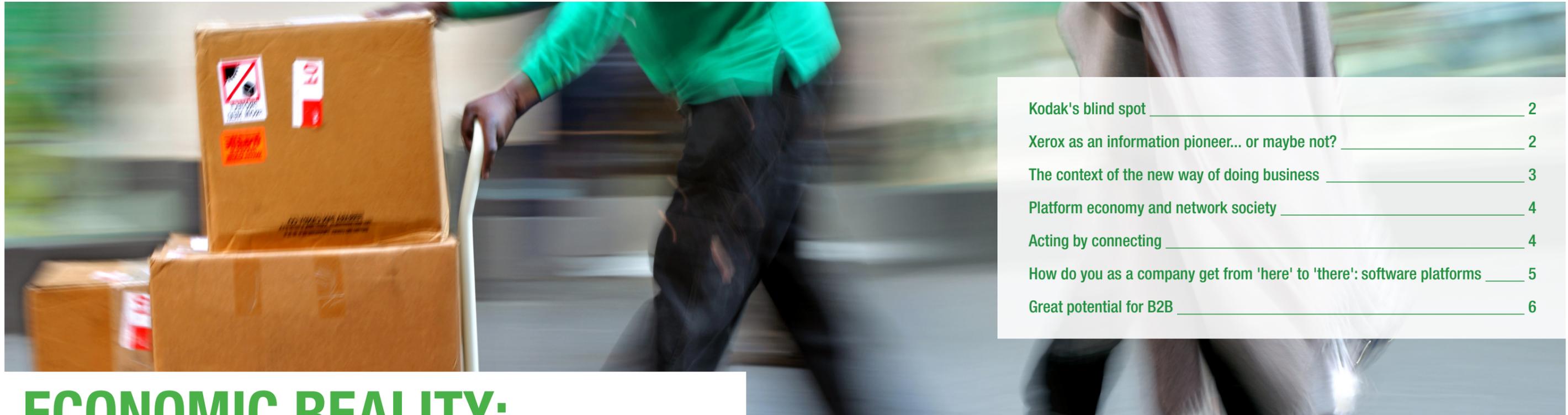




# THE CONNECTED COMPANY

## Change before you have to change

The pace at which the world is changing is both fast and irreversible. Companies are being forced to act. In his book *The Connected Company*, Dave Gray talks about the balance of power that is shifting from companies to the networks that surround them. Customers are increasingly connected, and companies also need to be if they are to be successful. This white paper attempts to provide an answer to the questions "why change?" and "how?" It shows how to design a connected company from a business perspective, rather than a technological perspective – a technological solution always exists for every issue or every topic.



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# ECONOMIC REALITY: CHANGE IS THE ONLY CONSTANT

## Kodak's blind spot

In 1975, Steven Sasson, an engineer at Kodak, designed the first digital camera. The prototype was the size of a toaster and weighed 3.6 kg. It took 23 seconds to save a blurry black-and-white photo with a resolution of 10,000 pixels onto a cassette tape. Sasson and his team estimated that it would take 15 to 20 years to bring the digital device to the consumer market.

A forecast that looked likely. In 1986 the first commercial digital camera was launched on the market, but not by Kodak. From that moment on it was Sony that stole the future of digital photography from under Kodak's nose. By the mid-nineties there was an explosion of digital devices, but Kodak had missed the boat. The company had not done anything with the head start they once had. Sasson's invention ended up on the shelf. Simply because the top management at Kodak at that time was scared of its disruptive and 'cannibalizing' effect on the company's traditional income: analog devices and rolls of film, photographic paper and chemicals in particular. At the time, Kodak almost had a monopoly in this sector.

**"The technical people loved it, but it was filmless photography, so management's reaction was, that's cute — but don't tell anyone about it."**

*Steven Sasson, Kodak.*

This is no longer the case for Kodak today. The empire went under in 2012 due to something it developed itself: the digital camera. By the

time the company's senior ranks woke up, it was too late. Kodak has become a classic and sorry symbol of a company that did not listen to its employees and did not move early enough into a new way of thinking and doing business.

