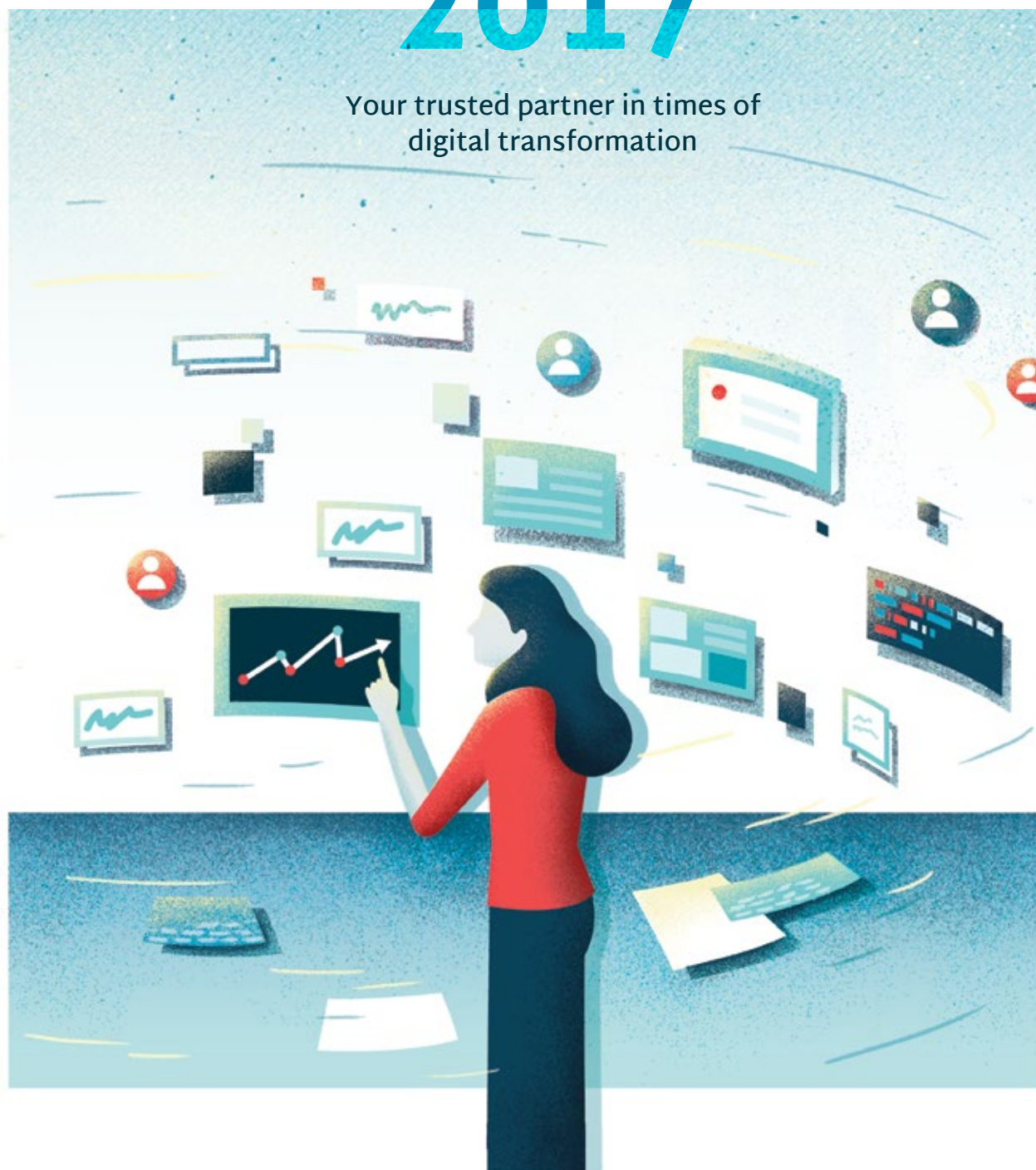


# 2017

Your trusted partner in times of  
digital transformation



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## André Knaepen

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CEO

2017 was the year in which Cegeka celebrated its 25th anniversary. It gives me enormous pleasure to see that our core value – ‘In close cooperation’ – has not changed in all those years. Not only does it define who we are, it also includes the promise we make to our customers: ‘we are in this together’.



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## A tremendous year for Cegeka

2017 was a year of continued expansion, innovation and improvement for Cegeka. This is reflected in our annual figures: EUR 440 million in revenue, an increase of 6% compared to 2016. It was the 14th year in a row we achieved solid growth, and of that I am extremely proud.

Our resolve to boost growth was also at the core of our decision to bring in a new shareholder. During the summer, the Gimv acquired 23.6% of Cegeka shares. Their involvement will allow us to gear up and achieve our ambitious goal - EUR 1 billion turnover in 2022 – with increased focus.



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## With new technology come new challenges

Last year, we also stepped up the number of projects using new tech, such as Internet of Things and Machine Learning. We approach these new technologies with a laser-like focus on business impact. We will never innovate for the sake of it: our customers want to see business results.

