Process and Information Officer
Banc Sabadell



ABOUT THE IT DIVISION



Total IT Budget
from last year



ABOUT THE COMPANY

Sector:

Finance

Category:

Large Enterprise

Activity:

Retail and corporate financial services

Turnover (EUR):

4,8 B

Employees (FTE):

18,500

A SELECTION OF RECENT ACCOMPLISHMENTS

- Since 1996, Banc Sabadell has completed 12 acquisitions (5 international and 7 domestic acquisitions), 8 of them after the 2008 financial crisis. As a result of this track record, our bank reached a CAGR of 17.8%. To accelerate the integration of acquisitions, Abarca de Haro and his team developed a solution based on "thin clients" connected to a central Desktop Private Cloud. As a result, Sabadell can deploy the platform in newly acquired branches in hours, just connecting the "thin clients" to the existing communication landlines and delivering remote sessions from the Cloud. The entire process is managed centrally from an ecosystem of workflow tools. These proprietary tools can convene meetings, consolidate all the information thereon, raise alerts, detect risks or delays, reconcile accounting information, manage test cycles, and ultimately ensures that no detail is forgotten. As a result, integrations can be performed in a record time, and changes in platform at the branches are done in 24 hours without any disruption of service to clients.
- Developed a mobile banking app with some unique features, such as the support of Apple Touch ID technology (allowing clients access to their account using their fingerprint), 'instant money service' whereby a token is used to transfer money between people, and an instant check service where a check is cashed on the client's account just by taking a picture of it.

ABOUT CARLES ABARCA DE HARO

Mr. Abarca de Haro joined Banco Sabadell in 2007 as CTO (Chief Technology Officer). A few years later, he was appointed CIO (Chief Information Officer). In 2014, he was given an additional set of responsibilities and his title was changed to Chief Process and Information Officer. In addition to managing IT services and defining the operating model and key business processes, Abarca de Haro is responsible information security (the Chief Security Officer is a direct report of his) and digital transformation (a dedicated organization apart from IT).

He began his professional career in the Information Technologies sector in the Steria Group in 1990. In 1995, he joined the German multinational, Siemens Nixdorf, as Manager of the Technological Consultancy Unit for Financial Institutions. Three years later,

he held a management position in the Siemens Technological Services Business in South America.

At the beginning of 2001, Abarca de Haro was incorporated as Head Technician in the Founder Team of the Company, e-xtendnow, an affiliate of Siemens and Banco Sabadell. By the end of 2003, he was Managing Director of netfocus Company, which was created due to the expansion of the e-xtendnow capacities by means of acquisition of other companies, which maintained Siemens and Banco Sabadell as shareholders.

Abarca de Haro is an Advanced Telecommunications Engineer from the Polytechnical University of Catalonia; he has a Masters degree in Corporate Management from the Sloan Business School of MIT in Boston, and a Masters

degree in e-business from the University of Stanford in California. He is member of the board of Business Services for Information Systems, S.A.

A SELECTION OF KEY LESSONS AND ADVICE

- **Digital transformation is a collective effort**, not one of a specific division in the organization. It involves every single business unit and branch. Therefore digital transformation is not only about technology, it's about engaging people and developing the right incentive models for them to support the transition and ensuring its success.
- **Integrate architecture with digital strategy**. In his view, enterprise architecture is fundamental to digital transformation. As a result, Abarca de Haro moved the architecture team under his Chief Digital Officer. According to Abarca there are two ways manage such a transition: either you change the fundamentals of the infrastructure, or you create 2 separate platforms, one legacy and one new platform. To be successful in this transition, one doesn't need to build two systems, but make sure that the complete architecture moves along with the digital transformation.
- **Automate as much of the acquisition process as possible**. To ensure a fluent integration of other systems (for instance after an acquisition), Abarca de Haro designed a fully automated workflow to manage this process. Pushing a (virtual) button unleashes a series of meetings with key people, information about the topics these meetings need to address and the outcome of these meetings and documentation about the needed workstreams. It is an orchestration engine that combines people and technology.

"Automation is key to our digital transformation and growth. We are constantly looking for ways to get rid of paper from our practices."

Brendan Bank

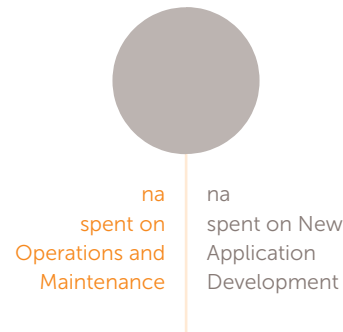
Chief Information Officer
Booking.com



ABOUT THE IT DIVISION



Total IT Budget
from last year



ABOUT BRENDAN BANK

Brendan Bank is Booking.com's Chief Information Officer, responsible for all IT Product Development and Corporate IT. He leads a team of hundreds of professionals working on Booking.com's website and apps, which attract visitors from both the leisure and business online travel sectors worldwide. Bank brings extensive experience in the fields of e-commerce, IT management and agile software development to help ensure that Booking.com remains one of the leading digital e-commerce and online accommodations search platforms in the world.

Before joining Booking.com in 2008, Bank spent four years as an IT consultant working on a number of specialist projects. These included serving as Chief Information Officer with Aon eSolutions, in Atlanta, Georgia; and as Manager of Internet Services with

the Telegraaf Media Group, the largest media and publishing company in the Netherlands.

Prior to this, Bank worked as the Server and Services Director for Europe, the Middle East and Africa (EMEA) at MCI WorldCom and the Manager of Network Operations for the Dutch part of the network with UUNet. Bank also worked as a Product Development Engineer at NLNet, one of the first internet service companies (ISP) in the Netherlands which was acquired by UUNET in 1998.

Bank started his career as system administrator for a printing company, where he was responsible for planning, developing and operating the workflow management systems.

ABOUT THE COMPANY

Sector:

Travel & Leisure

Category:

Large Enterprise

Activity:

Global e-commerce in online travel and related services.

Turnover (EUR):

na

Employees (FTE):

+9,000

A SELECTION OF RECENT ACCOMPLISHMENTS

- Over the last 6.5 years the IT department has been instrumental in Booking.com's global growth. In terms of room nights booked – a key metric for the company – Booking.com increased its business exponentially in that period. To support such rapid growth, Bank and the rest of the Leadership Team decided, "the best way forward was organized chaos." During that period, Bank scaled the IT Group from fewer than 50 to over 750. Today, it consists of over 100 agile development and production teams that build and extend the Booking.com technology stack and product portfolio. Bank and his team have developed an infrastructure that enables AB testing – essential for development team to rapidly test hypotheses with customers and learn from their results.
- To significantly increase the velocity of developers, while minimizing any risks to the website, core systems and data, Bank and his team changed the way development teams can make changes to the booking.com website. Development teams are able to introduce new features and functionality directly to the website. This allows customers to give feedback to the teams so they can improve the feature. Bank and his team also developed ways to mitigate the risk that bugs and mistakes have direct impact on their customers (see first key lesson, below).
- Bank helped reinvent the way Booking.com hires and organizes recruitment so that it is one of the most strategic processes in the company. Booking.com could not have grown so fast and become the largest accommodation website in the world without a core of very strong and competent IT system engineers, software developers, front-end developers, analysts and designers. The company reinvented how it finds, on-boards and retains "A+ talent" by repositioning recruitment to be "part of an employee lifecycle." This lifecycle starts before the future candidates even are aware he/she is going to work for booking.com and ends long after the engineer has left the company. The results have been impressive: a very low churn rate (<9% over 2014) and a significant growth in staff year over year over the last 5 years (40%+ in 2014).

A SELECTION OF KEY LESSONS AND ADVICE

- **Create a bottom-up culture where failure is built-in to the system.** To overcome instinctively risk averse software engineers, Bank introduced an "outage budget" to cover for any failures and allow that their website will sometimes have problems. They complemented the outage budget with very quick roll-back processes (tools and monitoring) so that when they discover live faulty software, they are able to do a rollback in seconds to limit the impact on customers. The outage budget has helped foster data driven decision-making and enhance the velocity of developing features.
- **Reposition recruitment to be part of an employee lifecycle.** Booking.com has been positioning itself to be top of mind when candidates think about transitioning to a new job. They try to build touch points with the future candidates by sponsoring open source initiatives, funding foundations, and hosting conferences. When they bring in candidates we make sure that the candidate experience is fully in line with the company's values and culture. Booking.com has over 65 nationalities in IT working for in Amsterdam. Once a foreign-candidate is hired they will reach out the spouses and ensure they will enjoy the same values and culture.
- **Err on having too few levels of management rather than too many.** Bank and his colleagues prioritize garnering commitment from their employees over controlling them. They prefer bottom-up ideas over HIPPO (Highest person's opinion) directives.

