

simpliCity

MAGAZINE

TO GET THERE, TOGETHER





DEAR READER,

You are holding the first simpliCity magazine of our revamped company, Realdolmen, with a new cover, complete with a new logo and fresh new colors.

Why a new logo?

With the new logo, we want to close a number of things from the past and clearly look to the future. A pared-down 'R' that illustrates our pursuit for simplicity and demonstrates that we can easily hit it off with customers and partners. From now on, we will also write Realdolmen as a proper noun, i.e. with one capital letter. All this in fresh greenish hues, which emphasize our stability, durability and a human approach – and with sufficient shades so as definitely not to be a one-size-fits-all company. With this new logo, we mainly want to convey an image of one vibrant Realdolmen.

We also think that it is necessary to emphasize a number of aspects. For us, but certainly for our customers too, as technology is changing at a rapid pace and we, as people, experience the digital acceleration all the more. The more the world becomes digital, the more important it becomes to focus on the essence: business is all about people, their needs and their desires.

Realdolmen intends to make a difference for organizations, customers and employees by putting people back at the center of this technology-driven world. Human experience is the aim; ICT is very clearly only a means.

Our mission statement therefore remains the same: We make ICT work for your business. Together we ensure that ICT can transform your business model or operating model from the strategic level to actual implementation, which in turn will lead to a working organization, satisfied customers and employees, and hard results.

For this reason, we also have a new baseline that fully supports our mission statement. It is simultaneously a mindset and a commitment that we are making, to customers and employees alike: to get there, together!

Easier said than done perhaps: in order to achieve all this, that is why we have also carried out a large number of transformation projects to embed this way of thinking at Realdolmen. The change is certainly not merely cosmetic – you can definitely expect a number of new things from us.

Firstly, we want to make a difference in terms of our attitude. Of course, we are ICT experts; we think that this is the Olympian minimum. However, we hope that you will mainly recognize us for our

pragmatic, constructive and proactive way of working. After all, we want cooperation with us to be straightforward and hassle-free.

Our objective is to help people and organizations achieve their potential. This is why we set great store by working with and for people and organizations that — like us — have a strong commitment within their organization and towards their employees and customers to be on the lookout for that potential and then work to the best of their ability to maximize it.

To help our customers in this respect, we continue to be a broad, generalist ICT player that assists you with any ICT-related strategic, tactical or operational issues, regardless of whether they are managed from the business or driven by technology.

From a strategic perspective, we look at how ICT can support your business plans or the role played by ICT in your organization. We translate ICT hypes, such as IoT and Smart Machines, to a relevant level so that you can assess how future technological developments will have impact on your organization.

At the tactical level, we address, together with you, how ICT can improve your specific processes. We also give you advice on the best way to deal with specific ICT trends in the short and medium term, such as cloud and big data.

We resolve operational issues for you using reliable ICT support or advice on ICT infrastructure and licenses. We also ensure that you can count on additional manpower if you are temporarily short-handed.

Of course, we always do this in the spirit of cooperation between partners. Whether you are currently searching for a partner to help you with one specific project or a partner to take on several integrated projects for you from start to finish.

This simpliCity magazine contains lots of additional information on the reasons for our transformation and how we help to achieve the potential of your organization, employees and customers using ICT. We would like to do something about it together with you.

Marc De Keersmaecker



REALDOLMEN
to get there, together



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TECHNOLOGY IS CHANGING THE WORLD AT A RAPID PACE
Why Realdolmen is transforming

REALDOLMEN CUSTOMER JOURNEY



WHY REALDOLMEN IS TRANSFORMING

Technology is changing the world faster than ever. But at the end of the day, it is all about people. Companies that realize this and are, so to speak, obsessed with their customers outperform the S&P 500 Stock Index by, on average, 43%, according to Forrester Research. This is why organizations must focus again on the person instead of on the product.

We see that companies are abandoning the silo structure and are increasingly involving customers and partners in the operational process. They become connected companies. Tim Claes: “Did you know that a Good Company Stock Index exists? This index defines companies that have a heart for people according to specific standards. They outperform the S&P 500 Stock Index by 34% on average.”

But how do you do that as a company, i.e. focus on ‘people’?

Externally, you have to provide customers with an amazing consumer experience during the ‘customer journey’. Listen carefully to what your customers are telling you. Then you have to understand what that means for your company in order to create optimal customer involvement. Finally, you will need to fine-tune the interaction with your customers as events occur. You put your customers first in any contact at all times.

Internally, you must be aware of the trends that shape the workplace of your employees today and tomorrow. Mobility, social networks, the information wave and consumerization of IT determine how employees view their own workplace. Do you realize that there will soon be four generations working side by side in your organization, each having their own convictions and expectations? Each generation expects a specific approach.

What does this now mean for you?

Just because things are going well for your company today does not mean that you will also meet the expectations of tomorrow. Dare to review your business model. We believe that companies that genuinely put people first, both internally and externally, are the companies that survive and will make a difference tomorrow.



People simply like to do business with people they know, like and trust.



Engaged employees truly make the customer experience.

These one-liners are easy to utter but very difficult to actually anchor in an organization. So, how can you deliver on these new promises? As stated above: put your customers (customer centricity) and your employees (engaged workplace) first in every aspect of your business model. This move will have a major impact on all your business processes. For this reason, as a company you will also typically make 'build' or 'buy' decisions to implement either best-of-breed business processes or completely tailor-made business processes.

The large amount of internal and external data and how you deal with it will also impact on your business model. You will gain valuable insights not only from transactional data, but also from behavioral data, for example. That's where concepts such as big data and the Internet of Things come into play. A third important area that is way you deal with IT – The new style of IT. No more on-premises data centers, no more cloud. In reality, a hybrid cloud will need to be set up fit for your business.

And last but not least, you as a company will need to embrace your customers

and employees in your business and IT alignment. Change is the only constant, but how will you ensure a structured approach taking people along with you during every step of the process? Genuinely embedding this in an organization is a transition, a journey. People and perceptions only change over a long period. A Customer Experience Maturity Model and an Engaged Workplace Scorecard will help you to draw up a baseline for your organization. It will help you to make the right decisions to move to the next level of maturity and to assess your progress. A customer satisfaction index and an employee survey are still excellent feedback mechanisms that can assist you during this transition.

What does this mean for Realdolmen?

Realdolmen will also have to make this change. We want to give more priority to you as our customers and to our employees. Our mission statement and vision remain the same, but we want to bring our day-to-day operation more in line with these, and translate strategy into plain language. Making choices and implementing them consistently. For our transformation, we have started with 'why'. Why do we want our customers to choose for us? Why do we want our employees to choose for us?

At Realdolmen, we believe very strongly in people and that we can achieve people's potential. We believe that in this way we can also enable other organizations to grow. Thanks to our pragmatic, constructive and proactive approach, we intend to make cooperation a pleasant experience and facilitate mutual relationships. Of course, you can still assume that we have a lot of ICT know-how in-house and aim to address any ICT-related strategic, tactical and operational issues with you.

Tim Claes
Marketing & Sales Director



TECHNOLOGY IS CHANGING THE WORLD AT A RAPID PACE
Why Realdolmen is transforming

Customers and employees first
for the best total experience
in ICT

Realdolmen AND THE SECTORS

Focus on customers

Realdolmen puts the customer first with each contact, but also knows that every customer is different. This is why it is important to know customers well and understand their needs and challenges. And these can vary from sector to sector. In the case of our segments, we pool our expertise and focus on the developments and trends in the sectors. We do not do this a priori from a technology perspective, but are always thinking about our customers' challenges and how technology can offer a solution. 'Digital first', but not 'digital only'. Ultimately, we want to offer our customers an excellent end-to-end customer experience that is completely tailored to their sector's needs.

Health

Few sectors are undergoing such considerable change as the healthcare sector. The demand for healthcare is rising, the population is ageing, but at the same time is also more discerning and better informed, well-qualified personnel are harder to find, new technologies are emerging, competition on price and quality is increasing, and resources are limited. Designing new integrated healthcare concepts, improving quality and efficiency, and cutting costs are high on the agenda. Healthcare providers and other concerned parties are also

increasingly forming networks in which cooperation and the mutual exchange of information are taking on increasing importance.

Well-founded ICT solutions help to address these challenges, but the healthcare sector is not like any other sector. Social relevance, data confidentiality, the budgetary aspects and the increasing technical complexity call for not only special know-how, but also responsible commitment. Realdolmen has been active in the healthcare industry for more than 30 years and has built a solid reputation over those years. Eddy Volcher: "We have a long-term commitment in the healthcare sector and build customized sustainable solutions in close collaboration with the sector. Not just hospitals — although these are occupying an increasingly more central position in the ecosystem — but also home care organizations, health insurance funds and government institutions. Consequently, we have a clear insight into the complete Belgian healthcare landscape."

Realdolmen's know-how is included in the Healthcare Solution Suite. This is an overarching platform of business applications and services that fully respond to the needs of healthcare organizations. It offers innovative and reliable solutions in the area of infrastructure, support of work processes in hospitals and secure information exchange

and cooperation between healthcare providers, patients and institutions.

In October 2015, Realdolmen entered into an alliance with the French group Medasys, one of Europe's leading players in the field of medical data processing and publisher of the integrated software package DxCare. As a result of their partnership, Realdolmen and Medasys currently market a complete and tried-and-tested solution for the Electronic Patient Record (EPR). Putting patients first in the system optimizes the solution as regards the day-to-day work of healthcare providers in a rationale of shared, secure and smart patient data. Implementing such a solution is a necessary step on the way to the hospital of tomorrow and forms a solid basis for being able to seize the transformation opportunities in the field of connected medicine and predictive health models.

Services

The companies in the services segment have a high organizational and technological maturity level owing to their size, international structure or the position held in our economy. The major players among them are particularly pioneering and take the lead when it comes to working with innovative technology. Yet these companies are also under pressure and there is a need for acceleration. Financial service providers,

TECHNOLOGY IS CHANGING THE WORLD AT A RAPID PACE
Realdolmen and the sectors

- European
- Federal
- Flemish
- Local
- Education

PUBLIC

- Banks and insurers
- Energy suppliers and utilities
- Telecom
- Media
- Legal sector, specialized IT companies, large consultancy firms
- Social secretariats

SERVICES

HEALTH

- Hospitals
- Home care organizations
- Primary healthcare and other healthcare providers
- Health insurance funds
- Government agencies

INDUSTRY

- Road Air Sea Transportation
- Wholesale Durables and Non-Durables
- Chemical and Pharmaceutical Industry
- Food and Beverage Industry
- Transport Industry
- Retail
- Manufacturing

as well as the telecom and media industries think, along with many other subsectors, that the business models within which they operate today are gradually beginning to waver.

Thus, legislation, which is becoming increasingly strict, leads to disruption primarily in the financial sector. Banks and insurers must therefore satisfy Basel III and Solvency II requirements, and there are increasing rules concerning privacy and data protection. The introduction of PSD2 (Payment Services Directive) is now just around the corner. This European directive obliges banks to give third parties access to transaction data. As a result, new, non-banking operators – FinTech companies – can access the payments market and offer cross-banking services. The profitable nature of the financial institution is therefore coming under pressure, forcing it to explore additional business areas and define new cooperation models.