CIOs today face the gigantic task of combining the relentless 'need for speed' with cost management, while simultaneously having to carefully assess and mitigate risks. This is hard to do, because in today's digitized world, many of the potential risks are as yet uncharted territory.

Now, while we know that risk can never be taken out of the equation, it can be managed. Successful companies are those that embrace change, while preparing to address a whole new set of challenges. Cegeka is the trusted advisor that helps customers deal with the obstacles and seize the opportunities.

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## We're in the people business

Another personal belief of mine is that people matter most. In a world where robotization is slowly but surely taking center stage, this still stands. At Cegeka, we value people skills, such as empathy and the ability to listen, as highly as we do technological, IT or business skills.

I am extremely proud of the more than 4000 people who work for Cegeka. They are Cegeka, and without them, we wouldn't be where we are today. Everyone at Cegeka is hardwired to get things done, and to do so with both level-headed 'cool' and genuine commitment. Thank you.

I also would like to thank our many customers: for their support, their trust, and for allowing us to embark with them on their journey towards change and success. A final thank you to our shareholders, investors and business partners, without whom this adventure would never be possible.

*André Knaepen*  
CEO Cegeka



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Annual figures

## Stephan Daems

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CFO

The Cegeka Group reports growth for the fourteenth year in a row. Cegeka Group is closing its financial year with a turnover of EUR 440 million. Gimv, an investment company based in Flanders, became a shareholder in September. This was an important moment for Cegeka, with an eye to further European growth. So the future looks bright, with quite a number of innovation projects on the horizon as well.



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## Cegeka reports growth for the 14th year in a row

In 2017, Cegeka achieved an operational profit of EUR 30.5 million, or a growth of 21% (almost 7% in turnover). This gives an EBITDA margin of 9.9% in comparison with 9.4% in 2016. The organic growth is 5.8% (or EUR 24 million) and is therefore reasonably stable in comparison with last year.

NSI, the Walloon Cegeka subsidiary, also achieved good growth. It completed two acquisitions at the end of the year: taking over the Belgian activities of Groupe OPEN and PIXELIXIR Belux. 2017 was an absolute record year for NSI with turnover of almost EUR 52 million. With the addition of its acquisitions (including their financial year results), NSI grew its annual revenue to EUR 70 million.

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## Entry of Gimv acts as lever for accelerated growth in Europe

In September 2017, Cegeka welcomed Gimv as a shareholder. The Flemish investment company acquired a 23.6% share in Cegeka.

*"2017 was a year of great autonomous growth once again, now for the 14th year in a row. While the Gimv's involvement gives our plans a boost, we are keeping our feet firmly planted on the ground. In addition to the arrival of*

*Gimv, we also implemented a reorganisation and made the business lines the driving force in the last quarter of 2017. We did this for two reasons: we expect accelerated growth and it gives us the opportunity to harmonise the value propositions across the various countries. This offers us improved efficiency and we are already seeing the results of this decision."*

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## War for talent continues

*"Our employees are increasingly evolving from pure technology specialists to versatile business consultants, with a larger role for emotional intelligence and deep insight into certain business processes or sectors. This means that attracting, developing, and retaining talent is becoming even more important for Cegeka. In addition to our HR policy, which is deeply rooted in our business strategy, the expansion of our Cegeka School is an innovative project through which we aim to develop talent in our organisation."*

Cegeka School is an initiative through which Cegeka trains individuals with varied backgrounds to become IT professionals that can then join the Cegeka team. 30 people graduated in 2017.

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## Focus on innovation via intrapreneurship in 2018

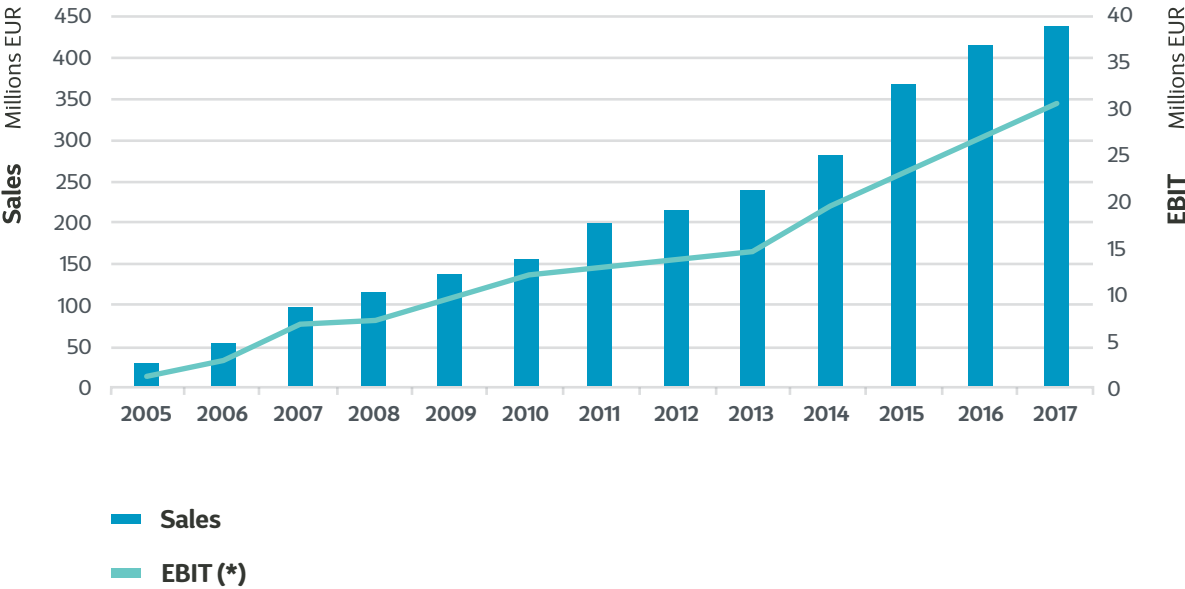
In 2018, Cegeka will continue to build its focus on the future. The company will continue to invest in technologies like blockchain, Internet of Things, big data, augmented reality and Artificial Intelligence.

