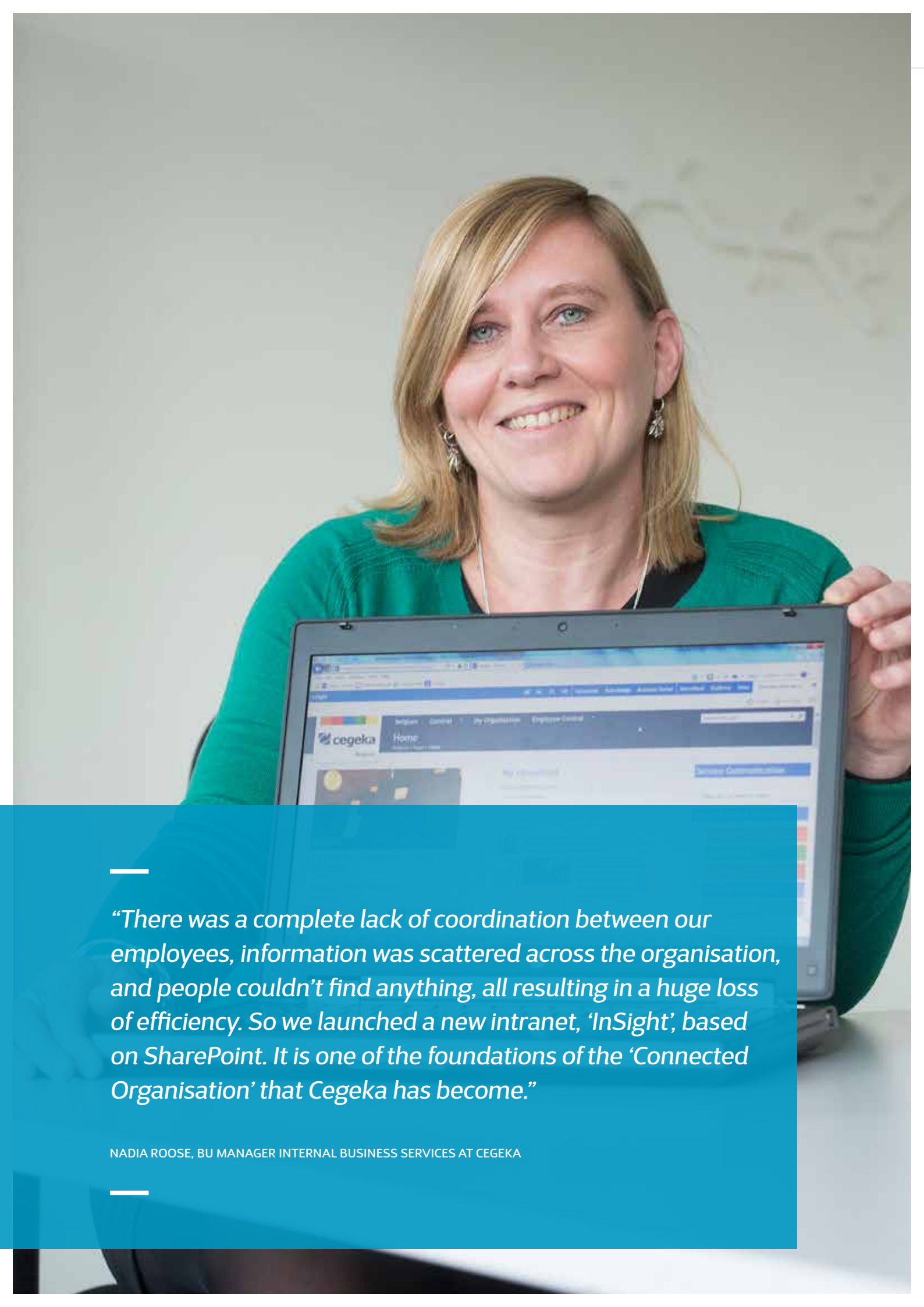




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## **A Connected Organisation always performs better**

Facilitate internal communication, work together spontaneously  
and share information and knowledge.



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*“There was a complete lack of coordination between our employees, information was scattered across the organisation, and people couldn’t find anything, all resulting in a huge loss of efficiency. So we launched a new intranet, ‘InSight’, based on SharePoint. It is one of the foundations of the ‘Connected Organisation’ that Cegeka has become.”*

NADIA ROOSE, BU MANAGER INTERNAL BUSINESS SERVICES AT CEGEKA

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# 1.

## Why a Connected Organisation?

Facilitating internal communication, spontaneous collaboration and knowledge and information sharing in growing companies through systems and structures.

p. 4

# 2.

## Ingredients of a Connected Organisation

Transparent communication, centralised collaboration, knowledge exchange and self-organising networks.

p. 6

# 3.

## Advantages: a Connected Organisation always performs better

Savings in time and money, improved cooperation & communication, and increased social engagement.

p. 12

# 4.

## Changing corporate culture

From Command & Control to Connection + 10 tips for a Connected Organisation.

p. 18

# 5.

## A Connected Organisation in five steps

Think big, start small, scale fast

p. 22

# 6.

## What can Cegeka mean for you in concrete terms?

A Connected Roadmap to address communication and knowledge challenges while maximising returns.

p. 26

**1**

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## **Why a Connected Organisation?**



## Past projects at Cegeka

These are our findings after internally testing our Connected Organisation blueprint. But there are even more benefits, albeit perhaps less tangible, and we will discuss them in this white paper.

What is your organisation's culture like? Are you still able to respond as quickly as a startup?



20% reduction in travel costs



Reduced telephone usage



-50%

50% fewer mobile phone calls



Increased teleworking, fewer workplaces needed



-14%

14% reduction in diesel fuel costs in 2014 (compared to 2012)



8 out of 10 meetings held via Skype for Business: anywhere, anytime ...