The pace of technological change is also a challenge. The impact of digital and mobile technology is perceptible in nearly all sectors and leads to the review of existing business models. Customer satisfaction is one of the key benchmarks, although not the main one. Josef Szekeres: “B2B companies are under pressure because, from a retail perspective, many accepted truths have emerged as regards the customer experience. The experience we gain in B2C is transferred to a B2B environment. In the B2B relationship, we expect the same speed and service, the same ‘real time’ and ‘right time’ as in a B2C relationship.” This can be a problem, particularly for service companies with legacy architectures. Yet consumer thinking from B2C has also permeated B2B companies. They are aware of the need to create a customer-driven business model.

Technology plays a major role here but it must be put into perspective. Josef Szekeres: “Customers are no longer merely satisfied with a technological solution.

From a partner such as Realdolmen, they expect advice so that they can make the right choices. It is not so much about the technology per se, but rather whether it can be used relevantly. For example, take blockchain: much-hyped in the experimental phase, but now it’s about the specific potential and the added value of the technology for customers. These are the ongoing adjustments that Realdolmen wants to make for its customers. What is the problem-solving ability of a specific technology and how can existing — as well as upcoming — trends cope with the challenges of today and tomorrow?”

Public

Our public institutions are facing enormous challenges at all management levels: ongoing improvement in the quality of service provided to citizens and companies, control of public finances in a climate of economic savings and sustainable development. Specifically as regards e-government, they share the aim of improving communication with citizens and companies and expanding the provision of electronic services, organizing the management of various government databases and maximizing the exchange of data, facilitating citizens’ access to government data, and integrating cloud services.

The government is now working on its digitization approach and has already developed a whole range of services, such as Tax-on-web, MyCareNet and Police-on-web. Many other e-services will follow in the next few years. Government coalition agreements also increase the focus on digitization. For instance, from 2016 the use of e-invoicing will be compulsory for government departments and e-procurement will be the norm.

Reusing data from authentic sources will result in a major reduction of the administrative burden for individuals and companies. This ‘Only Once’ principle will also have a positive impact on the operation and efficiency of the government

departments concerned. This will require the electronic exchange of data between all agencies concerned, as well as open standards.

Tim Pots: “Realdolmen has been working with the Belgian government for many years in order to expand its e-strategy. Projects such as those for the Brussels Regional Informatics Center (BRIC), the Banque-Carrefour Intégration civique/ Kruispuntbank Inburgering (central data-bank for monitoring integration) and the Federal Service Bus (FSB) have ensured that our expertise is firmly anchored, which we also want to continue to deploy in the future. A large number of local initiatives have already been taken in Brussels, Antwerp, Ghent and Leuven in response to the rows of parents camping in front of schools. As the next step, we will try to achieve economies of scale by offering one Shared Cloud Platform.”

Cloud computing prevents both overcapacity and undercapacity and unburdens the authorities, as a result of which they can focus more on their core tasks. But it also calls for a radical change in procedures, adequate security and conscious handling of sensitive data. Both the primary site and the Data Recovery site of the Realdolmen Cloud are based in Belgium and linked to BelNet, which makes this private cloud an attractive option for authorities that do not want to make any further investments in hardware.

Tim Pots: “Lastly, the VO store, Realdolmen’s webshop for the Flemish authorities, is our response to the demand for digital procurement. It is also a market comparison tool that enables the Flemish authorities to procure IT equipment on a quicker and more cost-effective basis.”

Industry

The companies in the Industry segment have as their common denominator that they are trading companies with a logistics component. Tim Verpoorten: “We make a

distinction here between three main types: manufacturers, distributors and retailers — although, in practice, there is increasing overlap between them. The trends applicable to these companies can be very specific, but are also sometimes surprisingly similar.”

As this segment is so broad in terms of business models, Realdolmen offers a wide range of solutions to cater for all types of companies in the Industry segment. This ranges from suppliers and advisers for infrastructure solutions, to resourcers for profiles with specific technological skills and business experience, to partners for specific business applications, such as ERP and EAM solutions.

Some of the key areas:

“Not predicting the future, but predicting in order to have a future”

Regardless of the type of company, the product or the activity becomes increasingly more important in order to gain an insight into the course of business. Whether it is a manufacturer that has to gear its batch sizes to customer demand, a wholesaler that has to monitor its stock level or a retailer that has to anticipate the shorter life cycle of products; inaccurately predicting purchases or consumption is being increasingly punished. Tim Verpoorten: “In the case of companies that trade, for example, in fast-moving consumer goods (FMCG), the importance of accurately predicting demand is only increasing. Combining Big Data and the Internet of Things (IoT) offers huge opportunities here and we would like to co-create with customers in this regard.”

“Connected Enterprise”

It is important that all information arising in the supply chain can be accessed and validated centrally by our customers’ customers. Do I have sufficient information about products and applications? Where can I buy that, what is in stock and when can it be delivered? The answer to this question is not a straightforward one, but a complex collection of targeted information.

To transfer this information in the ecosystem from the producer, via the wholesaler and, if applicable, retailer, to the consumer and make it maintainable, companies must forge partnerships to allow the flow of online data. Tim Verpoorten: “We are building integration platforms where companies can find each other. Working at a technical level with program interfaces (APIs) that allow this information to be reproduced in real time and transparently at the endpoint – whether consumer or purchaser – without human intervention being necessary.”

“Back to the core, focusing on our own Core Business”

The world is changing faster than ever and companies in the Industry segment must be able to react ever more quickly according to new business and IT trends. Tim Verpoorten: “Very difficult if your IT backbone is needlessly complex, in that technology solutions have existed for many years and continue to be built on a customized basis in order to be able to track trends and business issues. As a Trusted Advisor, Realdolmen helps companies to map the existing (Enterprise) Architecture, determine the sticking points, and define a ‘to be’ architecture and a roadmap for this. The unraveling of all kinds of point-to-point connections towards a Service Oriented Architecture (SOA) is also one of our hobbyhorses. As a partner, we are happy to take over the underlying infrastructure and its support, which are frequently not our customers’ core business. This provides their IT department not only with breathing space, but also mainly gives them the flexibility and the space to be able to work on what differentiates them from their competitors.”

- Eddy Volcher**
General Manager – Realdolmen Sud
- Josef Szekeres**
Segment Manager Services & Health
- Tim Pots**
Segment Manager Public
- Tim Verpoorten**
Segment Manager Industry

SOME FACTS & FIGURES

900
CONSULTANTS

AT YOUR
SERVICE

SECURE
 **YOUR** **DATA**
certified
ISAE3402 type 2

SAVE
TIME

& MONEY
OPTIMIZE
SOFTWARE LICENSES


PERFORM
43%
BETTER
BY FOCUSING ON
CUSTOMER EXPERIENCE



DIGITAL TRANSFORMATION at the business/IT interface

“Change is the only constant in life.” This ancient wisdom of Heraclitus is more true than ever now. Companies are caught up in a technological acceleration with online and digital as the new standard. Anyone who cannot keep up with these changes runs the risk of disappearing, perhaps very quickly. To keep up, companies must adapt to digital evolution and integrate it into their business strategy. It’s Darwin all over again: either embrace change and discover new business opportunities, or die out.

Integrated and connected

Digital transformation is a phenomenon that fits in with the increasing impact of digitization on people and society and therefore on companies. According to Hendrik Albrecht, more and more companies understand the significance of digital transformation and many are now putting it on the agenda. “Digital transformation is an overarching, multifaceted concept. Existing, more traditional companies are today rediscovering themselves.”

Hendrik Albrecht emphasizes the significance of digital networks and platforms in a company’s chances of survival. “As a company, it is no longer enough to remain on your own. If you want to be able to move quickly and deal constructively with the new requirements of agility and flexibility, then you have to develop effective networks, not only within your own company, but also outside.” These days, more and more companies are starting to share their data and business logic with their business partners and other strategic stakeholders, such as their customers and suppliers. In this way, they cannot only improve their service, but also innovate and even create new revenue models.

Customer centricity squared

Companies embrace digital transformation for various reasons: they want to improve their operational processes, develop new business models, or enhance customer experience. According to Hendrik Albrecht, the last aspect in particular – customer experience – touches the core of the digital transformation. There is a new trend where customers increasingly determine — and even expect — how things are done. Just think of the changed buying behavior where customers want to be increasingly approached and served via multiple channels; whenever and wherever they want, in a way that best suits them. Incidentally, it is a trend that is being observed not only in the private sector, but also among the public authorities.

Newcomers understand this very well and focus their business strategy explicitly on the customer and the customer’s total experience. Not only players like Uber, Airbnb and Alibaba are in that camp. E-tailers such as the German company HelloFresh are also advancing. Hendrik Albrecht: “HelloFresh is a start-up that cleverly meets customers’ needs using venture capital. They deliver healthy meal and recipe boxes to your door whenever you want, even on Sundays. As a customer, you are choosing in this case not only the actual products, but also — and maybe this is the main point — the accompanying complete service, including delivery with a smile. The person delivering will even take away the packaging material.” This is a disruption that conventional retail chains must learn to deal with. It challenges them to think differently, and in the best case it leads to a transformation. In the worst case, it exposes their inability to change.



REALDOLMEN IS ALSO CHANGING: STRATEGIC ICT ISSUES AND HYPES

Digital transformation at the business/IT interface

Business and IT on the same page

It appears that the digital transformation will take place at the interface of business and IT. Although many companies think of digital transformation in terms of technology, it is more than just a technology issue. More than ever companies must put their customers first and tailor their strategy to their customers' needs. Hendrik Albrecht: "Digital transformation is actually a business transformation in which digital technology is nothing more than an enabler. To transform successfully, it is crucial that IT is aligned and contributes to the strategic goals of the company." The key is to find a perfect balance between two opposites: change versus stability. This means not only optimal deployment of new technologies, but also keeping existing systems operational, and in some cases replacing or discontinuing existing systems.

Areas of strategic expertise

Transforming is not easy and companies do their best to deploy the transformation on their own scale and according to their capacity. There are a number of areas of expertise that can help them set up and implement successful digital transformation. Hendrik Albrecht: "Enterprise architecture, where the mutual relationships between the business model of a company and the IT landscape are established, is one of these areas of expertise. Portfolio management and change management are also major links in the strategic process."

The significance of enterprise architecture is confirmed by Gartner. According to their research, enterprise architecture is the foundation of a successful digital strategy. And rightly so, as it identifies the current and future situations

and ensures that the path between them is always aligned to the strategic business objectives. Hendrik Albrecht: "Enterprise architecture is therefore a major tool for achieving the alignment between business and IT. It provides the strategic roadmap that enables an organization to transform, in a controlled and future-proof manner, from what it is now to what it should be."

The ultimate goal is to effectively implement the strategic objectives. One of the tools for driving this is strategic portfolio management. What this means is putting together a high-level portfolio of projects, processes and activities that are necessary for moving from the present situation to the future situation in an efficient and profitable manner. The portfolio is constantly weighed against the enterprise architecture and the prevailing business priorities, including budgetary priorities. Hendrik Albrecht: "Managing this portfolio is a complex matter, particularly when you consider that it has to be done in an operational environment that cannot be stopped arbitrarily. This is why transitional architectures are strived for; stable interim states that facilitate the change you want to implement."

Lastly, Hendrik Albrecht emphasizes the need for change management. "An organization can only change if the people also want and can adopt the change. People often feel resistant toward change, not only a company's own staff, but also other stakeholders such as suppliers and partners. You have to try to overcome this resistance by informing them and involving them in the process, preferably as early as possible. This is the only way you can succeed as an organization."