"The best way forward for us has been organized chaos. Data driven decision making and data driven product development are the keys to our success."

Régis Delayat

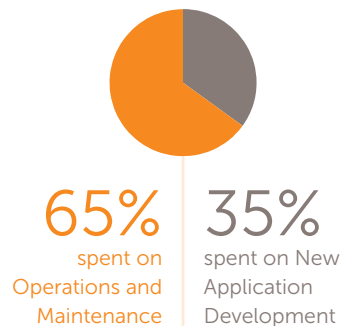
Chief Information Officer
SCOR



ABOUT THE IT DIVISION



Total IT Budget
from last year



ABOUT RÉGIS DELAYAT

In 1982, after a first experience in IT Consulting, Delayat joined SCOR as an IT Project Manager. Soon, he was promoted to Head of Development and, a few years later, to CIO for France. In 1992, he was appointed Group CIO. As Group CIO, he led the transformation of the SCOR information system, strengthening IT's partnership with the business and leading SCOR for globalization of its information system. He's now driving the "Digital SCOR" program, due to transform SCOR's business and culture.

In 2014, Delayat was elected as the Chair of Ruschlikon, the association created by the major Brokers and Reinsurers to develop e-processing in reinsurance administration, through the implementation of the ACORD standard messages.

He sits at the Board of Directors of CIGREF, the association of France Large Groups represented by their CIO, and of AFAI, the French chapter of ISACA, the international association of IT audit and internal control. He has recently been a member of the "CIO Experts College" advising the French State CIO in his project for modernizing their information system.

In 2007, Delayat was recognized as "CIO of the year" for the Finance area in France.

ABOUT THE COMPANY

Sector:

Finance

Category:

Large Enterprise

Activity:

Reinsurance

Turnover (EUR):

11,40 B

Employees (FTE):

2,500

A SELECTION OF RECENT ACCOMPLISHMENTS

- In 2013, Delayat launched SCOR's digital transformation program ("Digital SCOR") to bring all lines of business to transform themselves by using digital technologies. "SCOR has to transform in response to digital changes in our private lives, professional lives, and business models. We may work in reinsurance differently tomorrow as compared to what we are doing today." Digital SCOR is focused on two dimensions: business transformation and cultural transformation. For the business transformation, IT has collaborated closely with designated "digital leads" in each business line, to define key aspects of the program, validate them with the Executive Committee, and earn their support. Since then, a number of initiatives have been launched, and other will be introduced or left aside according to business priorities. As Delayat explained "this is not a rigid program; it is a program that moves." For the cultural dimension, IT works closely with HR and Communications to ensure "all generations of SCOR staff are comfortable with new technologies and the digital world around."
- Introduced a number of new products and services for developing the business and its profitability, such as ForeWriter, an innovative state-of-the-art, ERM-compliant, front-end platform which supports underwriting and pricing operations for all large industrial risks; and Velogica, a state-of-the-art solution which correlates electronic data along with application data to underwrite life insurance applicants in real time. Both these initiatives have enabled more and better services to SCOR's customers, improved internal efficiency and have established SCOR as a company that delivers innovative products and methods.
- Delayat is chairman of Ruschlikon, a worldwide network of major insurers, brokers and reinsurers all together engaged to drastically improve the efficiency in the reinsurance and large commercial insurance industry, by developing e-processing in all the administrative operations. Ruschlikon It is part of the digital transformation of the industry, embedding collaboration and networking between business partners, dematerialization, and more granular data processing
-

A SELECTION OF KEY LESSONS AND ADVICE

- **Help the business take ownership of IT.** Delayat has always pushed hard to have the business become the true owners of information system. For that reason, in 2013, he transformed the IT organization and IT teams for each of the 3 lines of business (Life; Property & Casualty; Asset Management) plus Corporate Functions. The 165 internal full-time equivalents that make up SCOR's IT worldwide and develop the digital capabilities of an organization with 2500 employees and almost 12BN EUR in revenue are primarily focused on "truly understanding" their respective lines of business. In addition, he leads SCOR's digital transformation program, in close cooperation with the "Digital Business Lead" of each Business Division.
- **Engage with start-ups to accelerate transformation and track emergent solutions.** To keep sight on any interesting new development in the market, SCOR has decided to become a member of a startup network. The idea is to have access to a large number of startups with the intention to use their innovation capability and build partnerships to co-create new solutions and then accelerate SCOR's digital transformation.
- **Foster digital savviness.** As part of the cultural shift needed to become a digital company, Delayat along with HR and Communication installed a number of new solutions to enhance individual and collective efficiency, new modern training and awareness session, an open innovation contest, and others to come like reverse mentoring where younger employees –the digital natives- train the others to deal with new collaboration tools and new technologies.

"IT is more and more core to the business, and it's absolutely key to reinforce its partnership with the business."

Elsa da Costa Almeida Graça

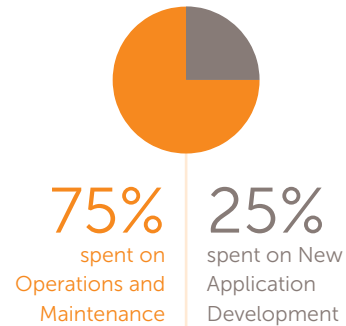
Chief Information Officer
Banco Santander Totta, S.A.



ABOUT THE IT DIVISION



Total IT Budget
from last year



ABOUT ELSA DA COSTA ALMEIDA GRAÇA

Elsa Graça joined Banco Santander in November 1995. After earning a degree in law, Graça started working in the banking sector and has remained there since. Early in her career, she worked on the functional side of the business, within Credit and Mortgages. During that period she implemented important project, such as subsidized loans; design and implementation of a new Mortgages Process; and in 2001, the integration of the mortgage areas of three banks: Banco Totta e Açores, SA Banco Santander Portugal and Crédito Predial Português. This last project included processes alignment, organization of the three teams (over 500 people) and reporting.

In 2005 she implemented a credit workflow process that included document scanning and archiving in the process context. Two years later, she was appointed Managing Director of Credit and Loans reporting directly to the

Board. Three years later she was nominated Chief of Operations of Santander Totta, SA. In parallel she managed special Projects such as the merger of Banco Santander Totta, SA and Totta IFIC (Leasing, Factoring, Confirming Company).

Since 2011 she is also member of the Executive Board of Interbanking Payments Systems Commission at Central Bank of Portugal on behalf of Banco Santander Totta, SA.

In July 2013 Graça was appointed as Chief Information Officer of Banco Santander Totta, SA. She is also the Managing Director of Processes and Change Management. She aims to establish a comprehensive understanding of customer needs and deliver innovative high value solutions, achieving significant business and sustainable returns for the Group.

ABOUT THE COMPANY

Sector:

Finance

Category:

Large Enterprise

Activity:

Retail and corporate financial services

Turnover (EUR):

491 M

Employees (FTE):

5,778

A SELECTION OF RECENT ACCOMPLISHMENTS

- The process of opening an account for a new customer ("customer on-boarding process") is a fundamental part of a customer's initial experience with any bank. Graça and her team saw significant opportunities to enhance the customer experience by improving the on-boarding process – benefits that outweighed the significant transformation costs involved in changing such a traditional process. Working closely with other business colleagues, they were able to significantly reduce the steps needed to fulfil logistical and legal requirements, such as collecting key data from a potential customer and identifying appropriate accounts accordingly, and also improve the way customer representatives approach potential customers, exploiting every minute available to welcome a potential customer to the bank. They transformed what was a heavy and formal process, involving the production and duplication of numerous paper documents, into a paperless, digital, mobile and swift process. This enabled the relationship between sales representatives and customers to change from an order-taker, facing the customer with a screen in between, to an advisor, positioned alongside a customer, sharing a handheld screen. This new approach enabled a quicker delivery of services and products to the customer, and enhanced the customer's experience with the bank, among other advantages.
- Digitized document management and flow at the bank through the development of a centralized digital document system management. This system decreased the query and storage costs for physical documents and increased the efficiency of digital document management by using Portal features. Thanks to this system there is now a single point of access to documents, and the ability to connect dossier types with system entities.
- Engaged in transforming the communication with the bank's customers using new technologies via a single point of access, convenient to the customer and widely available: NetBanco (Santander Totta's home banking solution), which resulted in an increase of customer satisfaction, as well as cost savings and environmental benefits from reduced use and mailing of paper documents.