## ISLANDS SHOULD BE TURNED INTO A NETWORK



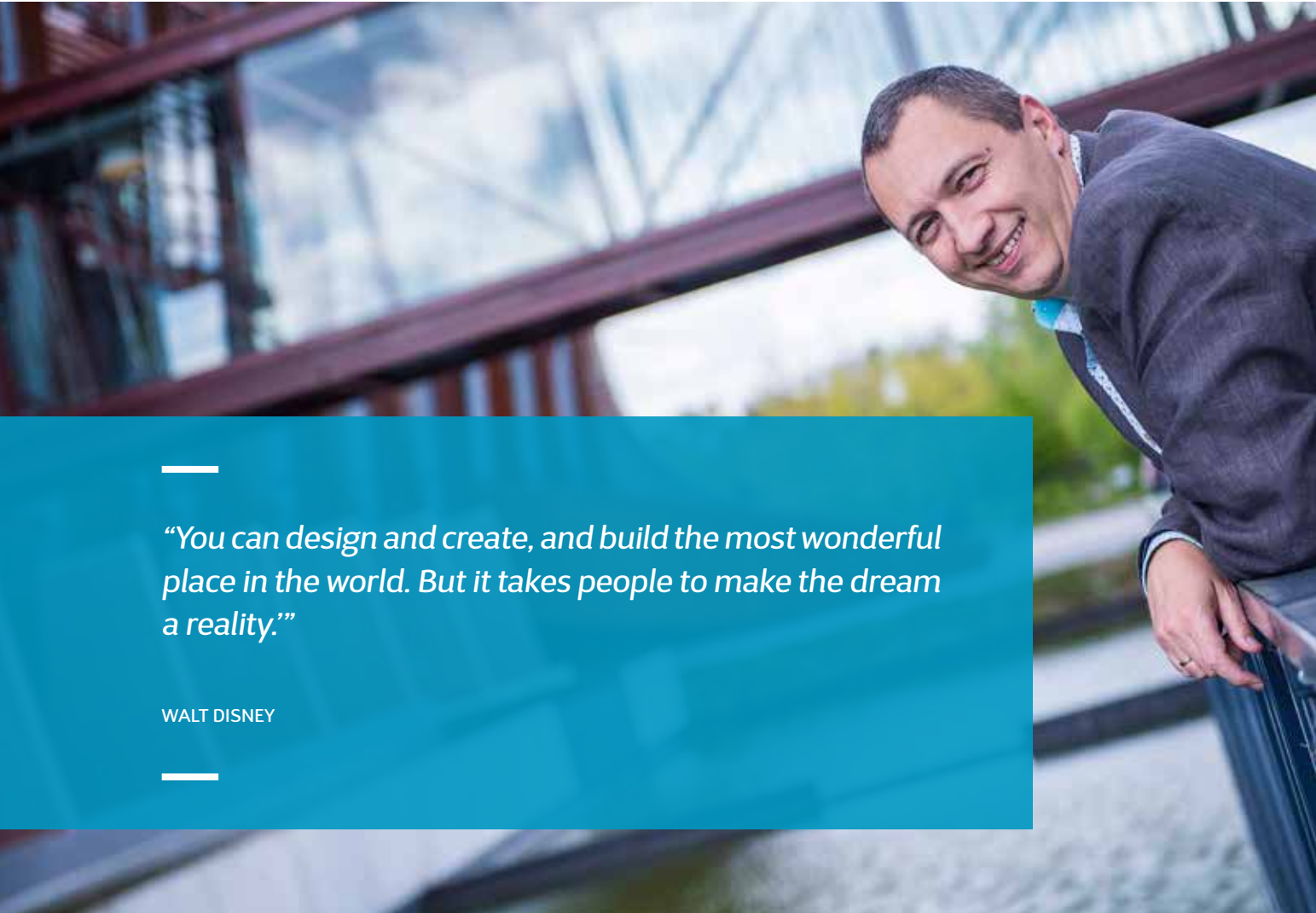
Once businesses grow, they profit from extensive economies of scale. However, this means the short lines of communication and information between employees, customers and partners also increase. People no longer know one another, know what each person is working on or know what they are good at.

To maintain an overview of the available expertise and information and continue to cooperate effectively, systems and structures are needed to facilitate communication, collaboration and the spontaneous sharing of information and knowledge. With today's technology, this is easy to achieve. And the key to success lies in a change of culture.

To take on this challenge for your organisation, we have created a clear roadmap based on our extensive internal experience. We are ready to implement this internally-tested Connected Organisation blueprint externally, and we have also translated this blueprint into an intranet and extranet accelerator so you can get started quickly.

In addition, in this white paper we will expand on the why, how and what of the Connected Organisation. What are the ingredients? What are the benefits? How can you transform your organisation in order to reap the benefits? And how can Cegeka help you in concrete terms?

PETER POECK, SOLUTION MANAGER, CEGEKA



*"You can design and create, and build the most wonderful place in the world. But it takes people to make the dream a reality."*

WALT DISNEY

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## **The ingredients of a Connected Organisation**

## 2. The ingredients of a Connected Organisation

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All companies are idea factories. To allow companies to operate as smoothly as possible, information must be available immediately and everywhere, and flow freely.

A Connected Organisation has the following characteristics:

### Transparent communication

A *Connected Organisation* is committed to regularly informing and communicating with employees, customers and partners, so employees can quickly find what they are looking for. Thanks to an ongoing dialogue, they continue to feel involved in the organisation.

### Centralised collaboration

In a *Connected Organisation*, teams (whether ad hoc or cross-functional) should always have a place where they can work together.

In this way, the right people have quick access to the information they need and are able to share it with each other and the rest of the organisation easily.

### Knowledge exchange

In a *Connected Organisation*, employees can easily share their knowledge with others, and enrich it with the knowledge of others. Employees can thus promote themselves as an expert, both internally and externally.

### Self-organising networks

Enterprise social networks, communities, discussion forums and unified communications allow employees, customers and partners of a Connected Organisation to stay in contact with each other easily, wherever they are located.