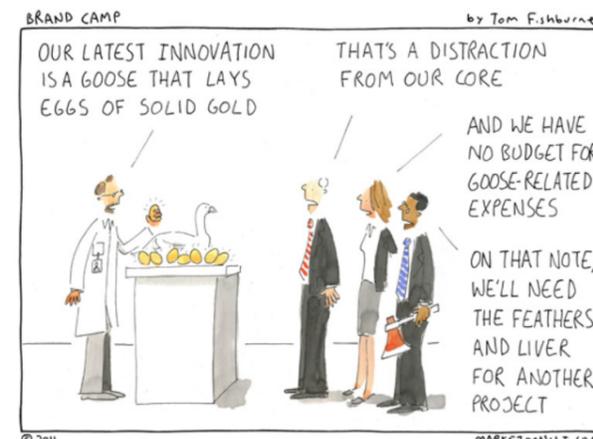
## Xerox as an information pioneer... or maybe not?

Kodak is not an isolated case, as other giants have also ignored opportunities. Xerox, the inventor of the first automatic xerographic copying machine, set up the Palo Alto Research Center (PARC) in 1970, with the aim of designing 'the office of the future'. Successfully. In 1973, Xerox designed the Alto, the first prototype of a personal computer. It included new applications such as a mouse, a graphical user interface, the first WYSIWIG editor and bitmapped display. The same year, Ethernet was also invented.

But the company still continued to see itself as a photocopier company, rather than a revolutionary pioneer in computing. It was typical of Xerox to be able to encourage new ideas all the time, but at the end of the day not follow through on them for the long term. Innovations like the PC therefore never became Xerox products. In 1979, the then 24-year-old Steve Jobs visited the PARC. He was inspired by what he saw, and the rest is history.

**"Xerox had been infested by a bunch of spreadsheet experts who thought you could decide every product based on metrics. Unfortunately, creativity wasn't on a metric."**

*Gary Starkweather,  
creative mind at Xerox PARC and inventor of the first laser printer*



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Companies such as Kodak and Xerox illustrate, each in their own way, that it is not so much the so-called disruptive innovations that destroy from the outside in, but rather a too narrow focus and the lack of internal acceptance of change and strategic flexibility. Professor Rudy Moenaert discusses bottlenecks: "The neck of the bottle is at the top of the bottle." When companies ignore innovation, they create opportunities for others who do not ignore it. Seeking to cling to the status quo can have disastrous consequences.

## The context of the new way of doing business

The current trend in the modern way of doing business is that product and services life cycles are getting shorter and shorter. This is a trend that is being driven by increasing digitization and the application of new technologies. New generations of products and services come onto the market while existing products and services are not even yet being fully exploited. A well-known example of this is the mobile phone market, where the average life cycle of a phone today is estimated at three to six months.

This makes market behavior unpredictable. In the past, companies were able to feed off one product for several years in a row, and not worry too much about the rest. Customer contact was kept to a strict minimum. The related services – such as a helpdesk – were seen as an irritating cost, rather than an opportunity to make contact with customers and to learn from them. Customer experience was generally pretty bad. Now we know that disaster lurks in this approach.

Steve Denning at Forbes talks about the end of 'milking the cash cow'. The power in the market has shifted from the seller to the buyer. We are evolving from a supply-driven economy to a demand-driven economy where the customer is at the helm. In combination with globalization, this ensures that companies that do nothing but milk their cash cows will find it hard to survive. Research shows that the life cycle of companies is falling dramatically. Fifty years ago, the average company in the US Fortune 500 had existed for 75

years. In 2015 the average lifespan was less than 15 years, and it is still falling. Today, 89% of the Fortune list consists of new organizations. Old companies with an old way of thinking and managing are sinking to the bottom, or disappearing off the list.

One of the things that is causing this is the consumer behavior that companies are faced with. The internet and social media provide an unknown forum of now over 2.3 billion users that allows them to make good and well-founded decisions and to share these. Consumers have access to information and they also are a source of information. They have gotten a voice and therefore more power. The one-way thinking of our business models is now past its sell-by date. The speed of online conversations and interactions – the so-called networked communities – can put severe pressure on a company's reputation. Markets and opportunities can no longer be captured in 'funnels', but behave like networks. What is noticeable here is that it is much harder to maintain brand reputation than it used to be. A price that is competitive today may not show up in the top 10 on comparison sites tomorrow.



The common factor behind these business models is that they start from a new platform economy where technology and social media define more and more how we communicate, collaborate and share.