Hendrik Albrecht - Division Manager Business & IT Alignment

ACHIEVING THE BEST USER EXPERIENCE

thanks to IT outsourcing





REALDOLMEN IS ALSO CHANGING: STRATEGIC ICT ISSUES AND HYPES

Achieving the best user experience thanks to IT outsourcing

Consumer power, customer centricity, digital transformation, digital business ... These are no longer buzzwords. Companies increasingly understand the significance of digital transformation, which forms the basis of consumer power, and are putting it on the agenda. Mobile, cloud, big data and social media: four trends that, according to both Forrester and Gartner, have permeated deep into the business world for some time.

Transforming means changing. But people and companies are often reluctant to change. However, a company's capacity for change plays an important role in its chances of survival, because it is this that distinguishes the company from its competitors. CIOs know better than anyone else that IT is a significant business enabler for this. They also realize that change has a dramatic impact on the IT organization, especially when conditions are changing faster and faster. IT must also be agile enough to evolve with the business and enable the change process.

IT outsourcing makes your business agile

Agility is the keyword, and it is doubtless something you do your best to achieve. However, you also know that skilled IT talent is scarce, so it is essential to deploy your talent properly. Do you use your people to maintain the status quo, or to create innovation? If you opt for the latter – which is a smart choice – you might not have enough resources to handle the former. That is a good reason to think about outsourcing your IT – or at least part of it, starting with your commodity IT: the PC landscape, the software, the servers, server security, and so on. These are things that simply have to be there, and an external partner can offload them for you by providing specialized services.

WHAT AIM DO YOU HAVE IN MIND IN YOUR PLANS FOR IT OUTSOURCING FOR THE NEXT 2-3 YEARS?



COST SAVINGS



IMPROVING QUALITY



ACCESS TO KNOWLEDGE



TIME TO MARKET



FINANCIAL FLEXIBILITY

source: *The KPMG Difference*, July 2015

Here the potential benefits of IT go beyond cost savings – the conventional reason for outsourcing. By outsourcing the operational management of your IT environment to an external partner, you can focus on innovating your own IT environment in order to provide a platform that allows your business to grow. You can position your IT organization closer to the business, so it can respond better to the needs of the business and ultimately convert them into innovations faster.

According to one forecast in *Outsource Magazine* (Issue 9, No. 2), within less than five years virtually all medium-size companies will outsource at least their basic IT infrastructure. The reason given for this is that in many cases the knowledge and experience necessary to keep up with market developments cannot be assured with in-house resources (including human resources).

This rising trend in IT outsourcing is confirmed by KPMG's eighth Service Provider and Performance Satisfaction study, although it also identifies a significant shift in emphasis in the relative value of this, which KPMG calls "new priorities in a time of growth." The economy is starting to flourish, so enterprises are focusing on growth again. Now that the crisis appears to be over, they are willing to loosen the purse strings and invest in transforming their business and making it agile. They will do this with IT as the primary facilitator, with the outsourcing emphasis gradually shifting from cost savings to providing services and innovations with added value for the business. The KPMG study also shows that along with cost savings, more and more drivers for outsourcing are emerging: improving quality, access to knowledge and skills, financial flexibility, and a shorter time to market for new services.

What if the electricity fails?

Another major driving force for outsourcing is business continuity. Press releases about servers failing at Amazon or a lightning strike on Google's data center make CIOs and CEOs consider the importance of

continuity for their business. As a result of the increasing digitization of data and workflows, there are more and more companies with an ICT infrastructure that must be available around the clock. Examples are legion: financial institutions, insurance companies, online retailers small and large, etc. If they are confronted with disruption, this often entails significant financial losses. Continuity has also become a critical factor in the healthcare sector. Hospitals and other healthcare providers, such as home help, are evolving into a continuous and digitized service. In this case, unavailability costs not only money, but maybe also lives, and so the social importance of business continuity is becoming very tangible. It is about much more than just the financial aspect; it is about a poor reputation, loss of confidence, the operational impact on staff and other stakeholders, organizational challenges.

Considering business continuity therefore implies estimating the consequential loss for your business if a critical business process or system fails. Each company must assess this impact for itself. IT outsourcing can in any case offer a helping hand.

The CFO's role in outsourcing

Until a few years ago TOC reduction was the magic formula for IT and IT outsourcing. Anyone who wanted to cut costs in the IT department relentlessly drove down TCO, usually by adjusting capex. However, it is gradually becoming clear that TCO reduction alone is no longer sufficient to keep a business running successfully. The idea of outsourcing commodity IT at lower cost than on-premise IT – "my mess for less" as Giarte puts it in their 2016 yearbook – worked nicely for a few years.

However, IT has to take other routes if it wants to remain a business enabler, which is what new license models such as software as a service (SaaS) and pay-per-use cater to. Highly appreciated by users and CIOs, but a veritable revolution for the CFO. This is because SaaS models have been messing up stable capex and opex

systems for years. This trend can also be seen outside the IT realm; the disruption also occurs, and perhaps originates, in all branches of society. Just look at the rise of the share economy, with neighbors, communities and virtual groups borrowing each other's ladders, drills, lawnmowers and even cars. Everything is heading toward a shared mode, and SaaS is a perfect example of this in the business world. Now if you need specific software for the coming year, you lease it for a year instead of buying it. That is unquestionably opex.

In the future, only buildings will still be in a company's capex, Financial managers will therefore have to learn how to deal with the variability of opex. However, this trend has a major advantage in terms of cash flow. With lower capex, there is more cash available for other investments in innovation or in the business, which makes IT a business driver.

More and more companies are being managed at the cash flow level, and that makes service models the wave of the future. The younger generation of financial managers is more comfortable with the uncertainties of opex, and their policies help to stimulate this trend. Instead of drafting rigid yearly budgets, they make rolling forecasts. Most companies that are riding this trend now prepare budgets with a forecast term of 6 months and adjust them on the fly. Rolling forecasts with a term of 6 months can respond better to uncertain economic conditions, the current fast pace of (technological) change and the flexibility of service models.

Advantage for the customer, disadvantage for the supplier

Service models give customers another major advantage: you can quickly get into something new (software, for example), and you can get out just as quickly. This enables you to balance expenses and revenues better and faster. If you buy a software license for an SaaS product and the business for which the license is intended does not meet expectations, you simply cancel the license.

You are not stuck with a capex amortized over many years without any corresponding revenue.

Of course, the agility that customers demand and receive has a downside for the supplier. Offering SaaS requires a different sort of financial management and may increase the supplier's debt burden. If you want to rent out licenses, you first have to buy them. Although the supplier can also work with their supplier on the basis of a service model or leasing arrangement, someone in the chain ultimately has to make the capital expenditure for a license or a server. The solution to this, and the future trend, is unquestionably trusted partnership and co-creation. This means that the customer and the supplier share the responsibility (including the financial responsibility) and collaborate to make the project succeed.

CEO, CFO and CIO together the leading factor in IT outsourcing

So, this brings us to a trend that also applies to the business: trusted partnership. Service providers are increasingly expected to be proactive and do more than just "hold the fort," while the technology partners are taking a more customer-oriented attitude and a no-nonsense approach. What is needed is a new form of cooperation: trusted partnerships that look for ecosystems that foster co-creation, critical mass and shared risks.

CEO, CIO AND CFO TOGETHER FOR DIGITAL TRANSFORMATION

The evolution from SLA to XLA is also certainly in keeping with this trend. As is that other buzzword SIAM. eXperience

Level Agreements put the experience of the relationship between outsourcer and service provider first. XLAs deal with emotion and what actually counts: the non-functional requirements, according to Marco Gianotten, Managing Director of the research firm Giarte and founder of the XLA concept. Service Integration and Management (SIAM) is the new governance model, where responsibilities and decision-making powers are established for both the outsourcer and the service provider in the ever more complex field of multisourcing.

The leading role in decision and governance processes is certainly not limited to the CEO and CIO. In the new relationship between the outsourcer and the service provider, the experience of the CFO makes him highly suited to play a strong role in drafting SIAM models and XLAs.

- During the analysis of the current situation, before the actual outsourcing decision, the CFO has the best knowledge of the figures and statistics needed for a sound cost/benefit analysis.
- When the tricky and often overlooked points of an outsourcing agreement have to be negotiated, such as a personnel transfer, the CFO can provide a financial framework for the transfer.
- Because the CFO is not as closely involved with the service provider as the CIO, the CFO can act as a moderator in defining the requirements and responsibilities of the SLA or XLA.

The CEO, CFO and CIO, each with their own strengths, can therefore play a clear role in the formation and governance of an outsourcing agreement, thereby making their individual contributions to the value chain.

Jo Leemans
Group Manager IT Outsourcing

TO HYPE OR NOT TO HYPE

Every year the research firm Gartner publishes a top 10 of the most promising and strategic technology trends that will in all probability have an impact on companies' digital opportunities until 2020. We explain three of them and make them tangible.

IoT

Thus spoke Gartner

The Internet of Things (IoT) refers to a world in which more and more machines, devices and other systems are equipped with smart sensors that exchange information via the internet. The concept offers unprecedented opportunities — not so much in terms of technology, but in the valuable use of the data produced by this connected world. Data as a commodity for new applications and business models.

According to research firm Gartner, 2015 was the year for the IoT. This year too, the IoT is in their top 10 of major strategic technology trends. Commoditization, miniaturization, but certainly also the decreasing price tag of sensors, are giving the IoT a tremendous boost. For Gartner, the IoT is a major catalyst in the digital transformation that companies are undergoing. They expect that by 2020 about 20.8 billion devices will be interconnected and that nearly half of all new work processes and systems will contain an IoT component. The resulting data flows will assume gigantic proportions. It comes down to companies and organizations dealing with this in an intelligent way. The challenge is twofold. They must not just look for new applications; the privacy and security of IoT data and applications are also becoming increasingly important.

Realdolmen in its own words...

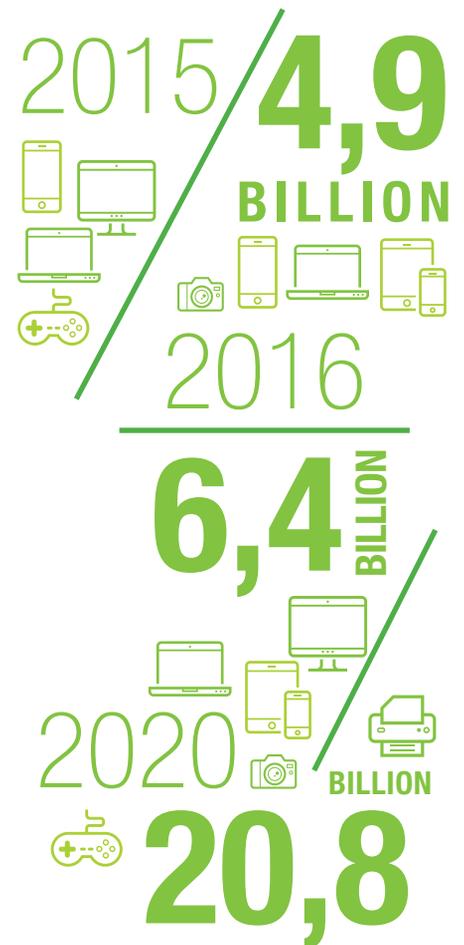
One of the applications of the IoT that is frequently mentioned is the smart thermostat

for saving energy. The IoT has tended to linger in household and home applications, but potential applications go beyond this. Hendrik Albrecht, Division Manager Consulting Services: “Every company is on the lookout for new ways to generate income. Sometimes they find these outside their own traditional core business by working on all kinds of data gathered and stored by the company.”