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*“The ‘s’ in Organisation stands for Strong, Secure & Simplified!”*

PETER POECK – SOLUTION MANAGER

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## 1. How to handle information?

### 1. Information islands reduce productivity

Knowledge that is only in the head of one employee or one computer is not accessible to the organisation. We call such knowledge an ‘information island’. Staff waste their time chasing after information, and if an employee leaves your organisation, they take their knowledge with them. Without information exchange, work is also duplicated and your employees don’t know which staff members have which areas of expertise.

### 2. With the advent of digital information, our ways of interacting with data have changed drastically

Employees no longer have to be walking encyclopaedias. Every piece of information is only a click away on a central platform. And if there is any specific information that you can’t find, it is always easy to contact someone who can help you find it via social networks, instant messaging, telephone, videoconferencing, etc.

### 3. Technology helps us work together across departments and borders

Today’s technology makes it possible to work together, worldwide, with anyone at all, at any time, using any device – to evaluate information with a team, make presentations, develop proposals, etc.

## 2. The Connected Organisation requires a change of culture

In addition to technology (which helps us to share information), a Connected Organisation also requires a change of culture. Productive employees of the future interact with information and each other in a different way. Developing team spirit and pursuing common goals are excellent ways of increasing your organisation’s productivity. Digital information needs to be organised in such a way that every employee can perform his or her tasks efficiently.

The major challenge here is user adoption. In this context, we ask ourselves three questions:

### 1. Do the employees **want** to use the solution?

We answer this question by formulating clear objectives and a communication plan, and by putting ambassadors among the managers and employees in the spotlight.

### 2. **Can** the employees use the solution?

For this purpose, we provide a training programme with various types of training, depending on the target group, via various communication channels and tools.

### 3. Most importantly, **will** the employees use the solution?

To stimulate use, we like to work with innovators and early adopters during the pilot phases. We then increase confidence in the solution by providing a good service desk and ensuring that the previous solution is no longer available, wherever possible.

## Treasurer keepers and islanders

An information island can occur in several ways:

### Treasure keepers

Some people consider their information a valuable treasure and guard it carefully. In doing so they hinder the organisation, often without realising it. Guarding their knowledge gives them a feeling of power and control over their colleagues and employer. Their self-created information island makes them feel indispensable.



### Islanders

An information island is often created out of necessity. For example, if your organisation doesn't use CRM software, a lot of information about customers and prospects will reside exclusively in the heads (and inboxes) of your sales force.



## Awareness sessions

At Telenet, we quickly decided to use social media for internal communications. However, Telenet had no idea where to start. That's why they sought our advice.

Read more about this case study at  
<http://www.cegeka.com/CaseTelenet>



*'Our main objective was to convince the staff that the new ways of working were better. Cegeka has developed three types of awareness sessions:*

- 1. Telenet 2.0: The Connected Organisation*
- 2. Unified Communication: How to use!*
- 3. Social Media "inside and outside", where employees learn which social media platforms are best used in difference circumstances.'*

CLAUDIA POELS, SENIOR VP HUMAN RESOURCES, TELENET

# Become a Connected Organisation in five steps



## 1 Business case

vision, strategy, awareness and kick-off



## 2 High-level analysis

objectives, expectations, stakeholders, business roadmap



## 3 Requirements analysis

phased approach, no Big Bang



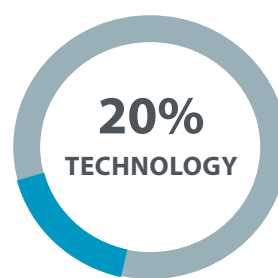
## 4 Implementation of:

- a. Content plan
- b. Governance plan
- c. Security plan
- d. User adoption & communication
- e. Training plan
- f. ...



## 5 Training, end user awareness, information sessions

**Connected Organisation**



3

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**Advantages:  
a Connected  
Organisation always  
performs better**

### 3. Advantages: a Connected Organisation always performs better

“A lot of productivity gains come from “spillover” gleaned from our network. For example, one client might prepare their quotes in one way, while another department might manage its teams differently. We are moving towards an inspiration economy, where the main raw material is inspiration and where stimulating and capturing spillover is (or should be) one of the core competencies of a region, company and even individual. [...] The impact of spillover can be enormous, but not every type of spillover is equally important. Spillover is responsible for 0.9% of growth in Belgian labour productivity in the period 1995–2007, corresponding to 52.9% of our total growth in labour productivity during this period.” (Flanders DC/Vlerick Business School, 2014)\*

It is clear that information islands have no place in a modern organisation. Digitising relevant staff knowledge and sharing it with your entire organisation will provide you with the following benefits:

#### 3.1. Save time and money: a clear business case

Just imagine if your staff could spend half their time on providing extra services. Who wouldn't go for this? It's more than just a fantasy: according to Gartner, employees spend half their time searching for information. On average, people usually need 18 minutes to find any given document.

A **Connected Organisation** can also help you quickly find the right expertise and increase productivity through self-service solutions. Time and money saved through quicker access to your information can be spent on your core business. The innovators in your business will also benefit, as they will no longer have to wait for someone to provide them with information if they wish to act quickly.

*“Half of our productivity gains in 1995–2007 stem from inspiration from our network.”*

PROF. DR. MARION DEBRUYNE

VLERICK BUSINESS SCHOOL (2014)

\* Bart Devoldere, Marc Buelens, Katleen De Stobbeleir, Marion Debruyne, Miguel Meuleman and Leo Sleuwaegen in the research report “The inspiration economy: a future vision for the regional development of Flanders”, for Flanders DC at the Vlerick Business School (2014).



## A few of the ways Cegeka will save you time (and therefore money):



Information is readily available via various self-service solutions, such as a database with project references, a service catalogue and building blocks to prepare quotations.



Staff availability information is visible to everyone, reducing the need for voicemail and email.