A SELECTION OF KEY LESSONS AND ADVICE

- **If you help the business understand key interdependencies, you help it take greater ownership of IT.** One activity that helped Graça in her team's achievements is to show to senior leadership how different projects are interconnected. Businesses have the tendency to think only for the next 3 months, but by showing what impact specific projects has on others, and on the overall picture, the business is getting more sensitive with their own requirements, and the consequences they entail. In addition, for every innovation initiative, the architecture team is involved right from the start. Graça considers architecture as vital to the success of these new projects, and hence insists they need to be an integral part of the business.
- **Digital leadership consists of heterogeneous teams.** No single group – IT, marketing, operations – can alone be responsible for digital strategy; digital success is now the shared responsibility of all.
- **The voice of the end-customer is a crucial factor in launching new projects.** Graça encourages her team to dig for information about the customer, by means of satisfaction surveys and focus groups, and to discuss with the branches about what they think the customers want, and actually perform tasks that the customer has to go through for certain activities.

"Don't let the digital revolution "overwhelm" you; stay focused on improving the business, without compromising security and performance."

Marcel Krom

Chief Information Officer
PostNL



“It is vital for business leaders to thoroughly understand the road IT is engaging in, as well as the way everything within the organization is becoming inter-dependent.”

A SELECTION OF RECENT ACCOMPLISHMENTS

- To enhance agility of IT, reorganized IT into 3 areas: Demand; Supply; and Delivery and elevated the role of IT Director to ensure IT could take significant decisions and influence the best stakeholders.
- Realized millions in annual savings through a comprehensive and all cloud strategy implementation. In 2 years, 60% of the applications have been transferred to the cloud. Reorganization of the IT department to be able to cope with this new role. Setup of Governance, Connection, Security&Privacy, and Integration capabilities to manage the new cloud-based IT-environment.
- Designed a 3-year roadmap to streamline customers' interactions, standardize back-office processes and turn into a new logistic service provider infrastructure. The project is currently being implemented. Many sub-projects have started already, like new business portal for business customers (around 150K business-customers do every day business with PostNL). Setup of a new consumer portal to create a seamless interaction for the consumers in the Netherlands who use postal and parcel services, master data management, One Internet, new privacy regulation and organisation, and the preparation for a new sales, services and marketing portal.

ABOUT MARCEL KROM

Marcel Krom studied Business Information Management. After several jobs in IT, he became business unit manager within a software development company. After that he build the Value Added Services IT for PTT Post as IT Manager. From 1998 to 2002 he started a business consultancy firm as co-owner. In 2003 he became IT Director of Cendris, the Value Added Services company of PostNL (Document management, Direct Mail and Direct Marketing products and services). In 2006 Marcel was appointed Managing Director of Cendris, and in 2009 he was appointed CIO of PostNL. From 2011 until 2014 Marcel was, as member of the Executive Committee of PostNL, also responsible for the International Business. In 2015 Marcel is CIO, also responsible for the IT-strategy of PostNL and execution of this IT-strategy.

Senior management at PostNL view IT as a key strategic key driver for innovation and the realization of PostNL's strategic agenda.

ABOUT THE COMPANY

Sector:
Transport & Logistics

Category:
Large Enterprise

Activity:
Parcel and postal service

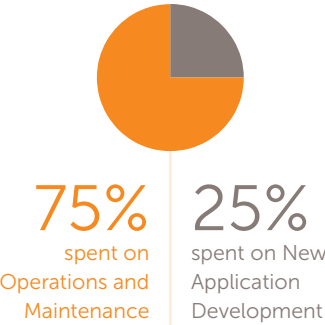
Turnover (EUR):
4,2 B

Employees (FTE):
59,000

ABOUT THE IT DIVISION



Total IT Budget from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Ensure Business-IT relationship managers are high-level and influential.** Soon after taking his CIO role, Krom profoundly reorganized his department. Each line of business now has an IT Director who is an active participant in its management team. Their dual-reporting structure consists of a solid line to the CIO and a dotted line to the business units. These IT Directors come from the business, and putting them in senior management positions within the business units ensures they "implement what the business wants in the way that IT wants."
- **Help business leaders become digital leaders.** To reinforce the IT knowledge of the senior staff in 'the business', Krom gave the top 200 decision makers at PostNL the opportunity to take a series of short IT Master Classes, about specific topics such as Security and IT Innovation. It has helped them to understand the current role of IT in business development, and business leaders are better equipped to involve IT at the right moment to develop specific customer oriented products and services.

Christina Scott

Chief Product & Information Officer
Financial Times



ABOUT THE COMPANY

Sector:

Media

Category:

Large Enterprise

Activity:

Financial newspaper

Turnover (EUR):

na

Employees (FTE):

1,900

ABOUT CHRISTINA SCOTT

Christina Scott is the Chief Technology Officer for Pearson Professional, the line of business incorporating the FT, Pearson English and Pearson Vue. In this role she oversees Product Development for the line of business additional to her FT role.

At the FT, Scott is the Chief Product and Information officer. She is responsible for product and technology across the FT Group reporting to John Ridding (President Pearson Professional and FT CEO). Scott oversees the delivery of technology and products that drive the FT's digital transformation, working closely with editorial and commercial colleagues and sitting on the FT board.

Scott has over 20 years experience across the media, IT and engineering industries and a track record in designing and delivering commercial and editorial

services and innovations. Before joining the Financial Times in 2012, she worked in technology across a number of media companies including the BBC, News International and ITV Digital, and spent several years as a consultant at Accenture.

At the BBC, Scott was responsible for the development of its journalism sites (News, Sport and Weather) across all digital platforms, including the delivery of high profile offerings such as the general election, the World Cup and the Beijing Olympics. She then became future media and technology general manager for the children's, learning, sport, mobile and TV platforms, responsible for relocating the team to Salford.

Scott graduated from Newcastle University with a BEng in Mechanical Engineering. She has a keen interest

in creating high performing teams and gained a distinction in MSc Management and Organisational Analysis from Birkbeck University in 2010.

"If we provide the data and the right tool, then all parts of the business can use data as part of their job, and then they can start experimenting. The experimentation doesn't have to simply come from the data team."

A SELECTION OF RECENT ACCOMPLISHMENTS

- Scott and her team have enabled FT to be significantly more agile, grow, and innovate more effectively and securely with a broader set of external parties by moving its managed-service physical data warehouse to a cloud based fully managed, petabyte-scale data warehouse with a smart architecture that implements massively parallel processing capabilities. The move also helped reduce costs by 80%. A team of over 30 data scientists and analysts are now able to deliver faster results and try more data experiments. Some queries have been running over 98% faster with the record of 99.4% reduction. This has allowed insights to be delivered fast enough that most reporting has been turned off as people use near real time analytics and cubes to do analysis rather than a once a day or once a week report.
- Transforming the data platform removed a significant roadblock towards fostering a culture of data-driven decision-making and experimentation. Giving people throughout the company greater visibility of data, greater time to market of solutions, and better customer feedback has changed views across the organization about what they can do with data. There are now several near real-time dashboards, such as one to show engagement of

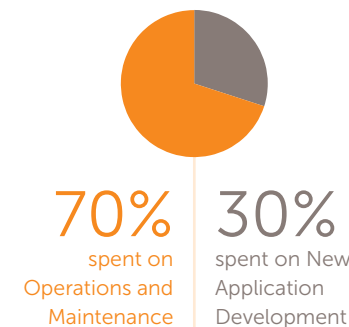
articles and audience type across all channels (desktop, tablet, mobile), that provide actionable intelligence within the editorial process and can be leveraged across advertising and marketing.

- In 2014 Scott and her team embarked on a new design of the FT website, based on underlying content improvements around a more scalable content API and semantic metadata. Developed with mobile first in mind, a small, highly-empowered and multidisciplinary team worked in one-week sprint cycles. Each week customers would be invited in person to test specific features. Every other week the team ran a 'business challenge' inviting different areas of the business such as advertising, b2b and marketing into the project to look at their specific needs. The project has revolutionised how products are developed at the FT, putting the customer at the centre, empowering small multi-disciplinary teams, delivering value earlier and being mobile first.

ABOUT THE IT DIVISION



Total IT Budget from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Integrate development and operations to help focus on end-customer usage.** Integrating the development team with the operations team helps those in IT and the rest of the business think more about end-customer usage. In the early stages of developing a new application, rather than simply discuss what it should consist of, the discussion also consists of how a new product or service will be provisioned to customers over time. It brings to the fore-front conversations about "Okay, we'll build something for you, but actually what sort of service you want it to be?"
- **Once it has been built, review it continuously.** Move the organization away from the thinking that once you've built something, it is done, to thinking that as long as something is around, you should keep reviewing it, keep checking how it's doing, and keep checking whether it's still working for your customers. That way, your organization becomes much better at stopping things.
- **Democratize data; data are not only for a data science team to use.** Ensure your platform keeps data secure while making them available to everybody in the business.

Mattias Ulbrich

Chief Information Officer
AUDI AG



“Any company nowadays has to rely on collaboration with multiple stakeholders, whether they are customers, startups or other divisions and functions within the company.”