### Acting by connecting

Traditional business models find it more difficult to keep up in this new economy. Classic, top-down structured companies are organized hierarchically, which means long decision chains – in some cases too long, with all the consequences that implies. If companies want to survive, then they must constantly reinvent themselves and not be blind to (technological) change and the opportunities it brings. Especially in the current economic climate, where change really is the only constant. The pace at which the world is changing is both fast and irreversible.

In short, companies are being forced to take action. In his book *The Connected Company*, Dave Gray talks about the balance of power that is shifting from companies to the networks that surround them. Customers are increasingly connected, and companies also need to be if they are to be successful. In the first instance, with their customers, but also with their partners and even others in the same industry. The closer you are to them as a company, the more swiftly you can interact and react. And your own employees are part of this connected network, with shared protocols and services. Their ideas need to be exploited to the full, without restricting them to a hierarchical level. This is the idea on which the connected company is based: it is a structure that a company must have in order to keep up in a networked environment, and technology is one of its driving forces.

Connected companies are companies that flourish in the digital era. They know how to create new sources of value for their customers. They learn faster and move faster than their competitors. They are able to redefine and recycle their resources in new business areas. They tap into rich networks of peers – customers, employees,

partners and others in their sector, and deliver value to their existing and new customers. Connected companies focus on outcomes and learn from (user) experience as well as mastering processes and the effectiveness of production lines.



Customers are connecting. Are you?

© 2013 De Connected Company, Dave Gray

Maurits Kreijveld talks in this context about platform thinking as an organizational strategy that forces organizations to pose questions: "What are our core values?", "What do we want to open up and make accessible to others?", and also "What new combinations can be created with other parties?" According to Kreijveld, the most important philosophy behind platforms is that you cannot be the best at everything yourself. Above all, for large companies that is not always very easy, because they often still think that that is the case. "You as an organization must be prepared to release a bit of your control, and allow other players to use parts of your knowledge and skills. Others use parts from you, you use parts from others, and that way you develop each other."

### How do you as a company get from 'here' to 'there': software platforms

To be able to be a connected company, you need to have a strong software platform that can use innovative technology to connect the various peers (customers, employees, partners, etc.) to each other and that can also evolve rapidly in response to market needs.

Where 'digital' was previously more a supporting factor, it is increasingly becoming the essence of companies. Marc Andreessen, founder of Netscape on the impact of software: "Software will eat the world, in all sectors. Companies need to adapt or they will become extinct. In the future, every company will become a software company." The role of software in the ability of a company to excel will increase in the future. Netscape was in fact the first company to capitalize on the worldwide web, when in 1994 it launched the Netscape Navigator web browser. Currently,

**"By 2020, every business will become either a digital predator or digital prey. The predators will be the companies able to achieve digital mastery, harnessing digital to create new sources of value for customers. The prey will remain Digital Dinosaurs, unable to evolve their proven business model until it's too late."**

Nigel Fenwick,  
Forrester.

Andreessen is investing in companies like Facebook, Groupon, Skype and Twitter, excellent examples of the new digital economy.

A good platform is in fact an auto-reinforcing ecosystem where three components interact with each other: data, technology and a community. The characteristics of the platform are defined by the relationship between these components and the level to which they are present. Some platforms are more data-driven, others technology-driven, and in yet others it is the community that is dominant and provides most of the value creation.

**According to research company Gartner, the world will be completely 'eaten up' around 2020.**

Over the last few years, a lot of business models have been created that work as software platforms. You could even argue that currently almost every new company that is successful is a software(-driven) company. For example Uber, who we mentioned above. The largest taxi company in the world that does not own a single taxi, but uses a digital platform to offer services to millions of users. A smartphone and access to the internet – that is all that is needed to bring users and car drivers together. But the company did not actually start from the technology as such, rather with an issue that existed in the traditional taxi industry. Uber thought about the needs and issues of the taxi passengers, the customers. It defined the problems and then applied the technology to them. "Digital first, but not digital only", as Dado Van Peteghem of Duval Union Consulting puts it when talking about digital transformation.

Uber is of course an example of a platform that is community-dominant, as are Airbnb and Facebook. Other configurations such as Waze and Netflix are more data or technology-driven. The power of the traffic and navigation app Waze lies in algorithms that use real-time interaction with thousands of users to suggest better alternative routes. Netflix has succeeded in going to market with

technology in a new and successful way. It was established as an online, on-demand video library that sent videos and later DVDs by post, but the company only really gained traction when the postal delivery switched over to internet streaming technology that it has set up on a global scale. It was the convenience that users had been waiting for – for a fixed amount per month you can watch unlimited films and series.