Quickly access the right expert and expertise to solve customer questions and prepare quotes.



Unified communications (videoconferencing, conference calls, etc.), project workspaces and internal social networking reduce fighting for meeting rooms and travel times.

### How to calculate your Return on Investment (ROI)\* easily.

A study revealed the following shocking figures: Your employees spend 20–40% of their time manually searching for documents. (Source: Coopers and Lybrand)

Knowledge workers waste precious time every week as a result of various problems related to working with documents. This wasted time costs organisations an average of \$19,732 per employee – a productivity loss of 21.3%. An organisation with 1000 employees would have to employ 213 people in order to make up for that loss of productivity. (Source: IDC and Adobe 2012)

A rough, conservative estimate will show you that even an investment of €150,000 will be recouped fairly quickly, often within a single year.

<i>Number of Employees</i>	<i>250</i>
<i>Number of minutes per working day</i>	<i>480</i>
<i>Expected gain in time (in %)</i>	<i>2% (9,6 min/day)</i>
<i>Average cost per employee per day (all-in)</i>	<i>€ 150</i>
<i>Number of working days per year</i>	<i>220</i>
<i>Savings</i>	<i>€ 165,000</i>

\* The term, 'Return on Investment' refers to the benefit to the investor resulting from an investment of some resource. The ROI of a project can be calculated by dividing the specific yield for a project by the specific investment. The result is a positive or negative number.



### Stop searching

“As a solution expert, I work with cross-functional teams when preparing quotes. In the past, if a person couldn’t find a document and had asked a colleague, that would’ve been two people busy searching. Our InSight portal allows us to work on documents together with other team members, at different locations, at different times, without disturbing each other. All documents are stored centrally and there is always only one final version.”

### Deliver a greater number of higher-quality products and services, in the same amount of time


“I’m ultimately responsible for the content of quotations and can see at a glance how far my colleagues are with the points that have been assigned to them. We waste a lot less time than we used to. In the past, everyone would complete their own part of the document, and we would then have to put it all together at the end. Our InSight portal means we no longer have to worry about all that, and we can now deliver more quotations in the same amount of time. Moreover, I think the quality of our quotations has also improved. Thanks to Skype for Business, for example, we can now easily share and discuss documents, wherever people might be located.”

HUGO DELVAUX, SOLUTION EXPERT, CEGEKA

## 3.2. Improved cooperation and communication

With the right tools, the Connected Organisation facilitates cooperation and communication in self-organising teams. Thanks to centralised rights management, your organisation can map out its own policy, while teams can even create their own work environments within this:

- Central workplaces on a portal (for collaborating on projects, products, cases, etc.) for changing teams who can create and arrange these ‘mini sites’ themselves.
- Workflows for approvals and for accelerating the decision-making process.
- Consulting KPI reports.
- Unified communications provides staff with always up-to-date contact availability information and makes it easy to search for people with specific expertise.
- You can organise conferences and video conferences and presentations, and share desktops and program screens with one click of the mouse.
- An extranet allows you to collaborate more effectively with customers and partners.

A portrait of Lindsay VanAudenHagen, a woman with long brown hair pulled back, smiling slightly. She is wearing a dark blue t-shirt and a silver necklace. The background is a blurred indoor setting.

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*“If a colleague is absent, we can still quickly access enough information to make decisions in the project.”*

LINDSY VANAUDENHAEGEN, PROJECT COORDINATOR AT LRM

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### **Increased staff commitment**

*“Cegeka’s Connected Organisation vision, supported by SharePoint Online technology, has resulted in remarkable changes in our organisation. Clear and targeted top-down communication has meant that staff feel more involved, resulting in increased bottom-up communication. Our company now runs more efficiently, our communication has become more transparent and targeted and our employees are happier.”*

DRIES HERPOELAERT, CEO KMDA

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### 3.3. Social effects

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A Connected Organisation focuses not only on information, but also on social effects. After all, your organisation consists of more than just employees; your employees are the organisation. Several studies show that job autonomy and good support tools increase employee engagement. Staff will then organise themselves in the optimal way and bring together expertise across organisational structures. After all, people work for people, not for systems.

Through enterprise social networks, communities, discussion forums and unified communications, employees of a Connected Organisation can easily stay in touch with each other, access tacit knowledge and share information.

Employees who list their areas of expertise in an online profile are not only helping their colleagues and organisations, but also increasing their chances of being recognised.

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*“Employees, customers and partners want faster responses, personal service and better experiences.”*

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## Cegeka Case: From knowledge challenge to motivated employees and customers

Not so long ago, you could fit all of Cegeka's employees on a single bus. Now there are more than 3,500 of us. We wanted to avoid spending more time on internal matters than with our customers. We therefore launched an internal project focused entirely on increasing our personal contact with customers. This project grew into what we now call the Connected Organisation.

In addition to savings (see the introduction), the Connected Organisation has also resulted in less tangible – but equally important – benefits:

- We ensure all project information is available in a systematic way so that every employee has all the latest information and can immediately help our customers. The company vision and other strategic information are also shared, so that employees can disseminate it when needed.
- Employees can efficiently collect knowledge and share it with their colleagues, partners

and customers using our communication portal.

- The expertise of each employee is clearly visible, for example, in the form of profiles and personal blogs. This allows us to find the right people for customer projects, develop new ideas or solve problems faster and more effectively.
- Through social media, forums, and unified communications our employees are given all the tools they need to stay in contact with their colleagues, customers and partners. In this way, solutions to problems are never far away, and employees mean more to each other.

You too can transform your company into a Connected Organisation, and ensure that your staff will always have all the resources and knowledge they need to optimally assist your customer. If your staff are motivated and satisfied, so will be your customers.