In Belgium, Proximus’s LoRa network and Engie’s Sigfox network now make the IoT available on a large scale. As a result, companies can derive value from many types of data. Hendrik Albrecht: “For example, logistics companies that equip their vehicles with sensors, as a result of which things such as air quality, CO₂ emissions and temperature can be measured. In turn, this data is interesting for applications in industry for starting up or shutting down certain industrial installations. The intention is to use and offer this data as a product.”

He continues: “You can deploy IoT solutions for various things such as waste collection, where sensors in the glass container ensure that collection takes place at the ideal time. Or smart parking in a busy town: a sensor at the parking space states whether a car is there. The app on your smartphone picks up this information and leads you automatically to the nearest free space. You can also use sensors to monitor specific areas more effectively, such as restrooms, so that maintenance can be coordinated. Examples are legion, as are ideas. One benchmark is important for all concepts: people. This is because this is what the IoT is all about: creating added value for the end-user.”

THE NUMBER OF CONNECTED DEVICES ACCORDING TO GARTNER



ARTIFICIAL INTELLIGENCE AND SMART MACHINES

Thus spoke Gartner

The IoT leads to more and more information being available, as a result of which it also becomes increasingly difficult to collect and process all this information manually. Research by Gartner shows that the use of Artificial Intelligence (AI) will become mainstream in 2016.

**PETER SONDERGAARD,
SENIOR VICE PRESIDENT
OF GARTNER AND GLOBAL
HEAD OF RESEARCH**

Data is only useful if algorithms are used: “Big data is not where the value is. [...] Data is inherently dumb. It doesn’t actually do anything, unless you know how to use it, how to act with it. Algorithms are where the real value lies. Algorithms define action. [...] Algorithms define business. [...] Algorithms define the way the world works.”

AI involves analyzing and automating data and tasks for which a specific form of intelligence is needed. AI is also known as machine learning or cognitive systems. In any case, the main common denominator among all these different labels is: algorithms. Algorithms analyze data and convert it into actions to provide customers and end-users with better service or to influence them in one way or another. Many of these algorithms are self-learning: the longer they run, the better and smarter they become. They see complex, even context-sensitive links much faster than a person can and are also constantly improving based on the available information.

According to Gartner, algorithms will become the determining factor for companies’ success. They predict that the focus in the next few years will shift from collecting and processing data to creating new models and algorithms that make work easier. Algorithms and machines will therefore increasingly replace people where information collection and analysis are involved.

The IoT and AI are closely related to the emergence of another trend: Smart Machines. Smart Machines work autonomously and are often safer and more efficient than

having people do this work. For example, think of smart robots in the automotive and construction industries, drones for use by the emergency services or for goods delivery, and self-driving cars. Also think of Virtual Personal Assistants (VPAs) such as Siri — Apple’s advanced personal assistant that works with speech recognition. Gartner does not expect that Smart Machines will replace people, as people continue to be necessary ‘to steer the ship’. They will mainly be used to improve efficiency in business processes.

Realdolmen in its own words...

Artificial Intelligence, Machine Learning and Smart Machines are the foundation of what is called ‘The second Machine Age’. It is a development that will eventually break through the paradigm concerning a large number of issues and controversies relating to the ‘Digital Future’. The ‘Who rules the world’ question, i.e. people or technology (e.g. robots), is starting to become clear. Our future will be supported and steered by intense cooperation between people and technologies. From various perspectives, this development is disruptive and will have a major impact on how business, society and the economy operate.

NOT TO HYPER

According to Bart Macharis, Division Manager Data Insights: “Maybe first we should clear up a possible misinterpretation of the terms ‘Smart Machines’ and ‘Machine Learning’. These are not ‘Machines’ as we use this term in everyday language. It concerns a fundamental shift from how technology will support and facilitate our social and economic lives in the years ahead.”

“For years, we have been developing technologies and programming computers to provide support via predefined rules. In the quest for artificial intelligence, the concept of ‘Neural Networks’ has also created many new opportunities. Yet a large number of evolving and context-sensitive triggers have continually compelled us to make manual adjustments. An almost impossible task.”

“Step by step we have come to Smart Machines which, thanks to Machine Learning concepts, have a form of Artificial Intelligence that evolves autonomously. The commodity needed to achieve this is data — ‘Big Data’. This is the bridge to the IoT. The ‘connected world’ which ensures that changing environmental factors can be immediately

detected, captured and fed to Smart Machines.”

THE
**‘Who rules
the world’**
QUESTION
i.e. people or technology,
IS STARTING
to become
CLEAR

“These Smart Machines – and these can be very small objects such as sensors or wearables – will help us to respond more quickly,

precisely and securely to the continually changing reality in all day-to-day activities via ‘Autonomous Machine Learning Algorithms’. This will impact Automotive, Education, Communication, Fraud, Finance, Forecasting, Healthcare, Production, as well as our private life. Realdolmen is very active in the evaluation and implementation of these new opportunities via co-creation and an ecosystem approach, with the ultimate goal of creating added value for our customers and their customers.”

Hendrik Albrecht

Division Manager Business & IT Alignment

Bart Macharis

Division Manager Data Insights



THE IDEAL WORKPLACE for the employees of today and tomorrow

Choose your own device (CYOD), flexible working, the new workplace... These are the themes of today, but definitely of tomorrow as well. How do we resolve the problems of mobility? What today is more relevant than traffic congestion — and the unhappiness and the costs it causes? How do we obtain a better work-life balance? As of 2016, there are no fewer than four generations in the workplace: baby boomers, generation X, Y and Z. Every generation has different desires and needs when it comes to work and employment. Can flexible working help us and the organization? Companies are facing new opportunities and challenges, also as regards HR policy. The Engaged Workplace refers to the social debate and builds on solutions that support the new way of working of the future. Not only for a company's own staff, but also for those of their customers.

Working in a changing world

Engaged Workplace is not just about the new workplace, which can be anywhere nowadays, but also about the way of working in a world that is constantly changing. Communication is hugely important in this regard and will help determine a company's success. The way people can work together — smarter and better — will also be a determining factor. This also raises the question of how we should deal with the exponential growth of data and how we can combat data fragmentation. The consolidation, centralization and virtualization of data and applications

on portals and websites are a fundamental part of the new way of working. At the same time there is a need for business mobility. The market is flooded with mobile devices and the new workplace is no longer always a conventional, permanent place in an office. Staff — and not just the youngest generations — expect to be able to do their work anywhere and from any device. David Steppe: "The Engaged Workplace responds to each of these challenges. Security plays a very important role here, and not just in terms of devices. You have to be certain that the right person has access to the right data and the right applications: that person and no one else."

Generation Y and Z: are you ready?

Globalization of the world and new technological innovations are blurring boundaries and bridging gaps. Steppe: "These days you can work and collaborate in real time, anywhere, anytime. Even as a one-man company, you can forge worldwide alliances and be a world leader."

But it's not only the world that is changing; people are, too. For instance, there are the millennials who are the first generation that grew up completely with the internet and technology. They are now entering the labor market and their successors, Generation Z, are also taking their first steps. By 2020, 70% of staff will be millennials. Their view of work and collaboration is completely different. Everything happens more quickly and in a more general,

REALDOLMEN IS ALSO CHANGING: TACTICAL ICT ISSUES AND TRENDS
The ideal workplace for the employees of today and tomorrow

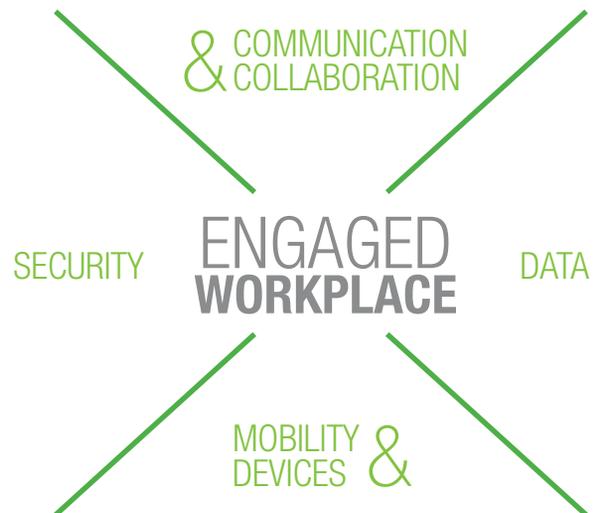


volatile way. With them, the notion of a ‘permanent employee’ seems to be fading. Whereas people used to choose more to build a longer career with one specific employer, today we see an increasing trend for people to opt for a project more than for a permanent employer. They are also the preferred CYOD generation: Choose Your Own Device. They increasingly want to decide for themselves how and when they want to work and which tools they want to use to get the job done.

IN 2020 **70%** OF STAFF
= **MILLENNIALS**

Steppe concludes: “Companies must take these developments into account. HR will also have to organize itself differently and define the correct policies so that it can handle the new potential. The Engaged Workplace does not define any HR policy — we leave that to the experts — but does ensure advice and the correct, safe technological interpretation of the needs concerning the new way of working.”

David Steppe
Division Manager Engaged Workplace



Engaged Workplace is helping to build the workplace of the future by bringing together all these components on a single overall platform.

REALDOLMEN IS ALSO CHANGING: TACTICAL ICT ISSUES AND TRENDS
Do you deliver your customers' favorite pizza?

Do you deliver YOUR CUSTOMERS' FAVORITE PIZZA?

Sales and Marketing have every reason to know their customers as well as possible. This rule already applied in the product-led period, but even more so today in the age of customer-centricity. Until about 15 years ago, e-mail and telephone were the main touchpoints between customer and supplier, and the supplier was the only one that could obtain information about products.



HIGHER USER
ADOPTION

AVAILABLE IN
YOUR LANGUAGE

IMPROVED
USER EXPERIENCE

QUICK ACCESS
TO ALL DATA

ALL INFO
ON ONE SCREEN

NAVIGATE EASILY
BETWEEN ENTITIES

SINGLE VIEW BUILDER

REALDOLMEN IS ALSO CHANGING: TACTICAL ICT ISSUES AND TRENDS

Do you deliver your customers' favorite pizza?

Now potential customers do 60% of the work themselves before making a purchase: customers know everything about the product of their choice via websites, blogs and internet forums before they contact a potential supplier. In other words, the first touchpoint between supplier and customer is now the first web-click of these customers. It is therefore very important that your customers have the correct web experience from the first click, so that they don't surf to the next supplier straightaway.

CRM, CEM or CX? At Realdolmen we prefer XRM.

What is Customer Relationship Management (CRM) today? Customer Engagement Management (CEM)? Or Customer Experience Management (CX)? The last two are very current, but Philippe Minsart, Division Manager Customer Centricity, first talks about XRM: Anything Relationship Management. Relationship management is much broader than sales and marketing. Today customers expect the supplier to know and understand their needs and always be available for them. If we as customers give an insight

into our personal data, then we also want a comprehensive service and 'ease of doing business' in return.

The financial sector has understood this message and fully deploys the '360-degree customer view'. This means that a bank will map all of its customers' key moments and offer a bespoke product that aligns with the customer journey. An example: your customer pays his bill in a restaurant using VISA and the balance of his account is insufficient. At that moment, the bank receives an alert and sends the customer a text message to transfer funds into his account from his savings. The perfect event-based solution in a one-to-one communication.