ABOUT MATTIAS ULBRICH

After graduating with a degree in electrical engineering at Braunschweig University of Technology, Mattias Ulbrich started his career in Sales at Hewlett Packard. In 1998, he joined AUDI AG and worked in Neckarsulm, where he eventually became manager of Information Systems for Product Manufacturing. In 2003, he was promoted to CIO at Seat in Barcelona, where he was responsible for IT, Organisation and Systems. Then, from 2006 to 2012, Ulbrich worked in various senior-level IT positions at Volkswagen in Wolfsburg, where he most recently managed the ITP Customer Order Process department. Since February 2012, Ulbrich has been head of IT and Organisation at AUDI AG.

ABOUT THE COMPANY

Sector:
Automotive

Category:
Large Enterprise

Activity:
Original equipment manufacturer

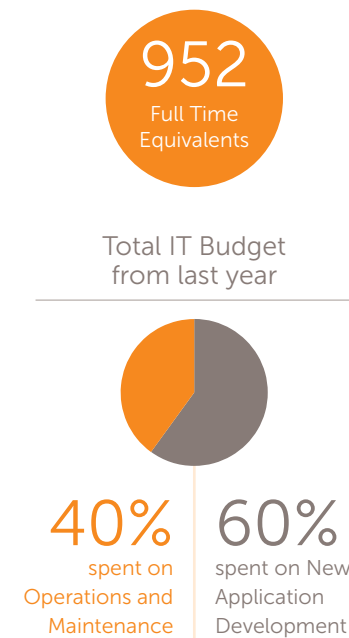
Turnover (EUR):
53,8 B

Employees (FTE):
80,000 worldwide

A SELECTION OF RECENT ACCOMPLISHMENTS

- Radically transformed the production process into a strong, digitized, lean and efficient “digital factory” by ensuring clear and efficient links between logistics, production and quality processes. At the core of this transformation was a Manufacturing Management System (MMS), consisting of three pillars: (1) a digital (rather than paper-based) vehicle tracking process; (2) the standardization and reduction of complexity of IT on the shop floor; and (3) an integration of the processes between production and logistics. This has further increased the quality of vehicles and the efficiency of the production chain and reduced overall costs. For example, the use of MMS has reduced incorrect installation and rework by 90 percent and shrunk shop floor IT costs by 50 percent.
- Introduced a cloud-based car IT architecture for mobile online services of Audi connect in the cars, thereby facilitating the creation of new business models sharing the vehicles’ entire life cycle. Over thirty new services and functions have been built on this architecture, all of which aim to increase comfort and efficiency of the cars, and enhance the driving experience.
- Developed a series of initiatives aimed at digitizing the customers’ touch points with the brand, through which customers can use multiple devices to assist throughout the whole customer journey and enable the company’s capacity to implement quickly new innovations. For example, in close collaboration with sales & marketing colleagues, developed a set of fully digital retail outlets in city centers, ‘Audi City’, that allow buyers to configure their dream vehicle on-site on innovative 32-inch multi-touch tables and to view the entire range of product variants and configurations in true-to-life detail on floor-to-ceiling powerwalls.

ABOUT THE IT DIVISION



A SELECTION OF KEY LESSONS AND ADVICE

- **Develop enough trust in IT to transform shadow IT into sources of innovation.** To eliminate shadow IT, the Group IT first earned the trust of the rest of the business by delivering on what it promised, and pro-actively providing solutions to business challenges.
- **Draw on IT to create new potential sources of revenue.** To work on innovative mobility solutions with the Sales and Marketing division, Ulbrich helped found a new company, Audi Business Innovation GmbH, owned jointly by IT and Sales & Marketing. In his view this is the way forward for marketing and IT working together with a single, common objective in mind. IT is increasingly a part of everything a company does and could do. Therefore it is essential to collaborate in very intensive ways, create interdisciplinary teams, and jointly explore options for new sources of revenue.

Jordi Alex Moreno

Chief Information Officer
Desigual



“Together with a profound understanding of the business, the most important skills the business partners within IT must have are communication skills, humility and empathy.”

ABOUT JORDI ALEX MORENO

Jordi Àlex Moreno studied law and business at the university of Barcelona. He has developed a broad experience of Information Systems management and significant expertise in a range of enterprise transformation services where technology is a key factor to transform the business, to accelerate the global strategy and is an engine of growth.

In 1999, he started his professional career with Amena (now France Telecom) with a project to launch the brand in the Spanish market inside the corporate systems information team. In 2001 he became coordinator of the Shared Service Centre with Grupo Auna (Spain's second telecommunications group) for Corporate Commercial, Logistics and Business Intelligence systems. Three years later, he joined IBM as a Project Manager in the Outsourcing and Business Consulting

Services division where he was working for various clients such as Grupo Prisa, France Telecom, Abertis, Unedisa, ICS. In 2008 he joined Grupo La Seda, a multinational in the chemical sector, where he developed the role of head of Organisation and Corporate Solutions systems and help to lead some business transformation projects.

Since 2011 he has been the CIO in Desigual, member of the Corporate Steering Committee, leading the technological strategy in more than 110 countries where the brand operates with an ever-increasing focus on the omnichannel universe and on the consumer, transforming the back-office processes into a real-time and innovative technological ecosystem.

ABOUT THE COMPANY

Sector:

Retail

Category:

Medium Size
Enterprise

Activity:

Online and offline
fashion retailer

Turnover (EUR):

970 M

Employees (FTE):

+5,000

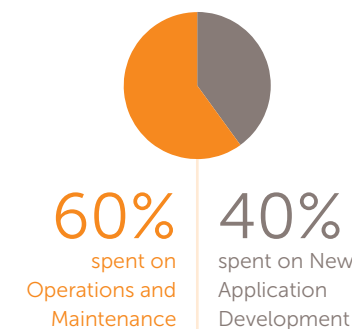
A SELECTION OF RECENT ACCOMPLISHMENTS

- Moreno and his team lead the transformation of Desigual from a multichannel (fourteen sales channels) to an omnichannel customer-oriented retailer. They developed a real-time technological ecosystem, which required integrating information from internal and external systems, each with different data owners. This system now streamlines data flows between Sales, Stocks and Supply Chain, enabling the Sales staff to check availability of items globally, 24x7 in real time.
- They also converged its retail channel with its e-business channel, Desigual.com, and provided staff with access to real-time global inventory and to a tool for optimizing fulfilment costs optimization. Essentially, these capabilities enabled Desigual to convert its point of sales into distribution centres and provide customers with purchase options such as Buy Online, Pick-Up in Store (“BOPIS”), Buy Online, Return In Store (“BORIS”), and Buy Online, Ship to Store (“BOSS”). More options for buying have translated into more sales and better customer experience.
- Integrated all the data (in a single format) generated by the different operations/sales of Desigual into one single enterprise data warehouse environment, unleashing capabilities for strategic use of this data, for instance to map the customer journey path or to have a single repository for strategic management information.
- Supported product and process innovation through technological solutions. The creative process of the products is now fully digitized, and a new collaboration platform allowing full transparency from the design phase to the final decision, hereby improving the overall efficiency of the process.
- Redesigned the IT Department around key processes, omnichannel processes for engaging with external customers, supply chain processes and employee processes.
- As Moreno explained “IT’s raison d’être is the consumer not the business.”

ABOUT THE IT DIVISION



Total IT Budget
from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Unambiguous commitment from the top is a vital critical success factor for profound technology transformation.** The transformation of Desigual to an omnichannel company has not been simply a technology project; it is first and foremost a business project. Hence the complete commitment of Desigual's Steering Committee was the most important Key Success Factor in this transformation, in Moreno's eyes. All of the departments are impacted by this transformation, so an unambiguous buy-in from the top was absolutely vital.
- **Use a strong metaphor to explain the mission of technology within the company.** Moreno likes to depict the role of technology within Desigual by means of a metaphor of the human body and using Desigual's distinct (and very successful) design language. Using a variety of multimedia, the heart is the ecosystem of the company, a combination of the demand side, the suppliers and the consumers. Everything that Desigual does must come from the heart. Using this picture helps to create a consistent view of the overall goals of Desigual. Even the very diverse set of people working at Desigual fit in this picture, and Moreno stresses the fact that they are in fact the most important asset of the company.

Raul Carvalho das Neves

Chief Operations Officer -
Technology and Operations
Impresa



“As a CIO you are not only a service provider, but also an advisor to the business. You have to look for solutions, and help them all the way to progress to that solution. The CIO has to have a key role in the company strategy, from definition to implementation.”