### Our 'Cegeka: Connected Organisation' toolkit

- Microsoft SharePoint
- Microsoft Dynamics CRM/xRM
- Microsoft Dynamics AX & NAV (ERP)
- Microsoft OneDrive for Business
- Microsoft Business Intelligence
- Microsoft Skype for Business
- Microsoft Yammer
- Microsoft Office 365
- AvePoint
- K2
- Nintex

These tools have been implemented in accordance with Agile principles. Read more about this in our white paper, 'Agile Project Management' <http://www.cegeka.com/en/whitepaper-agile>

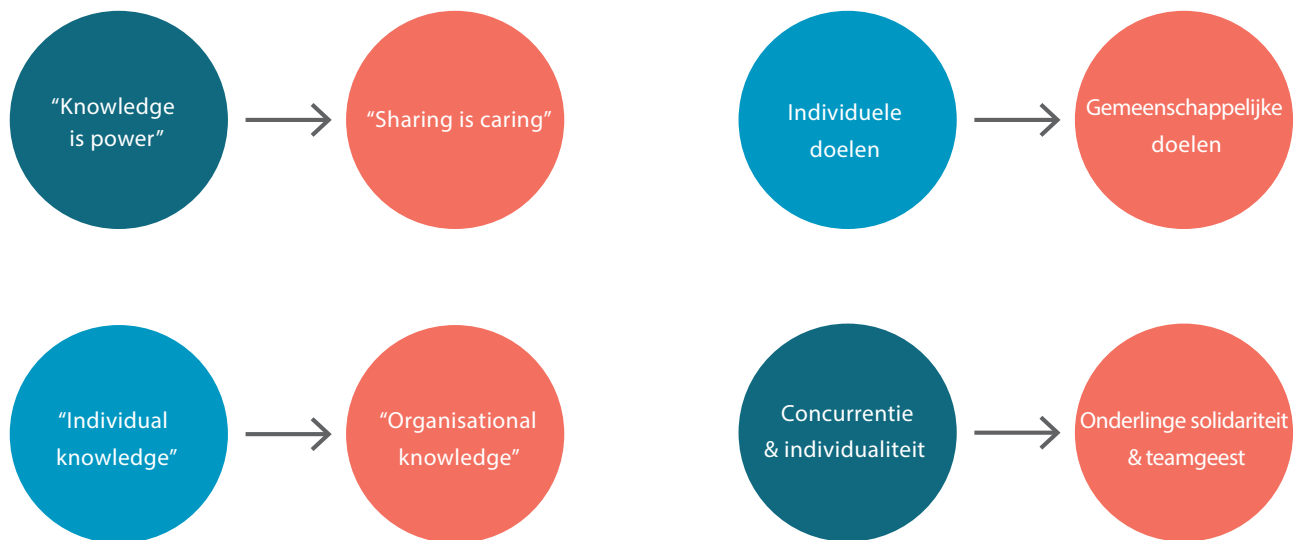
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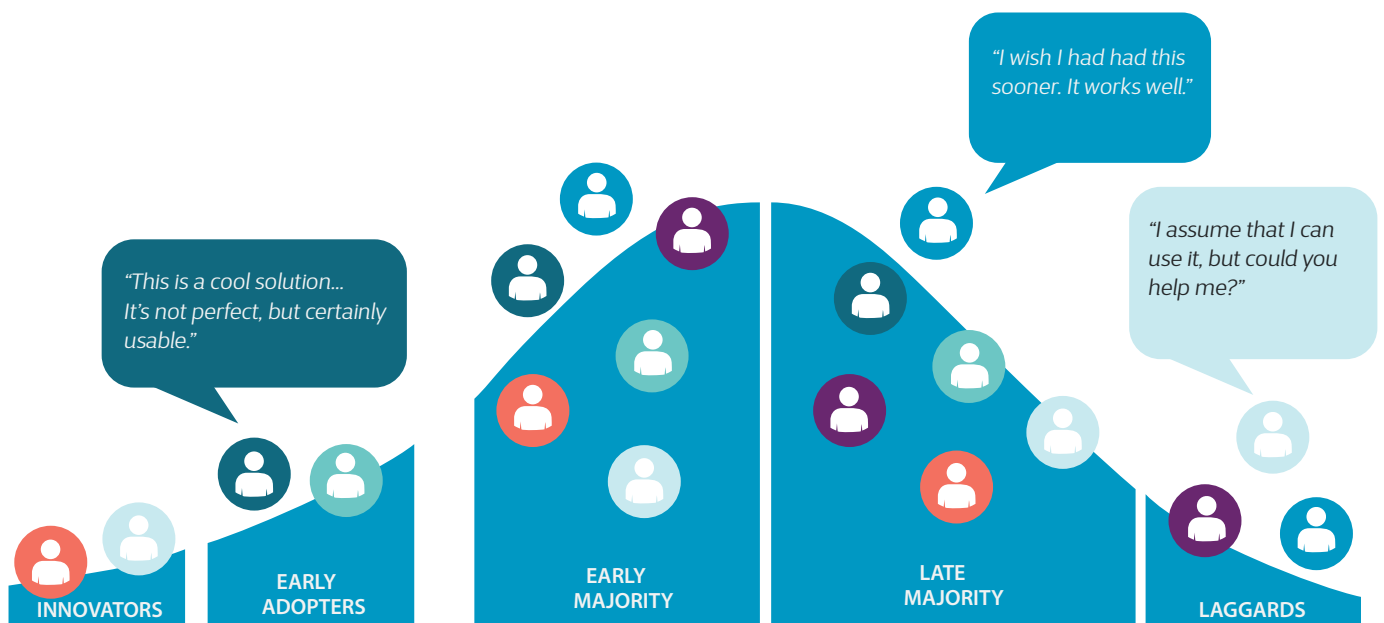
**A changing  
corporate culture**

## 4. A changing corporate culture

If sharing information is already standard in your organisation, all you need are the tools required to facilitate this sharing. In many cases, however, a culture change and user adoption will be required, involving every employee and every manager. This step will not be easy, particularly if your company has a 'command and control' culture, where a boss gives orders and employees carry them out. Your organisation will have to reinvent itself.



