

Digital Transformation

Occupational medicine and safety company group

COMPANY DETAILS

- **FTEs:** 1,300
- **Responsibility:** 36 IT FTEs
- **Scope:** IT for 7 sub-companies, 92 subsidiaries

SITUATION AND CHALLENGES

- ⚠ **Increasing deterioration of market position**
Loss of tenders and contracts due to non-fulfilment of IT requirements for digital processes, IT security and interfaces
- **Outdated IT**
Significant technical debt, insufficient IT application knowledge in the company, outdated and insecure systems, insufficient cost efficiency with too high a cost position: deterrence of urgently needed new personnel in the company
- **Low professionalism of IT management**
Projects that have got out of hand, a lack of cost transparency and planning security, insufficient performance and quality, unclear assets, a high degree of customisation

ROLE / FUNCTION

CIO

OBJECTIVES

1. **Digitally transforming the company group** by digitalisation / automation / acceleration of collaborations internally & externally and enabling new digital products
2. **Sales-pushing IT strategy** and IT alignment, incl. security & cloud standards
3. Modernisation of IT to a **competitive level**

MEASURES AND PROCEDURES

- Customer platforms for key accounts for automated planning, order placement, reporting, documentation and communication
- Digitalisation of internal and external collaboration
- Mobile working, desktop sharing, home office
- Business processes into cloud transferred, legally compliant data storage and big data analyses
- Group-wide project portfolio and multi-project management
- IT organisation from a functionally segregated organisation to a service-oriented restructured

RESULTS AND ACHIEVEMENTS

- ★ **Kept the business running during the pandemic by ensuring the minimal-necessary turnover**, even though the business model is based on personal contact
- **At least €3.5 million** saved on projects that did not generate an adequate return, and the **average return on investment (ROI) increased to at least 200%** 1st year
- **€150 thousand operating costs per year reduced** by professionalising asset management