A SELECTION OF RECENT ACCOMPLISHMENTS

- Led the digital transformation of Impresa across all business divisions, enabling the creation of new products and services that increased the market share of Impresa while saving costs. The digitization project spanned multiple initiatives, such as creating a paid digital edition for every publication; the launch of a paid digital only evening edition of the weekly newspaper; integration of all the websites in a new CMS, integrated with the newsroom in order to be able to share content across multiple delivery systems; implementation of a new newsroom system allowing for strong collaboration among the different newsrooms; and the implementation of a fully digital workflow process system in the broadcasting business, for multiplatform delivery
- Transformed the back-end systems of Impresa by introducing a new newsroom systems in the publishing area, with a multiplatform delivery approach, integrated with a new Media Asset Management system, standardizing and optimizing processes across all publishing titles. Also led the development in-house of a new Content Management System using open source systems and a state-of-the-art architecture, supporting all the brands of the group
- in the digital space. In the broadcasting, the creation of a tape-less environment including a new Digital Media Asset Management system, supporting digital workflows and a multiplatform delivery payout.
- Achieved a 100% virtualization of all systems in the publishing business unit and corporate systems, while developing a Hybrid cloud, using internal processing and storage resources, along with AWS and other cloud service providers.

ABOUT RAUL CARVALHO DAS NEVES

Raul das Neves joined Impresa Executive Board in August 2012. He has been leading the technical teams in the digital transformation of one of the largest media groups in Portugal, with 8 TV channels, 1 newspaper and 14 magazines. During the last 2 years Impresa launched digital editions of all its publishing brands and revamped their presence online. Expresso, the weekly newspaper that was the first title of the group, launched a digital only edition every evening.

Das Neves started his career as a consultant for McKinsey & Company and AT&Kearney where he became a principal, working for the telecom and high tech practices. He served in the board of telecom operators, technology and startup companies. He also worked for 9 years in the payment processing industry.

He has an MBA from Manchester Business School, a Management Degree from the Technical University of Lisbon and post graduation studies in Information Systems and in Design Thinking for Innovation.

In 2014, das Neves was awarded CIO of the Year by CIONET in Portugal in the process category.

ABOUT THE COMPANY

Sector:

Media

Category:

Medium Size
Enterprise

Activity:

Broadcasting and
Publishing

Turnover (EUR):

235 M

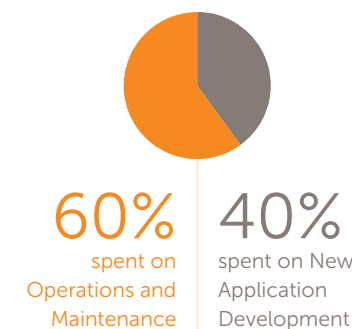
Employees (FTE):

1,119

ABOUT THE IT DIVISION



Total IT Budget
from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Carefully define and brand the role of the PMO office** – Das Neves takes great care to define the role of PMO as a team that identifies issues and provide real help, rather than some formal guys that make and track plans. They constantly need to identify and manage interdependencies across projects, as well as the critical path, the issues and the risks linked with each project. They keep the team focused on the goals.
- **Involve the architecture team in the very early stage of a project** – According to das Neves, another vital function is the architecture team, that needs to be involved in an early stage in virtually any IT project, even in the brainstorming phase of a new product or application. The architecture thinking is important at all levels, each business owner of a new application needs to realize that this application is not a 'stand alone' product, it needs to be part of a coherent whole.

Mirosław Forystek

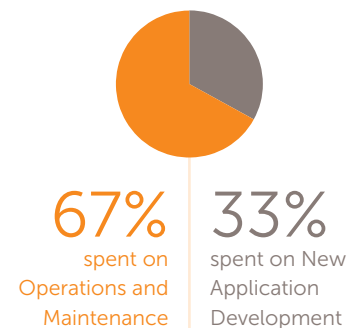
Chief Information Officer
ING Bank Śląski S.A



ABOUT THE IT DIVISION



Total IT Budget
from last year



ABOUT MIROSŁAW FORYSTEK

Since 2012, Mirosław Forystek has served as the Bank Executive Director in charge of the IT Division at ING Bank Śląski. He is a technology executive with over 20 years of experience in financial services, security management, IT auditing, and most of his formative years have been with ING. In 1993, he started working in the Brokerage House of Bank Śląski. In 1998 he became an IT auditor at ING Bank Śląski within the Internal Control Department and then moved on to several managerial positions. He performed the duties of the Systems Exploitation Department Director for four years; he also held the position of the Services Provision Department Director at ING Services Polska.

Mirosław has a passion for modern technologies and innovation - rapidly changing technology inspires him and drives his professional efforts. Over past

years his concentration has gradually shifted from IT infrastructure & operations towards software development, and cooperation with the front office.

His open-mindedness and charismatic leadership style has been awarded - in 2014, Forystek won the title of CIO of the Year - the most prestigious yearly award for CIOs in Poland defined as follows.

"Jury chooses the most effective and brilliant manager, which made a change in the scale of his company and even the whole market, and proved his charisma, knowledge and performance. Evaluated is, defined in that way, managerial excellence proved in ventures completed fully or mostly in 2014."

ABOUT THE COMPANY

Sector:

Finance

Category:

Medium Size
Enterprise

Activity:

Retail and corporate financial
services

Turnover (EUR):

840 M

Employees (FTE):

7,580

A SELECTION OF RECENT ACCOMPLISHMENTS

- Saved 50% of operating costs and significantly shortened the delivery process by developing and implementing a special, private cloud model called 'Zero Touch' to fully automate the process of integrating and deploying applications, from the beginning to the end. What distinguished this cloud project from others that had been implemented at ING during the previous 6 years was the focus on applications. In addition, this model enables ING to clone its environment, facilitating the process of testing on different dates – essential for applications that rely on date-sensitive data, such as date-specific account balances. The IT Group organized its application landscape in such a way that they are able to clone the whole environment. Now, developers are responsible only for the preparation of the code; they do not need to care about the rest. Compilation, integration, quality testing, security testing, part of functional testing, and regression testing are fully automated.
- Introduced a Client Privileges Registry (CPR), a system, which controls the process of selling non-lending products. CPR verifies the customer's entitlement to various banking products and after receiving a request from different channels takes the premise of the product in

the banking systems. Among many benefits, this system helped to speed up the customer service in front end applications, and harmonized the consistency of defining processes and products to retail customers across all channels.

- Developed a 'Client Attributes Matrix' application, which in entirely new way resolves the issue of collecting and sharing with front-end applications current data about Bank's customers and their products. This required a change in philosophy, where the data should be collected and processed on an ongoing basis along with the occurrence of any change in the source systems and stored in Client Attributes Matrix in the form of an extended vector of customers attributes and their products. In the future, this model will be used for predictive analytics, and storing and sharing customer features.

A SELECTION OF KEY LESSONS AND ADVICE

- **Use Agile Methods to enhance IT's relation with the rest of the business.** Over a period of 3 years, with the introduction of agile methods, Forystek helped change the role of the IT from "order taker" to business partner. For example, the IT Group is currently involved in preparing a new application for a key line of business and in the project, there is no difference between who is from IT and who is from the business. In fact, there are no discussions about what IT delivered and what IT did not deliver; there are only discussions about the common project and about delivering solutions to their customers.
- **Vigilance of new technologies is an opportunity to strengthen alignment.** The key responsibility of the IT Group is to ensure the business is aware of the most promising emerging technologies. Forystek made the architecture team in charge of 'Tech Days' and 'Technology Radar'. Each quarter, a whole day is dedicated to prototypes of ideas on how the processes and products can potentially be optimized, and which new technologies could be used to interact with the customers. 'Tech Days' have helped to develop the sensibility among his business peers to technological evolutions. To produce the 'Technology Radar,' the team scans the market for prom-

ising startups or new technologies that could be exploited in the banking business. The findings are discussed quarterly and they help the senior management to identify and evaluate potential threats and growth opportunities. The Radar and Tech Days have also helped the architecture team to engage more in strategic considerations, which were assigned earlier t almost entirely to the rest of the business. They built this way credibility and relevance over time.

"Nowadays, to successfully launch and execute projects, considerations about whether one is from IT or business division should be entirely set aside."

Gianluca Giovannetti

Group CIO and Business Process Director
Amadori



“The Chief Digital Officer is not a role that belongs to the future. It’s a role that contributes to build the future. He is first and foremost a change agent, so once the situation has changed, the function will morph into something different.”

A SELECTION OF RECENT ACCOMPLISHMENTS

- Giovannetti and his team helped improve Amadori’s profits by leading the complete transformation of the firm’s procurement process and introducing a new set of ‘strategic sourcing’ practices. They transformed and digitized relationships between Amadori and its network of suppliers. Rather than spend most of the process in negotiations, the new procurement process involves more time before negotiations (preparations) and during implementation. By creating a new approach to engage with and manage suppliers, all involved benefited, in terms of overall savings in cost and time and better quality of relationship (transparency, traceability and risk mitigation). The new process uses a mix of Big Data capabilities, IaaS, PaaS and SaaS, as well as eProcurement and eCommerce functionalities.
- Undertook a transformational project to create compelling and targeted customer experience using digital channels (web, mobile, social) to improve the effectiveness and efficiency of marketing initiatives, improving reach, engagement, reputation, and transactions. This project aimed at reaching out to a new target group for Amadori (young customers). This project is closely aligned with the overall strategy to build a multichannel brand.
- Rolled out an Internet of Things & Big Data project to transform the manufacturing processes of Amadori. This resulted in an improvement of the competitive position, reduced the food quality risks and enabled the use of emerging technologies such as IIoT, robotic systems and sensing.