The 360-degree customer view is a prerequisite for companies to be successful today and in the future. The sooner a supplier is visible during the customer journey, the greater the chance of successful contact. A strong CRM tool helps you to get to know your (potential) customers better than they know themselves and to offer them a tailored response. Tools that Realdolmen's Customer Centricity has in its portfolio. "You must give customers the feeling that you

know them better than they know themselves, and always be there for them," says Philippe Minsart. Realdolmen's 'Single View Builder' is a powerful and user-friendly tool for this. It gathers information about customers and prospects from their click behavior to favorites and reproduces this information in color-coded graphs.

Trends in CRM

What trends do we see in the CRM market? Mobile CRM tops the list; everyone wants a tool they can use wherever and whenever they like. Another nice example from the financial sector: e-banking has resulted in a large degree of self-service. Customers

Anyone wishing to be
successful
must have a **360-DEGREE**
customer view

manage their accounts and cash flows themselves via tablet or smartphone. It therefore makes sense that when visiting the bank branch they also expect that they will view and use the same screen together with their banking adviser, next to each other at the same table.

THE 360-DEGREE CUSTOMER VIEW

is essential for being successful in the market. Customer Centricity Realdolmen has developed 'Single View Builder', a powerful tool for capturing the DNA of customers and prospects.

This mobility also stimulates the multi-channel trend. Today more and more communication channels are becoming available: Twitter, blogs, Facebook. But the 'old' channels such as fax and telephone also continue to exist. This makes the structuring of data and solutions highly complex. Customers always want the same

answer, regardless of the channel through which they asked their question. CRM must therefore be the central hub: the one tool that can provide an answer regardless of the channel.

Another major trend is cloud. More and more tools work in the cloud, which means that the timeframe between searching for and purchasing a solution has become shorter and the purchase is increasingly made outside the company's IT department. The sales department chooses its own CRM solution today and implements it tomorrow via the cloud, ready for use.

Social CRM is also on the rise and ensures that you can offer your customers completely customized promotions linked to time and place. A family outing to a theme park with the children? Thanks to GPS on your smartphone, a text message shows you the shortest route to the bouncy castle or ice-cream truck.

For Philippe Minsart, all these trends are quite clearly pointing in one direction and he voices his passion as follows: "I've dreamt about CRM for the last 10 years: if you're

sitting on the sofa at home in the evening and feeling peckish, then the bell rings. You open the door and there is the pizza delivery man with your favorite pizza in a box." Realdolmen CRM brings this dream within reach.

Philippe Minsart

Division Manager Customer Centricity



MOBILITY AND INTEGRATION also put ERP in the cloud

According to Gartner, at least 30% of service-led companies will move most of their ERP applications to the cloud by 2018. The reason is straightforward: the business must evolve at a quick pace along with the rapidly changing world, which also requires your ERP to be more flexible. ERP that is unable to adapt to the needs of the business will irrevocably become a legacy system. Traditional bespoke packages with high upgrade and maintenance costs are therefore out. ERP in a SaaS model is just around the corner.

Trends in ERP

The monolithic ERP application will not be automatically supplanted by completely cloud-based solutions. As with other IT solutions, Gartner sees more of a shift towards hybrid systems, where sensitive accounting data will remain on-site, for example, and all other functions will be transferred to a public or partner cloud. The cloud can therefore address the problems which traditional ERP all too often faced: quick and flexible implementation, flexible price models, scalability and upgrades.

The hybrid form brings us immediately to a second major trend: integration. Modern ERP will have to integrate with many more applications than e-mail systems and documents alone. The functions on-site and in the cloud must communicate seamlessly with each other, but more and more companies also want ERP to be integrated with a CRM solution, BI systems, predictive analytics, document management, etc.



Marc Loeys, Division Manager at Agile Business Processes, also sees the same trend. "The current — but mainly future — managers who are now graduating want

applications that work everywhere, on their smartphones, tablets and PCs. CFOs want to be able to view results on their smartphones. Realdolmen offers hardware, infrastructure and business solutions and draws on a wealth of experience in the integration of various systems."

The other major trend, BYOD (Bring Your Own Device), which is mainly stimulated by the younger generation of employees, is consistent with this. ERP should not only be integrated with numerous other systems, but also be able to run on different systems: on PCs, smartphones, tablets and soon on all those other devices that are made available via the Internet of Things.

Knowledge creates trust

Another major trend according to Marc Loeys is that potential customers keep raising the bar. "I still remember the time I sold an ERP package without the people ever having seen a demo. As a result of the internet and social media, a company now knows what there is on the market and what they are lacking. Potential customers look for a supplier (read: partner) who can cater to their needs, and they mainly seek a forward-looking solution. Companies are often advised by external consultants on the right questions to ask potential suppliers. We are living in a veritable knowledge-based world." A supplier of ERP solutions can therefore offer added value if it has a thorough knowledge of its customers' business. We have taken all this in at Realdolmen. At Agile Business Processes, it's all about knowledge. Knowledge about warehouse management, sales processes and machinery maintenance: companies in the healthcare, logistics and distribution,

and asset management sectors can rely on longstanding experience when it comes to automating and optimizing business processes. Knowledge not taken from a book, but from real life. Marc Loeys: "Our experts walk with you through your warehouse or production hall, note any problems and discuss the solutions with you."

In addition, small and medium-size companies are increasingly joining forces to pool knowledge and so occupy a stronger position in the market. In the healthcare sector, for example, more and more hospitals are forming clusters. They are building campuses where they pool their expertise. This requires a different type of management of beds, medical equipment and personnel. So no more back rooms with piles of boxes, but rather automated warehouse management. "Because we have a complete range of knowledge at Realdolmen, from Enterprise Architecture to ERP, to CRM", says Loeys, "we can respond to questions from any department in your company or hospital."

People first

Last but not least, people come first in an ERP package. ERP is not a direct cost-saver as it does not help you to cut back on staff. Although ERP does help your staff to work more efficiently, handle data proactively and make decisions more quickly. People who can work efficiently make an active contribution to achieving your company's full potential.

Marc Loeys
Division Manager Agile Business Processes

REALDOLMEN IS ALSO CHANGING: TACTICAL ICT ISSUES AND TRENDS
ALM: the correct synergy between people, processes and tools



ALM: the correct synergy between people, processes and tools



ALM stands for Application Lifecycle Management and concerns the efficient management and control of the complete lifecycle of a software application. It encompasses the coordination of all activities that are required to deliver high-quality applications within the predetermined timing, budget and expectations. The aim is to provide better software more quickly to the company and therefore deliver genuine business value from the IT organization. This results in greater business agility and more innovation and ultimately also a better return on investment (ROI) from IT: time and cost savings and improvements in terms of quality, productivity and flexibility.

People, processes and tools

In ALM, three aspects are important: people, processes and tools. These are the three main ingredients for a successful software development project. People must be able to work together and communicate well and easily. They must have the right mindset and a feeling for quality, involvement and team spirit. Processes and methods guarantee the quality, predictability and manageability of the actual software development process. Lastly, there are the tools. They must ensure that people can also work together efficiently and that they are supported when working with the processes. Without tools, processes are difficult to perceive and monitor, and very often are not applied.

Bert Jagers: "A successful introduction of ALM does not just depend on the best tool, the best method or the best team, but mainly on the correct end-to-end synergy between them. If you create this, then you can generate business value almost continuously, fewer errors or delays arise, and the budget is optimally used."

Embracing change

The world and market conditions change continuously and rapidly. Anyone who cannot keep pace with change and new developments runs risks. ALM teaches companies how to handle change, not only in terms of the business organization, but also from an IT perspective. This makes for a better and more real alignment between business and IT, as well as for greater agility, which means the IT organization can respond to the company's changing needs more quickly and efficiently. Bert Jagers: "For example, by applying agile software development, you include the change in the process. Releasing a development project to users only when it has been completed is outdated. The agile methodology is aimed at cooperating with the business in an interactive and pragmatic way. It gives users the opportunity to be more involved in the development process and, where necessary, set new priorities."

A successful introduction of ALM does not just depend on the best tool, the best method or the best team, but mainly on the correct synergy between them

#TRENDING

EVERYONE IN THE CLOUD

According to Forbes, the workload handled by cloud solutions will double by 2017. The Gartner Hype Cycle report indicates that presently 10 to 15 percent of companies have adopted a hybrid IT strategy. Hybrid cloud computing will be mainstream within two to five years, according to the same report.

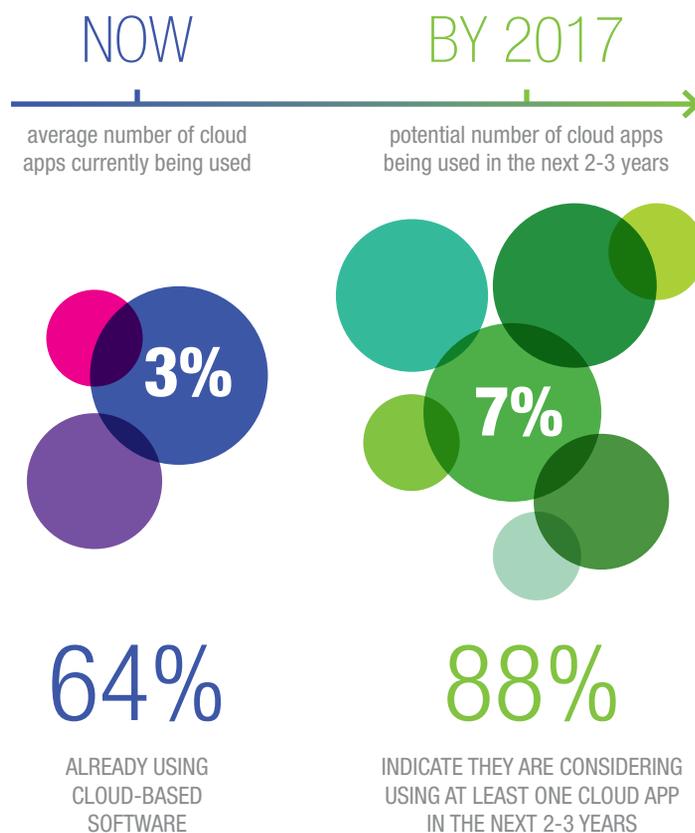
All statistics agree that more and more companies will start using some combination of cloud solutions: private cloud, public cloud and/or partner cloud.

Why? Suppose you buy a new accounting package for your finance department and only pay for the eight hours that your employees actually use the package. You pay by the month, or even by the hour. That is only possible with a scalable cloud subscription, either in a public cloud (Microsoft Azure, Google, etc.) or in a partner cloud of your service provider. However, you also want to shield your sensitive data from the highly diverse privacy regulations in various countries. This means you want to keep that data on premises in your own infrastructure. With a hybrid cloud approach, you get the benefits of each solution and combine them to form a tailored solution for your company.

According to Conny Van den Steen, the main driving trend is consumer power. Consumers expect to have their wishes and needs fulfilled. This leads to self-service for consumers. In a modern company, a new employee starts with an empty PC and personally chooses the applications and tools they need for their everyday work – applications in a cloud or in the local infrastructure. This is the future model for all companies.

However, hybrid cloud also presents a major challenge: the complexity of a hybrid architecture. Integrating different cloud solutions with regard to connectivity and security is not easy. In addition, your present private cloud must be future-proof if you want to use it in a hybrid solution. It is therefore a good idea to thoroughly analyze your current situation before you switch to cloud

The future
IS DIGITAL,
the future
IS HYBRID



source: Forbes

solutions. Look for a service provider with the necessary experience that gives you tailored, objective and independent advice.