## Great potential for B2B

Examples such as Uber, Waze and Netflix position platform thinking and facilitating online transactions mainly in the consumer world, but they also have strong potential in the B2B market. In classic B2B, there is still a lot of human middleware involved in the communication and interaction with other parties such as partners and suppliers, with manual, and therefore time-consuming and error-prone, activities. By eliminating these, much more efficiency can be created. This does not, by the way, have to turn into an argument for a high-tech or hyper-optimized organization, but rather an improvement of what is already there simply by applying new techniques. Innovations are essentially nothing more than well-targeted and well-thought-out improvements.

It is not just about improving processes or numbers, but also about models that cause changes. We can see that in the new economy the strict B2B-layer is disappearing, or is becoming an enabler of B2C. One of the business models that is coming under pressure here is the B2B2C model where the first B leapfrogs the middle B and delivers directly to the end consumer. Shoe brands such as Nike and Birckenstock, who are displacing (online) retailers by going online themselves with an e-commerce platform. Contact with the customer is becoming more direct and the distances are shrinking all the time.

Models therefore change and certain intermediaries disappear or are replaced by new, more efficient intermediaries. They are the new 'middlemen'. Take, for example, the e-tailers bol.com and Coolblue. They disrupt the market and make it difficult for other companies to continue as the 'middle B' in an online environment. Massively purchased keywords ensure, among other things, that consumers in a search engine on the internet almost automatically end up with one of them.

WeMarket is another example of a new intermediary. WeMarket is the first international horizontal B2B marketplace where both large, big-name brands and small and medium-sized businesses can trade transparently and securely with distributors, wholesalers, retailers and buyers. The platform wants to provide a solution to a problem that is very familiar to many buyers and sellers: how do you get rid of excess inventories? And how do you as a local

company quickly find international resellers? Start-ups can use this platform to sell their new products to parties all over the world. The platform is provisionally aimed at consumer products such as fashion and electronics, but other industries are also active on the platform. Products traded on WeMarket include not only new collections, but also overstocks, returns and refurbished products.

**“As a company you need to think about the scenarios that could occur. What is your preferred scenario? And what is the scenario that will most likely occur? That is what you need to focus your strategy on. What if you are the first B in the B2B2C model, or even the second? How do you build up your model from there?”**

*Dado Van Peteghem ,  
Duval Union Consulting.*

This originally Dutch company was set up by Bas Beerens, creator of WeTransfer, who wants his innovative platform to move B2B to the same level as B2C. WeMarket puts the full commercial chain in touch with each other on a single online platform and therefore moves away from the traditional product flow:

Still closer to home there is Aviatize , which is picking up on the new reality of drones. This Belgian start-up developed Idronect, an innovative software platform for professional drone management that connects drone pilots, air traffic authorities and government with each other in real time.

Idronect allows drone users to prepare flights and send flight requests to the relevant bodies. The platform automatically performs flight risk analyses and also sends information that can help pilots to take better decisions about their flights. And authorities, such as the airport and the Directorate General for Air Transport, cities and police can also use the platform. An integrated function makes it possible to view flight requests and automatically approve them. All parties involved can also track the drone during the flight. If the drone deviates from the approved route, there can be immediate intervention and the owners can be sanctioned. With Idronect, Aviatize is picking up on what is needed to make unmanned flight safe and simple, and is making sure that unmanned drones and aircraft can co-exist safely.

Another important aspect that affects the business models of today and tomorrow is how to deal with the ever-growing volumes of data which companies have available to them. The challenge is to convert this data into information, and to find the right insights in order to build new services and become stronger than your competitors. In this respect, data are the driving force behind every

well-functioning platform. We are not just talking about the 'classic' data from transactional applications, such as ERP or CRM, but also about behavioral data and data that comes from external sources such as the Internet of Things (IoT). If you start to correlate all the information, both internal and external, you create massive traction for improvement. Concepts like Big Data and IoT have been hyped for a long time, but are gradually becoming a reality, and their impact is certain to grow.