ABOUT GIANLUCA GIOVANNETTI

Gianluca Giovannetti, Chief Information Officer and Business Process Director of Amadori Group, has 20 years of experience working in the consumer packaged good sector.

Throughout his career he has designed and coordinated numerous Business Process Improvement initiatives and restructured organizations in complex and international industries. He also served as ICT Director at Del Monte Foods Ltd.

As CIO and Business Process Director of Amadori Group, Giovannetti ensures process and technology innovation aligned with - and in some situations driving - the evolution of the business. He has realized several projects of Business Transformation, focused particularly on the innovation of the key business processes, besides information systems development.

ABOUT THE COMPANY

Sector:

Manufacturing
– Fast moving consumer goods

Category:

Medium Size Enterprise

Activity:

Food processing and manufacturer

Turnover (EUR):

1,32 B

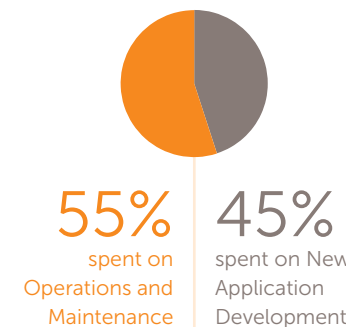
Employees (FTE):

7,000

ABOUT THE IT DIVISION



Total IT Budget from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Create a multidisciplinary team to develop digital capabilities** – Together with his peers from departments such as Marketing and HR, Giovannetti created a new team, ‘the Laboratory of Digital Initiative’. Co-sponsored by all the departments involved, this team (which Giovannetti is directly responsible) sponsors centres of competences, such as Web and Digital Marketing and Omnichannel Marketing. This centre plays a vital role in increasing the competitiveness of the organization. “The owner of digital transformation can not be a single person but a mix of subjects who contribute harmoniously to meet the challenges and opportunities of the digital revolution.”
- **Ensure a constant contamination of competencies** – The culture Giovannetti put in place within his team entails things like an open mindset, new ways of collaboration, thinking differently. As an example, the team recently adopted the process of reverse mentoring, where younger people coach older employees in adopting new digital and social technologies. According to Giovannetti these initiatives are indispensable in the new way of working.

Stéphane Kersulec

Group Chief Information Officer
Club Méditerranée



“I like that my BU’s experiment with new technologies and external parties to create new services. For me, it’s not Shadow IT. My value added is to maintain control of the data and key systems. For the rest of the innovation, they essentially can do what they want.”

A SELECTION OF RECENT ACCOMPLISHMENTS

- Kersulec led the transformation of IT organization to embrace the new era of digital (agility, flexibility, time to market, customer oriented). He launched the redesign and the rebuild of Club Méditerranée core application, its Central Reservation System developed on a legacy system, 25 years ago, to a new one, more open, more flexible, cross channel and cross devices ready and interconnected with external partners (Global Distribution System for transportation, E Payment, Metasearch...). This new application is built using the same algorithms which are perfectly adapted to Club Méditerranée business and is based on web technologies (Open source software, Web services, Enterprise Service Bus, API), it has been also inspired by the orientations taken by the pure players.
- Developed a proprietary call centre application with a customized vendor interface and pop-up screens with data on the customer he transacts with. This resulted in a substantial increase in the quality of customer relationships with, among other key performances, 100% of the calls being answered within 15 seconds, globally.
- Contributed to a project to digitize the new Club Med resort in Val Thorens, where customers can check in via mobile to avoid queues at the reception, online ski and boots reservation system as well as enriched entertainment, including, for instance, Spotify capabilities. This resulted in one of the highest customer satisfaction across all of Club Med’s resorts.

ABOUT STÉPHANE KERSULEC

Stéphane Kersulec joined Club Méditerranée (Club Med) in 1998 to build an IT organization, to design the infrastructures and to define technologies required by the business for the transformation plan of the company. Kersulec and his team implemented and deployed worldwide in more than 30 countries ERPs for Human Resources and for Finances, Business Intelligence and Yield management tools, call centres and the first B2C web sites. They also rebuilt the Property Management System software in the hotels to enable internal RFID means of payment. He has also outsourced the network and the telecoms and consolidated the data centres.

In 2003, Kersulec was appointed CTO of Club Med and CIO in 2009.

Kersulec is passionate about potential uses of new technologies for creating value for a company; he is results-oriented and interested in business strategies and teams management.

Stéphane Kersulec is an engineer, graduate of Ecole Supérieure d’Electricité (Supélec) and of Ecole Nationale Supérieure de l’Electronique et de ses Applications (ENSEA).

ABOUT THE COMPANY

Sector:

Travel & Tourism

Category:

Medium Size Enterprise

Activity:

Chain of holiday parks

Turnover (EUR):

1,38 B

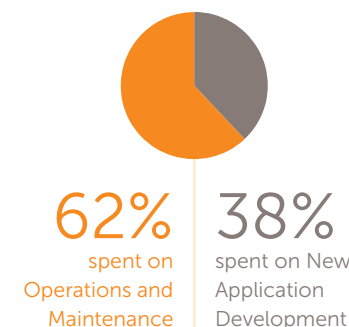
Employees (FTE):

20,000

ABOUT THE IT DIVISION



Total IT Budget from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Redirect shadow-IT into open innovation.** For Kersulec there is no such thing as shadow IT. Instead of fighting Shadow IT, he rather stimulates constructive experimentation and innovation, and develops a modular digital platform that protects the core processes, keeps control of key data, hence providing the employees with a minimum set of rules. Beyond this, they are free to experiment with new, external tools.
- **Use clear metrics that enable the business – rather than simply IT – prioritize.** Kersulec uses 3 criteria for the annual assessment of his division’s new project portfolio: people available, Return on Investment, and complexity. The quick wins are dealt with immediately, while the more complex ones are brought to the Board to decide. The current projects are assessed with the BU’s every 3 months, where eventually they get reprioritized or abandoned. Thanks to this, the business people are completely integrated in the IT decision process.

Armando Laurenti

Chief Information Officer
Bulgari Group SPA



“Expect more from your IT Group than simply managing IT services, however do not expect them to do everything; all functions need to work in a true partnership model.”

A SELECTION OF RECENT ACCOMPLISHMENTS

- To enhance Bulgari Group’s omnichannel capabilities, Laurenti and his team worked closely with others, such as a team from Marketing & Communications, to completely redesign the Bulgari.com site and integrate it in real time to their CRM marketing tool. As a result, they were able to personalize any customer’s online experience, according to her/his CRM profile (on line/off line) and navigation behaviour (both real time and historical behaviours). The site can now also be accessed all over the world, by using all types of devices, in 13 languages, fed with locally managed contents. The project was realized in 12 months and went live in October 2014. The project’s team was composed by more than 30 Business owners, 10 internal IT people and more than 10 suppliers. Despite the technological/integration complexity, this project allowed to reduce of 75% the IT yearly running costs. In addition, they improved the customer experience, as reflected in metrics such as improving navigation speed from 5 to 2,5 sec for page and increasing user registration 80%.
- Process and application standardization has been always the key success factor to sustain growth and reduce time to market. This application standardization has been established thanks the implementation of a single ERP

with a global database. In the same time within Bulgari IT structure there are several very strong Regional Teams that play the key role of Customer Demand management and first level of support (application and technical). In 2014, to improve the quality of global solutions and better enhance local market capabilities, Laurenti re-organized the IT Group splitting at Corporate and Regional level the responsibilities into three main areas.

- As Bulgari Group’s strategy becomes more digital, it has been the marketing, operations, and IT groups have worked even closer together. No single group can be responsible for the organization’s digital strategy. The IT and marketing group worked closely together to shape and realize a coherent digital strategy for Bulgari Group’s (rather than a marketing strategy that was separate from an IT strategy or vice versa).

ABOUT ARMANDO LAURENTI

Laurenti started his carrier in the Information Technology domain as an SAP Consultant, implementing several Supply Chain projects in multinational companies in the automotive and consumer goods markets. In 1999 he joined the ICT Group at Bulgari as a Supply Chain application manager. Four years later, he was promoted to an Application Director and led all the SAP implementation projects for the entire Bulgari Group.