No matter how you look at it, the future is hybrid. Gartner defines four trends that are gradually becoming permanent features of our world: mobility, social media, big data and cloud. They all point in the same direction: the future of digital business, the Internet of Things. If you want to be part of the first three trends and you want to convert your business to digital, you can't do without the cloud.

Conny Van den Steen
Strategy lead Hybrid Cloud

WORKING WHEREVER AND WHENEVER YOU WANT

Being mobile is definitely a trend that has become commonplace. This does not mean that, as a company, you simply go 'mobile' overnight. What questions should you ask yourself? Our Professional Services department received all the following questions from various customers and successfully resolved them:

Q?

We run a number of legacy applications, but our employees now expect to be able to do their work on the road as well, on their smartphones. Which approach is best?

Our representatives want to be able to consult their customer database on the road. However, we work with external representatives and so have no control over the type of device they use. Can a database be consulted on any device using any browser?

Our website — our calling card to our customers — is not suitable for smartphones and tablets. How can we resolve this?

We regularly read terrifying stories about security problems. But we are also starting to work more and more with mobile applications, so this is a matter of concern for us. Can we ensure that applications can still be accessed securely, even if they run on smartphones?

The killer application that we are considering for our start-up must be able to handle large volumes of data traffic, but not constantly. There will be spikes with lots of traffic and periods with lower traffic. Which approach is best?

&A

We make applications available on a mobile basis via a standard API. Integration with existing systems is our core business.

Yes. We provide a shared layer that communicates with all customers.

Using responsive design and our RD UX Track, we adapt your site and make it user-friendly.

We specialize in modern security approaches, combined with mobile device management.

Cloud solutions allow an application to scale automatically as required (autoscaling). Public cloud, private cloud, partner cloud or hybrid cloud: today's options for combining security and scalability are legion.



Enterprise Social Networks are not so much about being 'social', but rather about being able to follow and react quickly

Irrespective of whether you can reach your customers on social media platforms, your employees will in any case spend a significant portion of their own time on them. It is highly likely that your Marketing and Communication departments will also do that, but for business reasons.

It is a way of communicating that now feels very familiar and natural for many. If we see something we like, we want to reward that with a 'like' or maybe we want to give feedback.

It makes sense that this trend is starting to increasingly permeate our business environments. As many companies are already using Enterprise Social Networks to allow their employees to communicate with each other and exchange information, more and more applications are now also incorporating 'social' features.

The real objective of this may not be simply to offer a platform where employees can be social, but rather to enable them to gain or give quicker insights. For example, the possibility of 'liking' or 'following' a file or posting comments directly can result in other users being able to find the correct and most relevant information more quickly. Or new insights can arise that will perhaps lead to vital innovation through the interaction between parties in an organization that normally do not have frequent contact.

THE SOCIAL ASPECT

ALSO HAS A PLACE IN YOUR BUSINESS ENVIRONMENT

Furthermore, by making our business applications more 'social', we give these ICT components a more human face; we also give the employees themselves an important central role and strive to release untapped potential. Consequently, our organizations are becoming quicker, more agile and definitely also more proactive.

Thomas Verschueren
Marketing Manager

RAPID GROWTH IN BIG DATA OWING TO THE IoT

Big data is the future. We have ended up with rapid growth owing to the advent of the Internet of Things (IoT). For many of us, these terms are, however, still vague and most people do not yet fully appreciate the added value that the IoT and big data can and will provide in their lives.

Big Data World

Bart Macharis clarifies: "We have ended up in a 'Semi-Big Data World'. There is much information, but too little time to do anything with it. Yet this limitless quantity of data offers infinite possibilities. We can combine them to our heart's content. The transition to the real 'Big Data World' will not happen until 2020, when the IoT has truly taken off. As a result, the inflow of information and data via all wearables, connected devices and drones will be barely calculable."

I believe that moral objections will only impact on the timeframe in which the developments take place rather than on the fact that they will take place

Prescriptive analysis

Bart Macharis: "The way in which technology handles data will make a difference. While we once mainly analyzed the collected data, we are now in the phase in which computers can make predictions based on this data. The next step is that technology itself will take the lead and take action of its

own accord based on its predictions. As regards big data, we will therefore move from descriptive analysis, i.e. description of the situation, to predictive analysis, i.e. making predictions, and lastly to prescriptive analysis."

Who is afraid of Big Data?

There is still considerable resistance to prescriptive analysis because people are scared of losing control. This is why Tesla has the advantage on the Google Car. Although, technologically, Tesla is not so far along, the fact that the Google Car no longer has a gas pedal or brake is very frightening for people. Bart Macharis: "I believe, however, that these moral objections will only impact on the timeframe in which the developments take place rather than on the fact that they will take place."

ZORA

One big data application that arouses more warm than anxious feelings is the cute 57 cm tall ZORA robot. ZORA is the first 'humanoid' robot in the world. He has already been activated in residential care centers, schools and hospitals. ZORA constantly receives thousands of stimuli and pieces of information, but analyzes and predicts autonomously. For instance, ZORA can assess the emotional state of patients and intervene in time, before an attack occurs. This is extremely helpful for the elderly or children with behavioral disorders.

Bart Macharis

Division Manager Data Insights

SECURITY REMAINS THE CHALLENGE

The ever increasing digitization results not only in opportunities, but also in challenges. In David Steppe's opinion, security is and will continue to be the challenge of the future. The days of simply investing in antivirus software have long gone, now that companies are being hacked every day. "Today there are two types of companies: those who have been hacked, and those who don't know about it. That's how it is," warns Steppe. Research carried out by KPMG Advisory among large Belgian companies even reveals that 80% of the companies studied have been hacked without their knowing. In this case security does not only involve hardware or software; it's also about personal identity and operating data. According to Steppe, identity theft is one of the threats of modern society. The prevention of data theft will also be a huge challenge.

Steppe mentions the importance of computer forensics in this regard. Digital forensics go beyond security, because a company can still be subjected to a malicious attack despite the security measures it has in place. "This can have a huge — and even detrimental — impact on a company's safety and integrity. It is important to know who carried out the attack, but also why and for what purpose."

According to Steppe, unnecessary risks can also be avoided by raising staff's awareness of security more. "Hackers always target the weakest link in the security chain and this is often people. You can therefore secure all you want; if people aren't aware of the importance of security, there's no point." He emphasizes the importance of User Awareness programs that teach staff how to handle certain data and how to recognize suspicious situations, such as phishing.

David Steppe
Division Manager Engaged Workplace

Today there are two types of companies: those who have been hacked, and those who don't know about it.

GARTNER ON SECURITY IN 2016: ADAPTIVE SECURITY ARCHITECTURE

In the case of systems equipped with Adaptive Security Architecture, companies can predict and simulate cyber threats more effectively based on predictive models, which provides users, data and systems with better protection. Gartner states that this is an end-to-end process: your security is only as strong as your weakest link.



HARDWARE & LICENSES, MORE THAN A COMPUTER STORE



REALDOLMEN IS ALSO CHANGING: OPERATIONAL ICT ISSUES Hardware & Licenses, more than a computer store

"Recently, a major international client was looking for a videoconferencing system for its meeting rooms in Belgium, Germany and the UK. We didn't just assist the client in its search for the most suitable system for this project. We also looked for the most suitable local partners so that the system could be installed in the international locations."

These were the words of Jelle Vervaeke, Group Manager Products & Licenses Realdolmen. The Products & Licenses department is the main point of contact for all hardware and software issues that you have as a customer.

Consumer power has also penetrated deep into the sale of hardware and software, with consumers now looking for added value. From their supplier, they demand not only correct delivery, but also more strategic advice on overall projects. The purchase of certain IT products forms only a partial aspect of the solution.

Every customer has his or her specific situation, background and requirements. Logistical challenges, such as international deliveries, the management of buffer stock, delivering to locations that are difficult to access, such as the 16th floor of a commercial building with only a small elevator... "We do so much more than shift boxes", says Jelle Vervaeke. "Together with a specialized project team, we first listen to our customers in order to understand their unique needs. Then our experts look at what possible solutions are available in the

market and what the specific dependencies are. This is then further elaborated and documented in a number of proposals that clearly set out the pros and cons of each option. As a customer, you therefore make a well-considered choice based on our professional analyses and proposals, without any surprises later on."

Partnership in straitened times

Companies and organizations have to keep a close eye on their cash flow. A reliable partner plays a unique, assisting role in this regard. By comparing different leasing and/or financing proposals from both vendors and specialized financial institutions, the customer can always rely on the perfect financial solution. "Moreover, the Products & Licenses team uses professional buyers that perfectly manage the 'competition' with vendors so that the best price is always negotiated for our customers", Jelle Vervaeke continues.

Customized administrative simplification

As a supplier in the IT industry, we must fully exploit the current online opportunities. 'Realdolmen Store' is a unique platform where the customer can search for IT products, check the stock at different distributors and order online whenever you want. You can also establish a personalized selection on the platform containing only those products that you choose. You can

see the stock status for all these products and if you have entered into certain price agreements, then these are automatically applied. Finally, you have the option of requesting specific offers and, of course, ordering everything online to keep the administrative burden to a minimum.

TODAY, SELLING
**HARDWARE
& SOFTWARE**
IS MUCH MORE
THAN
SHIFTING BOXES

"For us, customized is not merely an expression", concludes Jelle Vervaeke. "Delivering a neon computer mouse, installing a water-cooled data center or building tablets into the cockpit of an airplane – for Realdolmen Products & Licenses no challenge is too big or small!"

Jelle Vervaeke
Group Manager Products & Licenses

WHAT DOES a user need TO WORK?

INCLUDE
'USER 
EXPERIENCE'
IN SLAs
TO KEEP
USERS 
UP AND RUNNING

A laptop or PC, a printer, a telephone, an internet connection, an operating system, applications, servers, physical space for servers, cooling for servers, etc. The list is longer than the end-user probably thinks. Every component on the list can break or fail. And every component on the list may contain components and replacement parts that, in turn, can break or fail. A good reason, therefore, to 'unburden' an IT department by outsourcing commodities and support.

The Operations department of IT outsourcing at Realdolmen is 'the eyes and ears' for customers, as Luc Horré so nicely puts it. Round-the-clock monitoring is therefore one of the main tasks performed by Realdolmen for numerous customers. As a customer, you decide the scale of the monitoring and help-desk support in line with your needs and the capacity in your own IT department.

To keep the uptime of infrastructure and systems as high as possible, Realdolmen offers back-end support for your infrastructure environment, end-user support (help desk) and 'break and fix' (hardware repairs) at three levels.

The 'first line' with 24/7 availability is organized via nearshoring in Poland. Polish staff follow up alarms and incidents for every customer based on extensive technical documentation at customer level. They try to resolve them immediately in order to keep disruptions as brief as possible.

If the problem is more serious, the 'second line' and, where appropriate, the 'third line' will intervene. As consultation with the user is often necessary at this stage, this is organized in Belgium. Being based locally

and knowledge of the language are important for efficient consultation with customers, application experts and vendors.

**WE ARE
THE EYES AND EARS
OF THE
CUSTOMER**

A strong organization and standardized processes are necessary in order to intercept and resolve any potential problem in the chain in a quick, flexible and cost-effective way. All Operations staff are trained in ITIL and receive ongoing training. 'Governance' is also a frequently underestimated — albeit extremely important — component of outsourcing processes. Every company is constantly changing, so an environment is never stable. Ongoing communication between customer and service provider about upgrades, new applications, new hardware, etc. is a prerequisite for adjusting alarms and monitoring.