**“Just go and talk to a large electronics manufacturer in the middle of the season. If certain products are selling less well, you need to go and manage your sales team. Often it will be weeks later before you see any results back from that. Using WeMarket they can find outlet channels far faster and do not need to discount unnecessarily at the end of the season.”**

*Gijs van den Broek,  
Chief Commercial Officer WeMarket <sup>(nl)</sup> .*

For example, the Antwerp Port Community recently launched Nxtport . They want to use this to provide an alternative to internet giants such as Google, Amazon and Alibaba who rely on Big Data and are beginning to form alliances to start up their own logistics system. Nxtport is a digital data platform that allows the Antwerp port federations to bring together large quantities of existing and new data from shippers, pilots, customs and terminal operators, among others. The main goal is to unlock the full potential of nautical, logistical or other data for everyone involved with the port. Now, for example, a lot of time and energy is still wasted because the port authorities do not know each other's information. In addition, a lot is still processed on paper. Nxtport needs to stimulate collaboration and increase transparency over the whole of the port cycle, from locating goods, arrival times of ships, real-time tracking of individual shipments, to smart data that can match up the level of traffic and the logistical scheduling, etc. A second, important objective for the platform is to develop external commercial applications that can improve the logistical flow of goods. In this way the data in the Antwerp Port Community can not only be shared better, but combining it with existing data will lead to new and innovative solutions and economic activities.

**“We want to be to drone users what Google is to internet users: all drone-related information in one click.”**

*Tom Verbruggen,  
co-founder of IDRONECT.*

For the development of applications, Nxtport is using available capacity on the Proximus EnCo platform . EnCo stands for Enabling Company. This is an innovative incubator platform that gives developers and external companies access to Proximus' assets and technologies. It is a new B2B2X model where Proximus opens up its services to companies, who in turn build their own products using them and sell them on to their customers. This ecosystem, where collaboration and co-creation rule, ensures mutual returns. It is a business model that is being used more and more frequently in a time of rapid change, including in sectors where until recently it was far from obvious, like the port business.



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# SOFTWARE PLATFORMS AS A BASIC TOOL FOR DIGITAL BUSINESS MODELS

One of the leading principles for becoming digitally driven and 'connected' is:

**"Do not create projects, instead create a platform to support your 'connected' efforts. This platform will help you to take the lead in the digital transformation and offers you the agility to expand and make adjustments while you are learning and growing."**

Technology is exceptionally well-suited to platform thinking. Platforms also mainly consist of technological components that can be used and re-used again and again. Maurits Kreijveld: "That creates scalability and speed: new applications and services can develop from a shared basis. Other players can develop services and applications and connect them to the platform. Using the platform, various players can coordinate their collaboration. Costs, risks, knowledge and skills can be shared. Companies can jointly conquer new markets and capture user values that individual organizations cannot achieve."

A digital platform includes at a minimum a number of basic building blocks to allow you to carry out other projects. It is, if you like, the mortar between each of the various backend systems (people, IT, processes), but even more importantly also with the customers, partners and all the other important stakeholders.

In other words, the platform offers a basis for all IT business projects where connectivity is required. It includes a number of basic functional elements and services that can be re-used and extended.

The different dimensions or layers of a 'connected' platform can be designed together or separately from each other. You would not normally start on all domains at the same time, but work on the oil-stain principle, with the working area gradually spreading outwards. Once a connected platform reaches a certain level of maturity, then most of these capabilities will have been fleshed out.

## Agile, Lean and MVP

The software platform then, is a basic tool for digital business models, but what does that look like in practice? What is a platform in fact? The best way to define a platform for a connected company is probably to describe what it is not. Traditionally, the approach within IT was to analyze a business problem, choose a solution, build that and then use it for a longish period. From idea to implementation there were usually several months, or even years, of work before real business results were seen. These are time frames that are too long if you compare them to the speed at which a company nowadays has to be able to adjust to new market conditions and to be able to reposition itself. There is a very real chance, in other words, that the customer's requirements and wishes will have changed and that the product that is finally delivered will no longer match current needs. There is a clear need for a different way of thinking and working.