In 2005 Armando Laurenti was appointed CIO of Bulgari Group. In this capacity, he is responsible for the Bulgari ICT Group, managing all the Corporate and Local IT services. The ICT Group is composed of 83 people, about half in Corporate headquarters, located in Rome, and about half in regional offices. As a member of the Executive Committee he reports directly to Bulgari

CEO. In the last 12 months Laurenti led several strategic projects such as the reorganization of the global ICT Group, the Bulgari Supply Chain Rethinking model, and the integration of Bulgari.com with their CRM platform. Since Bulgari became part of LVMH Group, in 2013, he also manages projects and provide IT services for LVMH Watch & Jewelry Brands.

Laurenti graduated in Economics from the University of Rome “La Sapienza” and won a grant by the European Community to attend a Master in “International Marketing Expert”.

ABOUT THE COMPANY

Sector:
Luxury goods

Category:
Medium Size Enterprise

Activity:
Luxury Goods

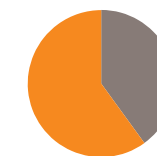
Turnover (EUR):
n/a

Employees (FTE):
4,200

ABOUT THE IT DIVISION



Total IT Budget from last year



60% spent on Operations and Maintenance | 40% spent on New Application Development

A SELECTION OF KEY LESSONS AND ADVICE

- **Strengthen IT’s partnership with the rest of the business.** Make sure to leverage the full breadth of expertise of the IT Group by ensuring it works closely together and complements the expertise of other groups. In addition to managing IT services, IT Groups can help the organization stay current to new, potentially useful and/or disruptive uses of technologies, and often have valuable holistic views of organizational processes and data throughout the organization. Although IT Groups are experts in more than simply IT services, they are not experts in everything nor are they the sole source of good ideas for new applications. Other groups, such as the strategy and marketing and communications, also provide essential expertise towards crafting and realizing a digital strategy. If other groups have good ideas, they should share them and work with IT to realize them.

Veerle Lozie

Global Operations and IT Manager
Melexis



“When launching new technological projects, one needs to be highly pragmatic. I personally prefer to start with smaller, do-able projects with immediate results.

That way we can ensure a strong coherence across all these projects.”

ABOUT VEERLE LOZIE

Veerle studied languages at the Hogeschool Gent, worked for a year in France at the Pasteur Institute, but her career really took off in 1997, when she joined the logistics department at Melexis, the technology company specialising in testing chips for the automotive industry. Veerle Lozie is now global IT manager and since 2013 also oversees “Global Operations”: a team of some 300 people.

In the autumn of 2005, Lozie, took over the ERP team and was tasked with rolling out the Oracle Business Suite. In May of 2008, she was promoted to the rank of global IT manager and today heads this team of 37 people. She travels between the subsidiaries in Belgium, Bulgaria, Germany, Ukraine and the Far East. And now mainly focuses on the integrated planning tool project.

Lozie is also very active on the board of CIOforum and strives to encourage young people to move to the STEM directions. “It’s too important. Eventually, we will run out of brains, which will see us lagging behind in terms of innovation”.

ABOUT THE COMPANY

Sector:

High Technology

Category:

Medium Size Enterprise

Activity:

Chip manufacturer for the automotive industry

Turnover (EUR):

330 M

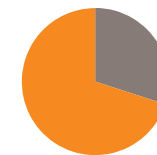
Employees (FTE):

915

ABOUT THE IT DIVISION



Total IT Budget from last year



70% spent on Operations and Maintenance

30% spent on New Application Development

A SELECTION OF RECENT ACCOMPLISHMENTS

- Supported a year-on-year business growth of 15% by being closely involved in the innovative activities of Melexis, as well as through a number of initiatives within the IT function, such as the installation of a ‘Technical Architecture Board’ where decisions are made on which technological trends to adopt; the initiation of an Enterprise Architecture exercise throughout the company; and a transparent communication on the capabilities of IT throughout the organization.
- Initiated a Data Management and Internet of Things project that will bring Melexis to the next level, thanks to a specific focus on the automation of data flows and analytics. Her team works to ensure timely data flows and consequently, scalability for future growth.
- Integrated the IT function tightly with the business by (1) making sure senior IT staff are using a common language to make strategic IT decisions, (2) creating a function of ‘IT Business Partners’ within the IT organization and (3) making sure IT and other business leaders are systematically invited to each other’s operations meetings, which further enhances the knowledge and understanding of each other’s priorities and challenges.

A SELECTION OF KEY LESSONS AND ADVICE

- **Expect all your team members to be leaders adept at challenging constructively.** Lozie’s constant focus is on building the best team possible. Leadership skills are expected from everybody in her organization, as is the willingness to constantly challenge each other, and being challenged in return. This culture of ‘mining for conflict’ helps to better solve these conflicts quicker within the team, and reinforce its coherence.
- **Use high-level relationship managers to bridge IT with rest of the business.** The success of Lozie’s IT strategy was much helped by the appointment of IT Business Partners with her organization, who are regularly discussing issues and aspirations with functional leads from other parts of the business, and feeding this back to the IT organization.

Jean-Luc Martino

Chief Information Officer
Banque Raiffeisen s.c.



“IT mission statement is to enable business by delivering efficient solutions and also helping the Business to develop a vision and to innovate. Being at the intersection of Human, Process and Technology, CIOs have an utmost exciting job!”

A SELECTION OF RECENT ACCOMPLISHMENTS

- When Martino started at Raiffeisen in 2012 IT was hardly involved in any corporate decision or strategy. In 2 years time Martino managed to change this profoundly through a number of high-profile projects: (1) migration in one go of the whole banking activity on a new core banking system; (2) 100% availability and reliability achieved since go live for the +100,000 electronic operations per day; (3) introduction of lean practices in IT and strong internal SLA's, aiming at getting IT partnering with business; (4) relocation of the headquarter with 300 people, including the datacenter; and (5) reshaping the e-Banking end-user experience. This resulted in additional sales, an increase in customer satisfaction of the bank (confirmed by the Luxembourg banking satisfaction yearly survey) and major cost savings.
- Launched a mobile banking app in 5 months time, used by 3.500 customers after 10 months. This resulted in substantial cost reduction in development due to strong integration with back-end infrastructure and streamlining development between mobile and desktop applications.
- Supported the launch of a new fidelity program for Raiffeisen shareholders rewarded with commercial advantages according to their banking business volumes.

ABOUT JEAN-LUC MARTINO

Jean-Luc Martino is the Chief Information Officer of Banque Raiffeisen Luxembourg, a top leading universal bank in Luxembourg with 600 employees and 45 branches located throughout the country. The company is a fully autonomous cooperative, with shareholders consisting of individuals and local enterprises. It is organized around three lines of business: Retail Banking (with over 110.000 clients); Banking Services for Small & Medium Enterprises; and Wealth Management.

A graduate from UCL (Louvain-La-Neuve, Ecole Polytechnique) in civil engineering, Jean-Luc Martino started his IT career in 1988 as a consultant with Callataÿ & Wouters. From the beginning, he has been involved in global IT transformation projects for banks. In 1998, he became Head of Application Development for CACEIS Luxembourg

and Crédit Agricole Private Banking Luxembourg. From 2000 to 2011 he served as CIO for KBL European Private Bankers, during which he transformed KBL as an IT service provider for KBL subsidiaries. His team designed, developed and operated services for the subsidiaries were such as global brokerage, custody, and a full-fledged private banking platform (including core banking, CRM, e-Banking, BI).

Beginning 2012, Jean-Luc Martino joined Banque Raiffeisen Luxembourg and lead with success the global IT transformation of the bank. Jean-Luc Martino was elected CIO of the Year 2013 by the CIO Luxembourg Community (IT-One) and CIO of the Year 2014 by ITnation (Golden-i).

ABOUT THE COMPANY

Sector:

Finance

Category:

Medium Size Enterprise

Activity:

Banking

Turnover (EUR):

150 M

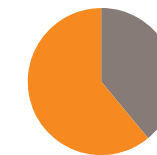
Employees (FTE):

600

ABOUT THE IT DIVISION



Total IT Budget from last year



61% spent on Operations and Maintenance

39% spent on New Application Development

A SELECTION OF KEY LESSONS AND ADVICE

- **Involve operations early in the development process.** Often the development and operations teams have separated workstreams. Martino quickly realized the benefit of having the operation team involved in the early stages of a development process. Building a bridge between development and operations helps to ensure a smooth rollout of new projects.
- **Use governance to develop a single coherent voice.** At Raiffeisen IT was historically spread among different business workstreams. The IT governance practices were hence driven by the business. For Martino to be successful it was vital to have IT integrated again and develop a single voice in IT governance.
- **Keep it simple and always try to demystify complex business requirements !**

Manuel Monteiro

Chief Development and Innovation Officer
(from 2011 – 2015)
Hospital-School from the University Fernando Pessoa



“The necessary evolution in health care is that the services need to go to the clients, not the clients go to the services”

ABOUT MANUEL MONTEIRO

Manuel Monteiro is a healthcare information systems expert with special focus on systems interoperability and business intelligence. Manuel Monteiro earned a post-graduation degree in Economy and Management in Healthcare Services and a degree in Management Informatics. An avid continuous learner, he continues to take courses on topics such as “Innovating in Health Care”, “Quantitative Methods to Management” and “Data Analytics”.