End-user experience determines the SLA

Today, end-users expect an application, smartphone or tablet to be available day and night. In their private lives and at

work too. The growing importance of 'user experience' ensures that applications that are not usually regarded as business critical have now become a major component of SLAs. For example, think of e-mail: a 9-to-5 job no longer exists in many sectors, with employees also sending e-mails in the evening and at weekends. Being unable to access e-mails for a long time is frustrating for employees. Disastrous for a company that wants to keep its employees happy.

A consequence of this is that round-the-clock monitoring, together with the related simple actions and recovery procedures, is being increasingly adopted in outsourcing contracts. Not just for companies with business-critical processes, such as production companies and hospitals, but across all possible sectors. It is not the sector — but rather the feeling of the end-user/employee — that now determines the extent to which an application or system is business critical.

The trend is especially visible in Belgium. Many SMEs there with their fairly small IT departments want to participate in the change and provide their employees and end-users with the best possible experience. In that case, round-the-clock monitoring provides significant added value even for the smallest company.

The technological changes have definitely also played a part in this regard: thanks to virtualization and the cloud, most companies today can carry out cost-effective recovery and backup.

Luc Horré
Division Manager IT Outsourcing Operations



PROFESSIONAL SERVICES as a single-source menu tailored to the customer

At Professional Services, everything revolves around people: customers and staff. “In that sense, our story is fairly simple: our goal is to bring together the right member of staff with the right competencies and the right customer at the right time and at the right price,” says Jan Graulus. “The commitment we enter into with our customers is a best efforts obligation, and these best efforts are made by our people. Our range of services allows customers to have IT-related assignments carried out by our specialists in a flexible manner. We make sure that they get the right profiles with the right competencies.”

Professional Services as a menu

Jan Graulus says: “Our goal is to help every customer in a unique way. This often enables us to obtain some exclusivity and create continuity, not just in terms of staffing, but on a technological level as well. A one-size-fits-all approach does not work here. The customer expects us to differentiate. That is why we have created a complete list of our services: a Professional Services menu, as it were. The menu we offer consists of different services. The customer makes their choice and determines the menu and the level of service desired. For some customers, only the request response time is crucial, but others also want to collaborate in terms of knowledge management, continuity planning, managed staffing and sometimes even project governance. We work with the customer to develop the required service model.”

SPOC: Single Point of Contact

It's all about people: Realdolmen's focus on people is stronger than ever before. Jan Graulus explains: “At Professional Services, two kinds of people are important: our customers – both external and internal – and our staff of course. Our organization and operating procedures are fully based on this. Whereas our sourcing activities used to be spread across various divisions, they have all been brought together in a single group now: Professional Services. This makes everything a lot more transparent and easier for our customers.”

One of Professional Services' biggest innovations is that every customer now has a Single Point of Contact, or SPOC. The SPOC provides end-to-end processing and responds to their customers' sourcing questions. “We want to get to know the customer better and offer a faster response based on the customer's needs and required service. And we want to achieve better matching in terms of hard as well as soft skills,” adds Jan Graulus.

Matching and resourcing

The central matching and resourcing unit will carry out this process. It will centralize all the necessary information: competencies and availabilities, but also preferences. “This new unit will always make every effort to achieve the best match, regardless of where the competencies lie – internally or externally. We are no longer tied to the competencies we currently have in our own portfolio,” continues Jan Graulus. “The best CV for the right customer is our objective. Lean and mean.”

The matching and resourcing unit does not only focus on customers; it focuses on the staff, too. Creating opportunities for staff is one of the unit's objectives. Jan Graulus explains: “We are currently working on a model that enables staff members to choose their own assignments. We want to offer a company-wide service that allows our staff to present themselves as candidates for certain assignments. Members of staff can make an active contribution to their own development path, not just in terms of their competencies, but also their ambitions.” He continues: “Realdolmen must take on an advisory role in this respect and help its staff to maintain their own market value, possibly through re-orientation.”

Volume, volume, volume

Besides the quality of our service and the spectrum of competences offered by Professional Services, quantity is also extremely important. Jan Graulus:



REALDOLMEN IS ALSO CHANGING: OPERATIONAL ICT ISSUES

Professional Services as a single-source menu tailored to the customer

“Sourcing is a typical volume business. Realdolmen's power is in the volumes and availabilities we offer, not just with our own people, but with external resources as well. Those external consultants provide an extra extension to our own competencies. One of our strengths lies in the relationships we have built with other parties. We always keep our eyes open for potential acquisitions in that respect.”

Young HiPos

The acADDemICT Junior program is another way of approaching quality and volume competitively in terms of prices and margins. Every year Realdolmen invests in promising recent graduates by preparing them for a life as a professional ICT consultant. “The young people are heavily screened in advance. The selection procedure is not straightforward, but the quality and technical competencies of these acADDemICTs are very much apparent in the end. Quality and technical competencies are Realdolmen's calling card for our customers. They are aware of the quality we provide and they realize that someone who has successfully completed the acADDemICT program can keep pace with someone who has a proven record of two years' experience,” according to Jan Graulus.

Knowledge is our resource

Professional Services' resources are our people. Developing competencies and investing in training are crucial. This development of skills makes Realdolmen unique in the Belgian marketplace.

Jan Graulus underlines the importance of the communities that have been set up across the organization. Their purpose is to bring together people with similar technological competencies and interests to create a company-wide collaborative culture. “We follow market trends and actively and proactively aim to grasp what our customers ask for. We do this in cooperation with

our suppliers and other leading partners. This goes beyond the newest technological evolutions or programs on integration and agile modeling.

It also involves problems regarding outdated technologies and how to deal with them. For 20 years, people have proclaimed that the mainframe is dead, but it is still with us and yet something will have to be done with it in the future.”

The work on communities is very nuanced. Jan Graulus continues: “The general trend in the industry is that the average age of IT consultants is on the rise. Realdolmen's current staff covers different generations. We should not only appeal to younger generations, but to more mature generations as well. They are people with a huge body of experience and expertise and often know the customer really well. They are the ideal ambassadors to guide customers through their technological problems. Some technologies used by certain members of staff will disappear over time and will need to be replaced in the future. How can you deploy these people to advise customers in this respect?” Besides sound competency management, re-orientation and timely retraining are essential in this process. “For this and various other reasons, Realdolmen established the Community Days. They are technical sessions that bring together members of staff in order to stay up to date on new developments.” Finally, Jan Graulus emphasizes the following: “The involvement of people is very important. As I said before, it's all about people.”

Jan Graulus
Group Manager Professional Services

Realdolmen's power is in the volumes and availabilities we offer, not just with our own people, but with external resources as well

THE PROJECT FACTORY: PROFESSIONALIZING MADE-TO-MEASURE software development

The speed at which the market changes means that the circumstances and customer queries also change quickly. The lifecycle of software solutions is becoming shorter and shorter and that has a far-reaching impact on software development and maintenance. Traditional development models, such as the 'waterfall' model, have less and less added value. In these models, each subsequent phase in the development process is only started when the previous phase has been successfully completed. There is nothing wrong with this per se, but it is highly likely that the customer's requirements and wishes will have changed in the meantime and that the product ultimately delivered no longer matches the current need. A more flexible approach is necessary, not only for the customer but also for the IT partner. Realdolmen's Project Factory responds to the challenges of today and tomorrow.

REALDOLMEN IS ALSO CHANGING: OPERATIONAL ICT ISSUES

The Project Factory: professionalizing made-to-measure software development

Project Factory

The Project Factory is a multifunctional platform where several disciplines and areas of expertise converge and the entire software delivery process is taken on by one team. The aim is software development, including tooling, methodology and coaching, professionalization and standardization. The focus is on structural integration between IT and business. Apart from the stakeholders of IT, including project managers, architects, analysts, developers and testers, there is always representation of the business as well. Roel De Cuyper: "Cooperation and sharing know-how among all involved parties are the key pillars. This guarantees not only the quality, but also the speed of the delivery."

Agile working is a challenge, but one where both parties stand to benefit, especially in the current context in which it is essential to be able to respond quickly and efficiently to the changing market.

The traditional V-model is no more

Realdolmen has opted for the Agile Scrum project methodology because this alone is ideal for responding to ever changing circumstances. It is an approach that inherently assumes that business needs must be able to change during a development project. Scrum teams are organized

in such a way that they provide operational, high-quality software at fixed times and in short iterations – 'sprints' – of two to four weeks. The delivered product can be assessed and validated by each stakeholder. If necessary, a number of adaptations are included that are treated in a subsequent iteration on the basis of priority. One of the major advantages is that everyone has a better understanding of the project's progress and that business and IT are also geared to each other on a more effective and productive basis.

Agile at work: focus on the customer experience

In the case of software development, the focus is on the customer's experience. Roel De Cuyper: "The customer's involvement and experience are very important for the success of a project. This is why we set up software platforms at various locations in the country where we bring together our project teams, both physically and virtually. These fixed project locations are 'showrooms' where customers can actively experience all aspects of the project. In this way, they are closer to the process and the team involved, and we keep the dialogue open. By working with fixed locations, and combining physical and virtual, we also put our project teams in a better position to expand the ideal workplace for themselves and the customer."

No agility without people

Agility means being able to respond quickly to change. To do this requires clout. Roel De Cuyper: "We achieve this clout initially using our own people, but because there

is limited availability of well-qualified IT specialists, we look for alternatives. Extra capacity is now often absorbed by freelancers or partnerships, but structural nearshoring can also ensure a favorable and high-quality intake. Countries such as Portugal, Poland and Ukraine have now earned their spurs, also at Realdolmen. This is why we encourage hybrid teams that, in interaction with each other, provide the added value we aim for."

Agile mindset

Agile working is actually more than a set of methods, processes and tools. It is a mindset, a way of working in which both the IT partner and the customer participate. Together, they must rationally assess the impact of changes, prioritize and consider whether a change merits investment or a change in scope. Roel De Cuyper: "It is a challenge, but one where both parties stand to benefit, especially in the current context in which it is essential to be able to respond quickly and efficiently to the changing market."

Roel De Cuyper

Division Manager Business & IT Alignment

THE PROJECT FACTORY

- Responding more quickly and flexibly to customer queries
- Always offering the best solution
- Prioritizing and monitoring quality
- Anticipating new developments, trends and innovations

REALDOLMEN IS ALSO CHANGING: PARTNERING WITH REALDOLMEN
Partner, supplier, or both?

PARTNER, SUPPLIER, OR BOTH?

We don't beat about the bush: with Realdolmen, we don't want to be pinned down to one role or another. In our vision, we made the promise to provide an answer to strategic, tactical and operational issues.

If the customer is simply looking for a solution to a clearly defined problem, the purchase of hardware or software, or additional manpower, then we will be happy to provide this.

However, a query often fits into a larger strategic whole. This is why, for every customer, we also want to be a fully-fledged partner at each stage of the project. We would be happy to share our view of a problem or query and look for the best possible solution together with you.

If you want to focus on your core business, you can outsource all your ICT services to Realdolmen.

This can be in any form of collaboration: case-by-case or based on structural cooperation.