An agile mindset can make all the difference. There are so many benefits to an agile approach: by working together interactively and

SECURE AND RELIABLE	PRIVACY	ENGAGE	Any device	Personal	Social	Measure	EFFICIENT OPERATIONS
	AVAILABILITY	IDENTITY	Secure	Self	Smart	Person and thing	
	CONFIDENTIALITY	SERVICE	Personal	API Driven	Coordinated	Smart	
	INTEGRITY	DATA	Distributed	Big	Analytics	Specific	
		INTEGRATION	Standards	Semantic	Adaptive	Seamless	
							ANYHOST
							AUTOMATED
							AUTOQUALITY
							RESILIENT

incrementally in multi-disciplinary teams, you can adapt rapidly to change, and the most valuable possible product for the customer can be delivered within the time and budgetary constraints. Time-to-market and user friendliness are the most important criteria here.

**"If you are not embarrassed about your first product to market - you launched too late!"**

*Reid Hoffman,  
founder of LinkedIn.*

However, an agile mindset alone is not enough. It is combining it with a lean start-up strategy that ensures the necessary flexibility. The concept of 'lean start-up' is borrowed from the title of a book published in 2012 by Eric Ries about lean thinking. This is a way of working that starts from an MVP, a minimum viable product or a minimal working product, which is used to find out as rapidly as possible what works and what does not. An MVP is an early, stripped-down version of a product. This is part of Ries' continuous and interactive feedback cycle of build-measure-learn. In this short-cycle approach, there is no attempt initially to get to the perfect finished product, but it makes it possible to measure the right things by listening to customer reactions, adjusting the product and testing again. In his book, Ries underlines the importance of experimentation and validated learning as a measure of progress: "If you can't fail, you can't learn."

With a lean approach, we are not just talking about software development, but about the whole way of running the business and how the business deals with your customer and what they think are important. Your reputation and, above all, maintaining your reputation, is extremely important here. So if you extend a digital service, you

need to be thinking first and foremost about the user experience and the focus. A user, for example, who struggles with their user name and password because they do not have the right tools, will probably order from the competition. So the choice of a bank can depend on the user-friendliness of the apps that it offers.

Or as Nigel Fenwick at Forrester puts it: "At the heart of digital business is the need to rethink how to create value for customers. And to do that across the business, your company needs a compelling digital vision — one that inspires your employees to make the hard changes and tough choices on the journey to digital business. Your digital vision must be centered in customer value." To ensure that these qualities are present, you therefore need to start with a very clear vision, where customer and employee are at the core. According to Fenwick it is about nothing less than creating a world-class digital customer experience.





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# WHERE DO YOU START?

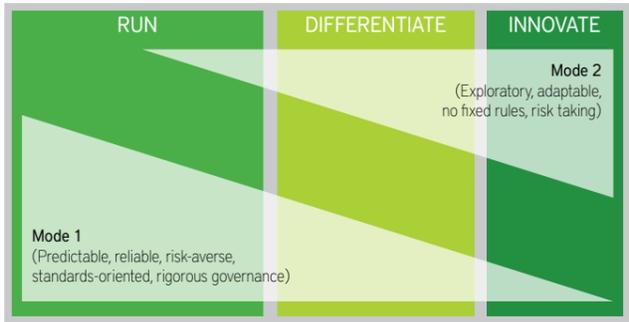
The new economy is an ecosystem where everything and everyone are connected to each other. And that implies that technology is involved. But to make a difference as a company, you need to do more than just pick some software off the shelf. You can no longer become a successful player in the digital economy just by investing in IT. The way in which companies organize themselves is also of critical importance. The art of a good digital architecture strategy is to define what is needed in order to support the business differentiation strategy.

In that respect, the prerequisites for becoming a connected company are in fact the same as for a digital transformation.

- Alignment with the business strategy: in a digital strategy the technology is vital to achieving the business strategy. Understanding this from end to end, analyzing and adjusting it is critical.
- Look after the structure: that may seem obvious, but achieving a clear working model where business and IT work excellently with each other is no easy task.
- Be aware that the rules for 'running the business' and for 'changing the business' are two different things, but they do need to be combined in a coordinated way.

## Bimodal IT

If it works, the digital transformation will take place at the interface of business and IT. With digital transformation, companies tend to think that the focus is really on technology, but as we already mentioned, it is only partly a matter of technology. It is important for IT to be aligned to the strategic goals of the business.



The digital transformation is actually a business transformation in which digital technology is a driving force. In the end, the key is to find a perfect balance between change and innovation on the one hand, and stability and continuity on the other. This means not only optimal deployment of new technologies, but also keeping existing systems operational, and in some cases modernizing, replacing or even discontinuing existing systems.

