

IT Turn Around

Group of mechanical engineering companies, PE-owned

COMPANY DETAILS

- **FTEs:** 5,000
- **Responsibility:** 10 IT FTEs
- **Scope:** IT organization + group IT integration

SITUATION AND CHALLENGES

- **Lack of market alignment of IT**
 For many years, the strategic goal of IT was an exaggeratedly high level of IT security, which was supposed to provide a distinguishing feature in the market. The effect was modest, but operational efficiency suffered considerably. A shadow IT was built. Meanwhile, the market had changed, and operational and collaborative efficiency, costs and reaction speed became dominant. IT did not adopt these changes and started to dig its heels in.
- ⚠ **IT management conflict with new board director**
 The responsible director at the board for IT had changed and the new felt that IT management was hindering the necessary steps, so it decided on the necessary changes bypassing IT management. Morale in IT plummeted, the IT fell apart into camps and key personnel left.

ROLE / FUNCTION

Fractional Interim CIO

OBJECTIVES

1. **IT leadership + board together**
 Trust, reliability, cooperation, joint action
2. Establishing **connectivity** between IT and business
3. Realising **quick wins** in business processes

MEASURES AND PROCEDURES

- Made the use of existing collaborative IT tools mandatory
- IT role in the company repositioned
- Reorganised the collaboration between IT and the company, opened IT up to appropriate change requirements in IT
- Creation of the contractual basis for the regulatory requirements for the use of cloud services

RESULTS AND ACHIEVEMENTS

- ★ Despite the new external appointment to the position of IT manager, **loss of key personnel stopped**
- **Microsoft Dynamics 365 Business Central (ERP)** prepared for Day 1
- **O365 / M365 implementation** project brought out of deadlock and onto the home straight