Tim Claes
Marketing & Sales Director

ENABLING A TRUE PARTNERSHIP

**TRUSTED
ADVISOR**

TOGETHER
WE CREATE
A VISION

**RELIABLE
IMPLEMENTOR**

TOGETHER
WE BUILD
A SOLUTION

**STABLE
HOST**

TOGETHER
WE SUPPORT
YOUR BUSINESS

**COMPETENT
RESOURCES**

TO GET
THE RIGHT PERSON
ON THE RIGHT SEAT

**STATE-OF-
THE-ART
PRODUCTS**

TO GET
THE RIGHT TECHNOLOGY
IN PLACE

DOCUMENT MANAGEMENT IN A DIGITAL WORLD

You probably know them well: the brown or gray IN and OUT trays. There is even a good chance that they are on your desk right now. This is because, even though the world is becoming increasingly digital, a completely paperless office is still not here today.

The legal validity of electronic documents and of the advanced electronic signature can vary from region to region in Belgium; the differences are even greater at European and international level. For some electronic documents, such as invoices, there is clear legislation concerning storage and probative value; it is often somewhat more vague for other correspondence. No wonder, therefore, that organizations and governments continue to be hesitant about a paperless office. Legally speaking, document management is still at a very early stage and so the trays on your desk will remain full.

Quotes, invoices, purchase confirmations, e-mails, certificates, reports, brochures, etc. are all documents that in one way or another are necessary for your business and that you use to do something or want to keep.

Yet all of us want to get rid of the towering filing cabinets, and a Document Management System that takes your organization's practical and legal needs into account offers a solution.

Realdolmen offers two solutions to meet different (legal) needs: RFlow and RProve. The basic functions are the same for both tools. You manage the

workflows, tasks and responsibilities of users; documents are indexed so that you can easily retrieve them later on; both tools interface seamlessly with ERP or intranet, or in the case of RProve with both the licensed and the free versions of Alfresco Enterprise Content Management System.

Choosing between RFlow and RProve depends mainly on whether you are managing 'dead' or 'live' documents.

A 'dead' document only needs to be archived and will never change. For example, think of invoices you receive, digital or otherwise. RFlow is used mainly for digital archiving of electronic documents. The tool has a strong text-recognition function, automatically reads key data from documents and other data sources, and feeds your ERP or CRM database. The major advantage of RFlow is the legal guarantee: every scanned document is allocated a unique number and so becomes unmodifiable. In the banking and insurance world, for example, such legal validity is extremely important for potential legal disputes.



RProve is mainly used for managing 'live' documents that you receive in paper format. Documents in which various users change or add something and so require version management. All your post is managed in a clear file with customized checklists and actions. In RProve, you can also use an advanced electronic signature, which means that your live documents have the necessary legal validity.

Whether your flow of documents is now digital or on paper, management and overview are required. The right tool that matches your organization's core business helps you save time and archive space, improves the flow of internal information and helps your staff focus on the real business needs.

Pierre Mathelart
Expert ECM (Enterprise Content Management)



RAW HELPS wholesalers capture the e-market

Only 3% of international trade is done via the internet today. Currently still a low figure, but it is an upward trend, with the figure rising annually by 30%. More and more consumers are moving en masse toward buying online, as a result of which webshops are springing up like mushrooms. If B2B trade is not yet completely ready for doing business online today, the arrival of all these e-tailers will force the wholesale and retail trade to look for more connections with each other.

The main e-tailers, such as Bol.com and Amazon, do not cover the cost of their own stock in full. They rely on the stock and the logistical opportunities of existing wholesalers. Furthermore, the e-tailer asks the wholesaler not only to take goods in stock, but also to send them in its name. A major challenge for the wholesaler accustomed to sending whole pallets of the same t-shirts, coffee mugs or smartphones to a few addresses. This wholesaler, organized on the basis of large volumes, must now also work on a refined basis like the retailer, including nice packaging 'with added value' or flawless delivery sometimes notified in advance by telephone. The overall range of products and services provides the consumer with an overall experience so that they return more

easily. The most successful wholesalers also take over other streams such as billing and returns handling. In the best-case scenario, they can even act as a physical point of contact, thereby creating additional trust between the e-tailer and consumer.

Warehouse management

Integrated logistics call for a completely different type of warehouse management by wholesalers: different picking methods, different packaging, different means of transportation, as well as different responsibilities vis-à-vis the consumer instead of the retailer. The latter in particular pushes the wholesaler out of its comfort zone.

RAW (Real Applied Wholesale) has a strong WMS function and can respond flexibly to the physical arrangement of any warehouse. Traditionally geared to SMEs in Flanders and the Netherlands, RAW offers both complex warehouse support and multicompany to medium-sized companies in the same way as proper ERP for, inter alia, order registration and price management, which is also important for smaller businesses. The major advantage of RAW is therefore the combination of mid-range prices and high-end quality.

Trends in (r)e-tailing

Based on meetings with customers and prospects, we observe an e-tailing trend not just among wholesalers; we clearly see that production companies too will be joining in this development in the near or distant future. Fairly small production companies with a simple and well-functioning production process – usually discrete production – see growth opportunities in a sales-driven business model and so now prefer to invest in sales rather than in production. A nice example of this business activity is the personalization of packaging materials, where the producer places additional installations only to respond to the needs of the end-user. In addition to deliveries to packaging wholesalers, they would now like to share in the benefits of the online trend by delivering directly to end-users, i.e. B2B or B2C.

The producer is also the wholesaler, and the wholesaler is also the retailer. Changing core activities in a rapidly changing world.

Bart Van Crombrugge
Business Development Manager RAW

RIMSES: strong together for safe maintenance

Co-creation is a trend. Companies are increasingly joining forces to carry out a project together. At Rimses, this practice has for years formed the basis of successful maintenance software for, among others, the industry sector. Rimses, which celebrates its 30th anniversary in June 2016, was developed at the request of a customer. Thus, the foundations were laid for longstanding, successful cooperation with the Rimses steering group (the 'advisory board').

How does such a steering group work?

End-users of active Rimses customers and a delegation of the Rimses team at Realdolmen meet on a regular basis to discuss the future of the software. The end-users form a realistic representation of the Rimses user so that realistic market proposals are presented. This ranges from improvements to existing functions to possible new functions that the development team wants to test against the actual situation. For instance, Rimses Mobile, the mobile little brother of the maintenance software, came about following discussions among the steering group. The recent Safety module came about with thorough involvement from, among others, Aperam.

Win-win

Being a member of a steering group is not voluntary and co-creation only works if both parties take their task seriously. Every user must thoroughly prepare for the meetings and considerations concerning the way in which he uses Rimses. This eventually results in software that is appreciated and supported by the customer. It creates a podium for new developments and ensures that trends are picked up more quickly by the development team. Not thinking in an ivory tower, but a collaboration that brings the product close to the customer.

Martin Smit

Business Development Manager Rimses

**30 YEARS
OF CO-CREATION
IN MAINTENANCE
MANAGEMENT**



REALDOLMEN IS ALSO CHANGING: OUR PRODUCTS
Hospital/AX: ERP for and by hospitals

HOSPITAL/AX: ERP for and by hospitals

International and yet local

A hospital is not an ordinary company, but this does not alter the fact that there is a benefit in having a reliable ERP system that steers and improves the key administrative and logistical processes. This is because these processes make an important contribution to the optimization of the time allocation of the healthcare

**JAN DE SITTER, ICT DIRECTOR,
GASTHUISZUSTERS, ANTWERP**

What makes a partnership with Realdolmen so attractive is that, on the one hand, they boast adequate technical know-how and, on the other hand, they have a local focus just like their healthcare customers. This means that we understand each other better and reach perfectly balanced solutions.

providers and have a major impact on efficiency and therefore on the operational costs of a hospital.

Hospital/AX is an ERP solution that was specifically developed for and by hospitals. All purchasing processes and financial, logistic and facility workflows of a hospital are included in this solution. As the name suggests, Hospital/AX is based on Microsoft Dynamics AX — Microsoft's ERP flagship. However, the software is entirely based on the specific needs and requirements of local healthcare. Marc Loeys: "This is where Hospital/AX offers definite added value. Incidentally, being close to the local market does not just mean translating the local regulations into applications. It also means that we know what drives organizations, so that we can join forces to find the best solution."

Together around the table

This is why Realdolmen has set up the Healthcare Consortium. It contains external experts and leading hospitals such as GasthuisZusters Antwerpen, Jessa Ziekenhuis, Ziekenhuis Oost-Limburg and the Antwerp University Hospital. The Consortium meets twice a year to talk about the challenges facing the sector and consideration is given to how ICT can help to respond to these challenges. Marc Loeys: "In this way, the roadmap for Hospital/AX is also steered. We look at which extensions and adjustments could be worthwhile. Ultimately, we jointly decide what the best investment is in terms of time and resources to help develop Hospital/AX in such a way that our customers can eventually obtain the biggest ROI."

Marc Loeys
Division Manager Agile Business Processes

REALDOLMEN IS ALSO CHANGING: OUR PRODUCTS

CRM is the added value of banking and insurance products

CRM IS THE ADDED VALUE of banking and insurance products

The rapid changes in technology and the internet, resulting in ever increasing consumer power, have forced companies and organizations to move from being product-led to customer-centric. This does not only apply to traditional production companies. Banks and insurers too, which traditionally used to have a different department, contact person and maybe even database for every product, have had to quickly move toward a 360-degree view of their customers.

THE CUSTOMER JOURNEY
UNVEILED
FOR
BROKERS
AND
INSURERS

The banking crisis has fragmented the customer landscape more than ever. For a long time, consumers have no longer been customers at one bank and one insurer for

all their accounts, mortgage, motor insurance, fire insurance, etc. At the same time, consumers expect an increasingly professional, individual approach in return for giving up their privacy on the worldwide web. Anyone who has taken out a new car loan does not want to receive advertising from the bank for cheap car loans or motor show tickets. Customers also expect added value from their bank or insurance broker. This is because they can find basic information on the internet for themselves.

How do you become customer-centric?

Customer centricity has therefore become an absolute must for banks and insurers. But as a broker or bank manager, how do I get to know about my customers' habits? How do I know which channel (e-mail, Facebook, phone or letter) they prefer? When do my customers read my messages, on the weekend or during the week? And how do I manage to precisely convey the same message via four different channels?

Travi@ta for Insurance, possibly combined with Single View Builder, is the CRM tool par excellence for answering these questions. It supports the channel from broker/insurance company to end-customer, as well as the broker-insurer combination. Originally

developed as a solution to monitor vendors at insurance companies, it is now a complete tool that, apart from sales monitoring, also has a marketing aspect in order to prepare campaigns and business plans for brokers, and updates all customer data centrally to build a 360-degree view of every customer.

The world is ours

Travi@ta/Single View Builder is a highly stable off-the-shelf product with plans for the future. Its fairly simple implementation makes it an internationally renowned tool. Travi@ta is now already distributed via our partners in Portugal, Mauritius, France and Central America, ... with new countries being added every month. Single View Builder is now also available in, among other languages, Portuguese, French, Bulgarian and Arabic.

Finally, Realdolmen can also complete complex projects successfully thanks to its longstanding experience in CRM. As one of the few players in the market, we can cope with a project with a good 10,000 users.

Olaf Hoppenbrouwers
CRM Solution Sales

TO GET THERE, TOGETHER!

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A wise companion
is half the journey

In these fast-changing times, we are proud, as an experienced ICT integrator, to stand out as a beacon of trust for our clients. With our innovative all-round solutions for your strategic, tactical and operational needs, we work with you to bring out the full potential of your business.

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