Most recently, Monteiro worked in the healthcare industry, where he was member of the Management Board and Coordinator of Information Systems Development & Innovation at the Hospital-School from the University Fernando Pessoa (UFP). At UFP he also taught “Health Care Information Systems” and “Innovation in Health Care”.

In 2000, he founded Forevernet, a web services firm, and was responsible for the development of projects and services to prominent European and African organizations, including two central banks, several city councils, major companies, universities and research institutions, managing a portfolio with thousands of customers.

Since 1989 he has taught IT related disciplines at several institutions like National Institute of Computers and Systems Engineering (INESC), University Fernando Pessoa and Polytechnic Institute of Porto (IPP).

ABOUT THE COMPANY

Sector:

Health Care

Category:

Medium Size
Enterprise

Activity:

Private Hospital
and University

Turnover (EUR):

4,5 M

Employees (FTE):

183

A SELECTION OF RECENT ACCOMPLISHMENTS

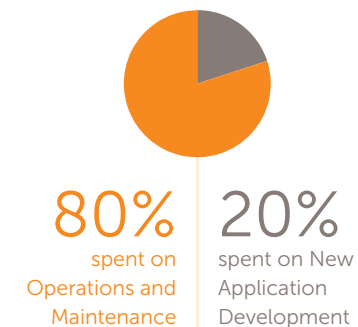
- Enabled the transition of the hospital into a digital, competitive and customer-focused organization. Starting with the rollout of a highly configurable Electronic Health Record (EHR) with more than 40 specialties, Monteiro then ensured the maturity and agility of the hospital’s IT system in order to prepare for areas such as e-Health, Cloud, Big Data, the IoT and Wearable Sensors in a near future. Monteiro and his team have ensured a high level of interoperability, and as a result, improved the relationship that professionals have with the systems. Professionals now draw on in a seamless and logical manner as they engage in their work practices. The new technologies are no longer an obstacle to practicing the “Art of healing”.
- Implemented a Business Intelligence tool based on open source, and at zero cost. This BI concept led to a transition from a situation where multiple decision-makers and professionals generate their own reports for days, all different and difficult to compare, to a situation of centralization, standardization and automation. With little or no human interference, the key indicators necessary for hospital managers are generated in seconds, regularly and based on reliable data. The distribution of reports is also carried out in an automated way via multiple distribution lists. The system allowed extraordinary savings of working hours and earnings in the quality of the information.

ABOUT THE IT DIVISION

Full Time Equivalent



Total IT Budget
from last year



A SELECTION OF KEY LESSONS AND ADVICE

- **Select a team that can engage with key users.** Monteiro is very proud of his colleagues. “I had an excellent team,” he explains, “They are heroes!” The team included colleagues from external parties, who have provided crucial technological, process, and organizational change support.
- **Be clear about the interdependencies of processes, from the point of view of various internal and external stakeholder groups.** The biggest quality of the system Monteiro put in place, is that it’s an open system, interconnecting all the processes of the hospital. According to Monteiro the system needs to be built after having understood and assessed the business processes, instead of first building the system and then review the processes.
- **Leverage international guidelines.** Monteiro considers his sector fortunate to have an organization that has set up business-sensible guidelines that define the maturity level to information systems in a hospital (HIMSS), where the most mature level is a paperless hospital. The guidelines helped Monteiro and his team focus on what it takes to use IT to improve the quality and security of the service to clients.

Dirk Müller

Chief Information Officer
Franz Haniel & Cie. GmbH



ABOUT THE COMPANY

Sector:
Holding

Category:
Medium Size Enterprise

Activity:
Family Equity Company with diversified investment portfolio in regards of business models, geographic coverage and business cyclicalit

Turnover (EUR):
450 M (Holding) /
3,94 B (Group)

Employees (FTE):
200 (Holding) /
>10,000 (Group)

ABOUT DIRK MÜLLER

Dirk Müller is Head of IT from Franz Haniel & Cie. GmbH, a German family-equity company which has been headquartered in Duisburg-Ruhrort since it was founded 1756. The 100 per cent family-owned Holding Company manages its diversified portfolio from there and pursues a long-term investment strategy as a value developer.

Before joining Franz Haniel & Cie. GmbH he started his career in the controlling department of Cemex Germany (formerly Readymix) where he implemented a complex Management Information System and acted as requirement engineer for the business. From there he moved on working as a Senior Architect for Business Intelligence at IBM Business Consulting Services where he had the chance to work as a Team Lead in several national and international projects.

In 2004 he joined Franz Haniel & Cie. GmbH and worked in senior IT management positions before he was appointed as Head of IT end of 2011. Together with his team he launched the initiative "Challenge IT 2014" in order to reposition the IT department alongside with the new Role Model of the Holding. Based on a newly developed IT Strategy several projects were launched with the focus of reshaping the IT service portfolio, reducing costs and increasing flexibility and agility.

In general he always tries to balance his management approach between compliance alignment and pragmatic and agile service delivery. Within the actual situation of portfolio reorganization at Haniel he has the challenge to position the IT as a value driver reflecting the decentralized Enterprise Governance Model.

Dirk Müller holds a Master Degree in Computer Science from the University of Dortmund.

A SELECTION OF RECENT ACCOMPLISHMENTS

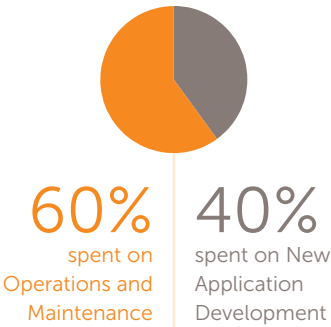
- Achieved the transition to enterprise-wide services throughout FHC's holding companies through a number of initiatives. Müller and his team formed a transparent portfolio of IT services, that now consists of three service clusters and use cases designed to help end users understand how IT products related to business interests. They introduced IT product managers to enhance the quality of the services and IT account managers to align the portfolio with the holding companies. All managers are skilled in demand management and are able to lead projects.
- Müller and his team upgraded the digital workplace of 250 end users located in the Headquarters building, thereby enabling them to become fully mobile and multi-channel. In the process, they achieved savings of around 180T€ each year, reduced complexity in architecture and support and increased customer satisfaction.
- In collaboration with several suppliers, the IT Organization transformed several important aspects of the IT landscape into cloud-based services. As a result, they achieved savings of around 300T€ each year and increased the agility and flexibility of their product offering. Consequently, they earned higher end user satisfaction. To realize the transformation, they created and practiced an especially flexible approach to enterprise architecture called "Challenge Driven Architecture," based on a three-layer approach (Core, Intermediate and Innovation) that reflects change rate, end user type and criticality of business processes.

"We've been changing the mindset from IT as a shared service provider to IT as a business partner and as a sparring partner for our Board."

ABOUT THE IT DIVISION



Total IT Budget from last year



A SELECTION OF KEY LESSONS AND ADVICE

- Take the best of what has been done and adapt it to your circumstances. Müller and his team have taken the most relevant of well-developed techniques, such as ITIL, Agile, and enterprise architecture, and adapted them to FHC's specific situation.
- Engage the business along a variety of levels. Müller has implemented two levels of engagement. Product managers are responsible for services that are valuable to the rest of the business. Account managers are responsible for representing specific areas of the business and for many in the business, are often the first point of contact with IT.
- Have a team that can manage multiple roles. "We have one person, for example, who is a great product manager, is an HR expert, and he is great at marketing. He is even talented at summarizing meeting by drawing pictures. Other business units now use his drawing skills. It is a great way to involve IT and to communicate how IT can help."

The 2015 Digital Leadership Report
Transforming digital into value

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 23 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-three digital leaders from nine European countries participated in as finalists of CIONET's CIO of the Year contest 2015. 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.



CIONET
What's next.

About CIONET

We are CIONET, the biggest community of IT executives in Europe. Bringing together over 5000 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."



About Cegeka

Cegeka Group is an independent ICT service provider, established in 1992. Cegeka has its head office in Belgium with branches in Belgium, Germany, France, Italy, Netherlands, Luxembourg, Austria, Poland, Romania, Czech Republic and Slovakia. The company provides services to clients throughout Europe: enter-

prise cloud services, application services, agile coaching and outsourcing services to reduce costs, increase productivity and enhance business success for customers. The group has 3,200 employees.

Visit www.cegeka.com for more information.