It is important to involve everyone in your organisation in this culture change. If you set such a transformation in motion without consulting your staff, this will only serve to demotivate people.



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*“Cegeka didn’t get bogged down in details or extra customisation, but quickly delivered the 80% of the project we needed to get started. Thus our experience with the new platform grew and the internal support base increased.”*

GEERT DE GROOF, INTERNAL PROJECT MANAGER AND  
VEERLE DE BOECK, SHAREPOINT DEVELOPER, GASTHUISZUSTERS ANTWERPEN

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### **Benefits:**

- Transparent communication
- Central and unambiguous storage of information
- Efficient structure
- Quick and easy access to all information
- More efficient cooperation and knowledge sharing
- Improved content security
- Save time and money
- Integration with the company's own applications
- Process and workflow automation



Read more about this case study at  
<http://www.cegeka.com/GZA>



# 10 Tips for a Connected Organisation



**1.** Trust your employees and give them more individual freedom and responsibility



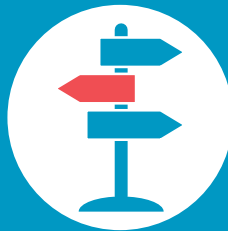
**2.** The manager isn't a boss, but a coach and a leader.



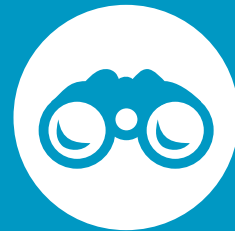
**3.** Be open and listen to new ideas.



**4.** Build team spirit.



**5.** Provide tools and opportunities.



**6.** Inspire people with your vision. Help them without pushing.



**7.** Keep an eye on the work-life balance.



**8.** Lead by setting a good example.



**9.** Ensure everything is transparent and measurable.



**10.** Communicate where your organisation is going and people's places in the story from the outset.



5

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**Creating a Connected  
Organisation in  
five steps**

The transformation to a Connected Organisation doesn't take place through a Big Bang. There's nothing wrong with thinking big, but it's best to start small: think big, start small, scale fast. This will give you the best chance of success. After all, you must first agree on the approach and then everyone should be given the space and the time to apply it.

## **Cegeka has a proven five-step approach to transform your organisation into a Connected Organisation:**

### **1. Business Case: Mission & vision, strategy, awareness and kick-off**

The Connected Organisation represents a big change for many companies. So let's start with the story: what is it, what will you become and what you will need to change? Why is a Connected Organisation better than your current way of working? What do you gain? All stakeholders should be informed about the process and it is important that management support the vision.

### **2. Business Case: Mission & vision, strategy, awareness and kick-off**

Together, we will discuss what your objectives are. What do you feel is missing? What information are you currently missing? How do you want to communicate? We list all the stakeholders and ask them about their requirements. At this stage, it is important that everyone in the company is on the same page and that you create support for the expectations and objectives.

We map out all available information and expertise, while providing insight into the information islands. Finally, we draw up a roadmap and delineate the project, resulting in a blueprint of what needs to be done.

### **3. The requirements analysis: a phased approach; no Big Bang**

We will not transform your company into a Connected Organisation using a Big Bang approach. It will be done in phases, and planning will be done together with your organisation. We start with pilot projects and investigate which departments we should start with. It is perfectly possible to start transforming only part of your organisation. For example, if you think an intranet will provide you with the most business value, start with that. In this phase, we also choose the right tools.