## Different gears: not everything changes at the same speed

The skill of designing a connected company is to recognize that not everything changes at the same speed, and therefore to think in different gears. Dave Gray refers to this as 'pace layering'. The research firm Gartner says "Stable and fast is the new standard." Gartner calls it 'bimodal IT'. Whatever the name: IT's sphere of influence runs at different speeds. Ensure long-term stability and integrity on the one hand, and rapid and agile acceleration on the other.

Both speeds are necessary in the process of business change. Speed is certainly necessary, but it should not always be the only consideration. Amazon's webshop is updated every 11.6 seconds. Websites like Instagram and Pinterest have a thousand new code deployments per day. These speeds are totally different from the semi-annual release cycle of the average CRM or ERP system, and rightly so.

## Innovation at the periphery

In fact, the best place for successful innovation is at the periphery of your organization, with short cycle times, in an internal incubator or a separate start-up. Or as KPMG puts it: dare to let go of 'big bang' IT projects. In their study, they point out that along with looking at the future IT landscape, companies need to learn from current start-ups. These entrepreneurs work in small experimental groups using venture capital and smart digitization. They integrate the ultimate customer experience into their business model, turning existing models upside down.

## Business model innovation or management innovation?

It should be clear by now that the digital transformation of a company and making a success of it are not just the job of the ICT department and the CIO. It goes without saying that commitment by the CEO, as well as the CFO and other C-managers, is at least equally important. A CEO needs not only a good feel for which digital changes your company is facing and how they affect your business model, but they also have to create a business climate at the same time that makes room for technology experimentation and new forms of cooperation. Space is needed to be able to accelerate, because to keep up, companies must be able to adapt to digital developments and integrate these into their business strategy. This is Darwin's natural selection in modern garb: either embrace change and discover new business opportunities, or die out.

According to KPMG, more than 50% of CEOs are actually not sufficiently involved. Nevertheless, a BPI Network survey indicates that CEOs do intend to use technology to accelerate the transformation of their company. This illustrates the conundrum of intention versus commitment: CEOs who convert intention into engagement create enormous added value for their company. The C-level management also has to be sitting at the drawing board for the digital project known as 'Connected Company'. A number of guidelines from Kotter are appropriate here: set up a managing coalition that is involved in the innovative changes that you want to implement as an organization. And win some small short-term successes, then build on those. Nothing motivates customers and employees better than success.

**“It is about shaping the decisions and being proactive early. You get the good results, not by having a theoretical mandate and saying this is how things are, but by being involved with the business early on, making them understand the rationales you have.”**

*Søren Nørgaard,  
Chief Enterprise Architect at Lego about Lego's transformation.*

## About Realdolmen and the connected company

If you are seeking to become a connected company, then Realdolmen is seeking to assist you along your growth path. We can provide a bridge between your company strategy and the technology substructure that is needed to achieve your strategy. We not only design platform solutions that support your strategic services and initiatives, we also build them. We help you to turn towards new business models by offering you innovative and adaptive architectural solutions. Our experts take a pragmatic approach and interpret the project to everyone involved – from the board of directors to the IT department. Consultation is crucial, because that is the only way that you will evolve to a situation where your IT truly supports your business. We as a company are also technology-agnostic, meaning that we can offer a mix of skills that provide the best possible solution. Let's start the journey!

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# CONCLUSION

Connected companies at present are the exception rather than the rule. But from our own experiences, and from hearing the ideas of experts like Dave Gray, we are convinced that they have the advantage thanks to their way of working, both now and certainly in the future. Connected companies will do better one way or another than companies that continue to cling to the status quo. Or as Jack Welch, connected company pioneer and former CEO of General Electric, puts it: "Change before you have to."



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9. Proximus EnCo was created in collaboration with Realdolmen. Realdolmen provides the architecture and construction of an online hub where all information is available using APIs, and where start-ups can connect with each other.
10. Giarte, Outsourcing Performance 2016
11. Smart Business
12. Giarte, Outsourcing Performance 2016
13. The KPMG Difference, October 2015
14. KPMG Global CIO Advisory Pulse Survey (2014)
15. Kotter, 8-Step Change Model
16. Jack Welch, former chairman of the board of the industrial conglomerate General Electric (GE)