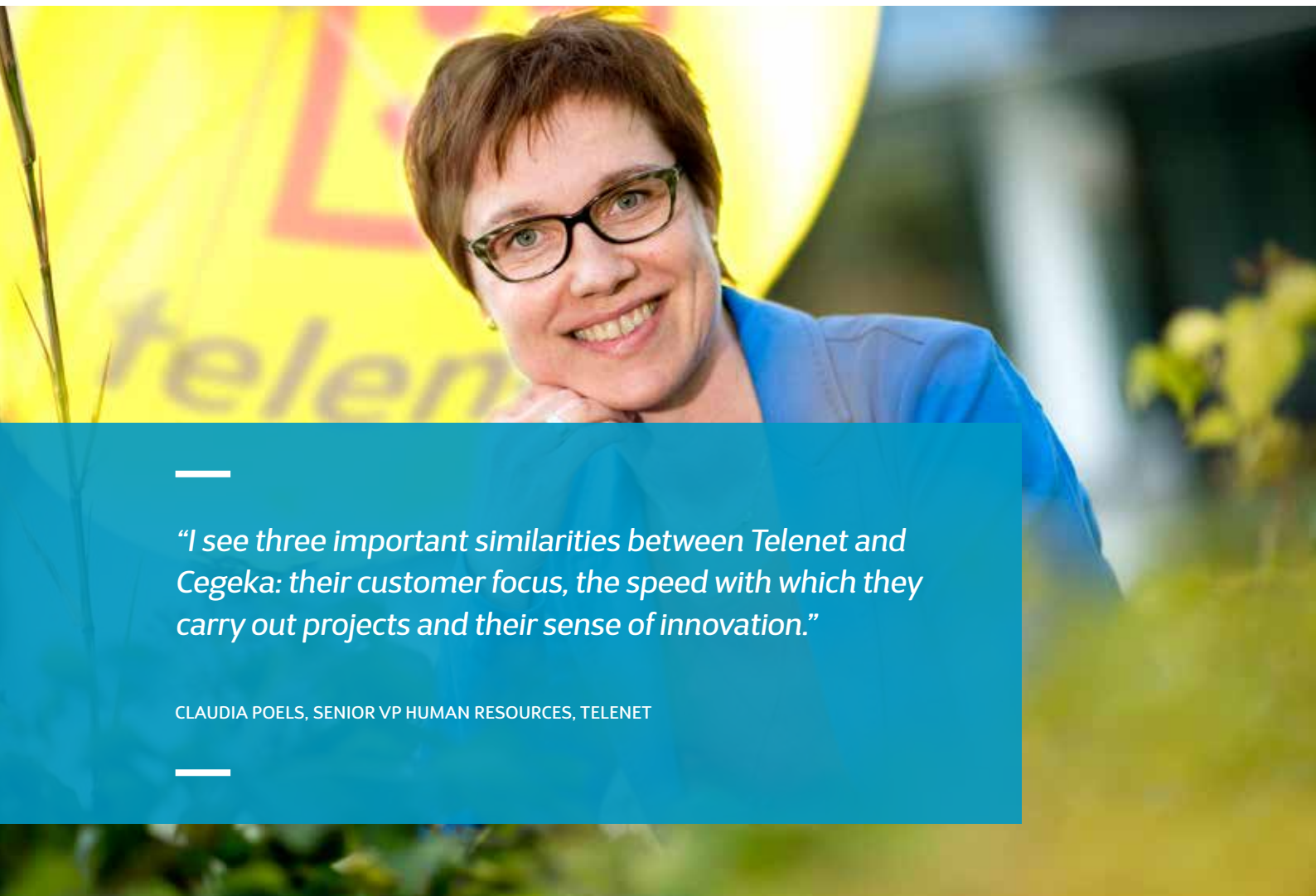


#### 4. Working out the details

Once the planning is complete, we develop each phase in detail. We then create a content plan, governance plan, security plan, training plan, etc. We make mock-ups of the software to be deployed and (together with the users) test whether the interface meets the requirements. We then begin implementing the system in a Lean and Agile manner: we use rapid iterations where parts of the solution are quickly realised, so we can swiftly demonstrate something usable to you.

#### 5. Training, information sessions and end user awareness sessions

We organise custom information sessions for you, in which we teach your employees when it is best to use certain tools, for example. If necessary, we can also teach your employees how to work with the tools optimally.



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*"I see three important similarities between Telenet and Cegeka: their customer focus, the speed with which they carry out projects and their sense of innovation."*

CLAUDIA POELS, SENIOR VP HUMAN RESOURCES, TELENET

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As operations manager for our business solutions division, I would like to explain how we at Cegeka make a difference. Because problems can often be traced to one's approach to a project. I will explain how this works, and end with a secret ingredient.

### **Tools are made to be used**

In order to create a Connected Organisation, we need to do more than just install tools. Users want a platform that allows them to easily communicate, collaborate and retrieve information. They want to be able to do this from any device, at any location, and at any time that suits them. It doesn't matter whether the user is an employee, customer or partner. What is important is that you explain to users which new possibilities they receive.

### **A proven approach**

How do we start creating a portal that works? Many of our customers struggle with this question. You cannot just get rid of all existing applications and tools. This is why we create a blueprint together with our customers in order to arrive at an action plan. In this blueprint, we pay close attention to building on the organisation's existing architecture as well as to user adoption and change management.

### **With a flexible plan**

This plan need not be set in stone. We go about things in an Agile manner, because time and money often force us to set priorities. Priorities may also change during the course of the project, because of new business challenges or new insights into the solutions.

### **And finally: Action**

To bring the plan to life, we call in the help of consultants and specialists from our Centres of Excellence. For a true Connected Organisation, you need specialists in different fields: communication and collaboration, business process automation, Data Insights & KPI dashboarding, customer engagement platforms, UX experts, security specialists, etc.

### **Teamwork**

We do not believe in white ravens who possess all these skills, but we do believe in good teamwork. While a single musician can entertain people, really beautiful performances are the result of different instruments playing in concerto. This idea very much applies to our Centres of Excellence, where people are given space to innovate and develop themselves. Our Centres of Excellence also produce important synergies to further support our vision of the Connected Organisation.

As a result, our business unit is growing healthily and steadily and our customers are enthusiastic, which we can only achieve with a secret ingredient. This secret ingredient is the passion and professionalism with which our consultants work on our projects. Increased staff commitment is yet another result of our Connected Organisation.

**NOËL THOELN,**  
**OPERATIONS MANAGER**



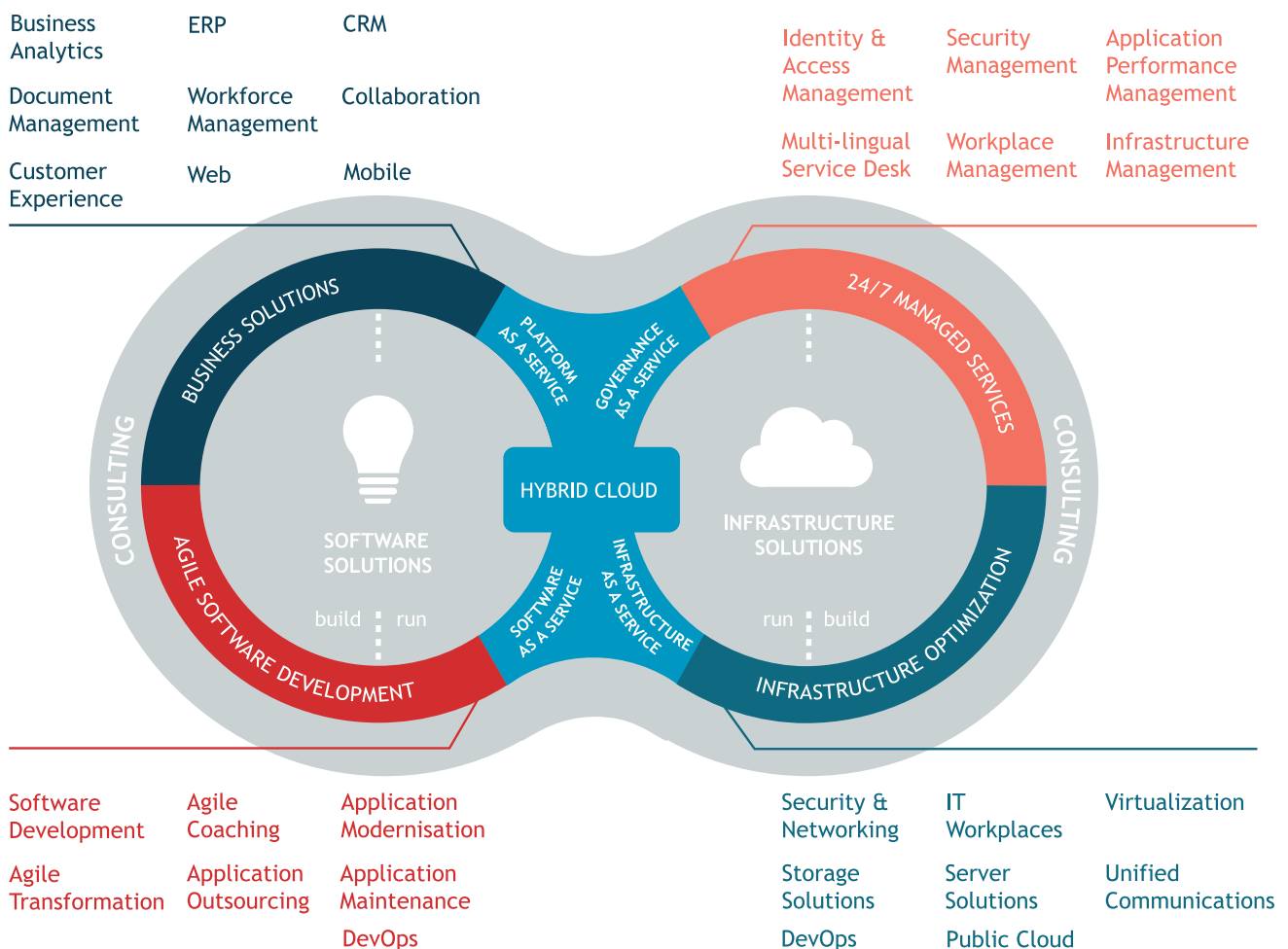
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**What can Cegeka  
mean for you in  
concrete terms?**

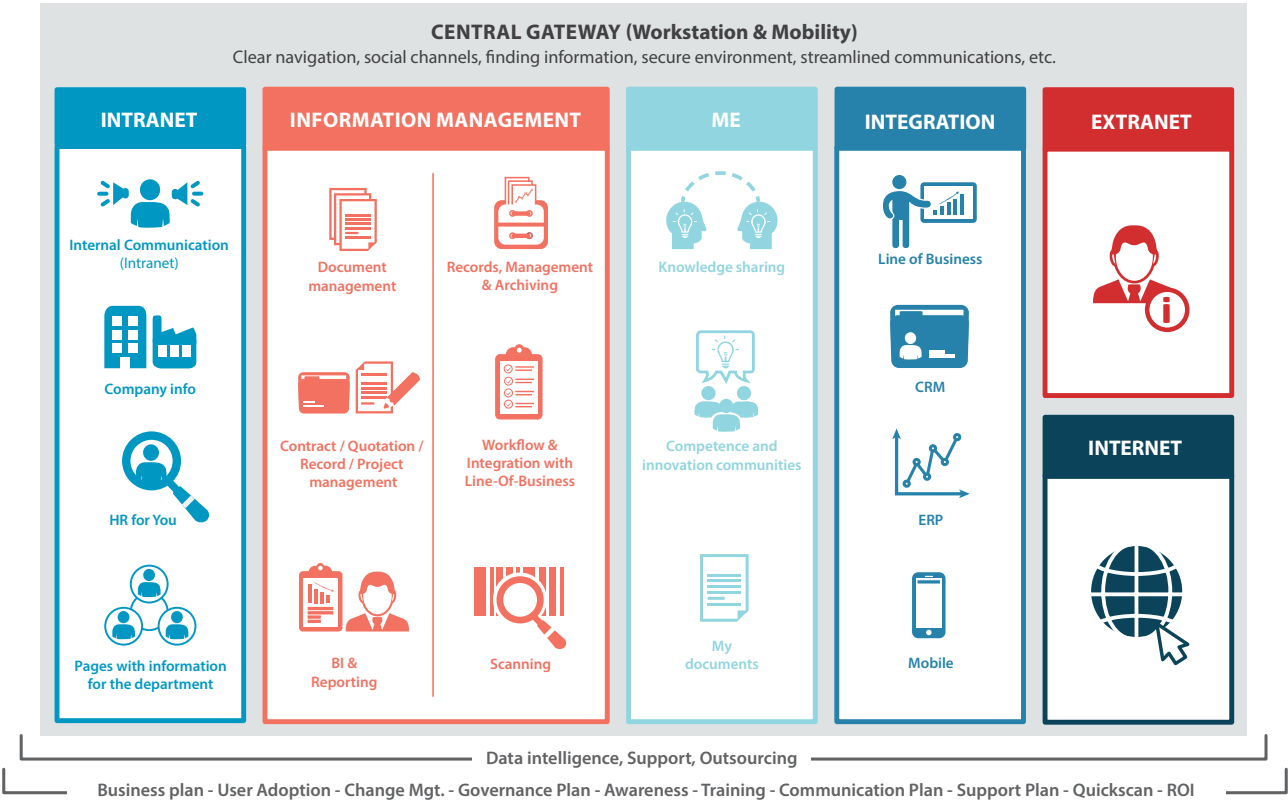


Cegeka has a wealth of experience that it can use to address your communication, information and knowledge challenges and make them profitable for you. We believe that the IT infrastructure of an organisation must be adapted to its business needs. In this process, we also always look at management and security issues and the integration of cloud services in the overall mix.



Do you want to get started quickly with a cost-efficient communication, information and collaboration solution?

**Check out our Accelerator for SharePoint** at





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