*"Innovation is vitally important in order to continue our growth track. An essential driver for this innovation motor is the stimulation of intrapreneurship and our own start-ups. We are monitoring innovative technologies closely and implementing these if they can generate real business value for our customers. Ideally, we innovate together with our customers through co-creation. This way, both parties remain sharp and work towards the same goal."*



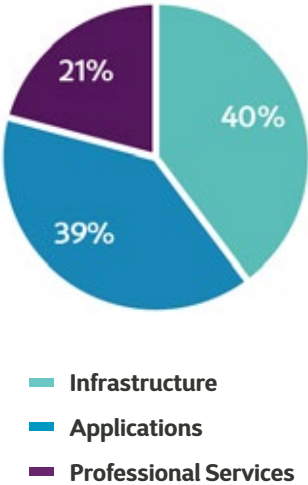
# Annual figures

Sales and EBIT\*

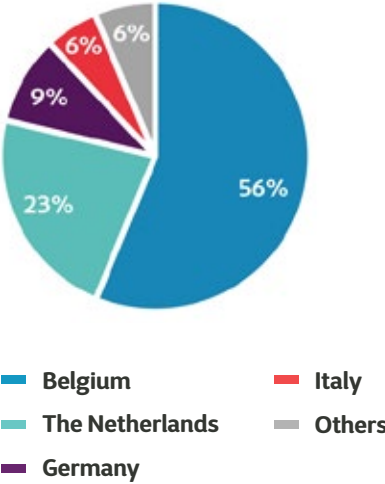


(\*) excl. non-recurring operating result

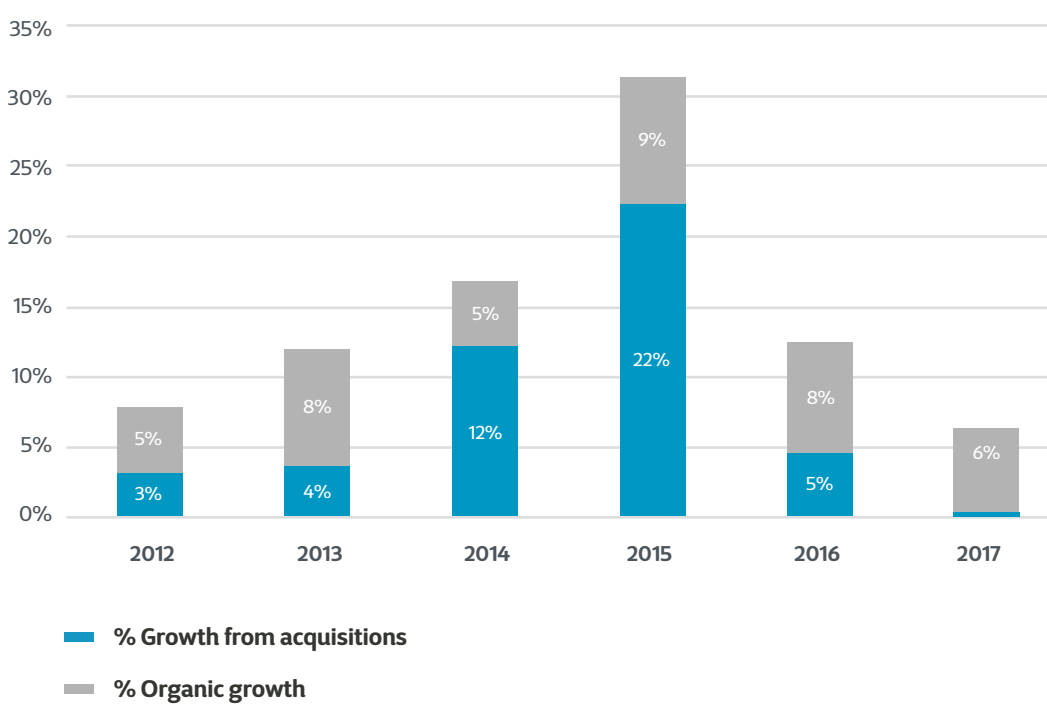
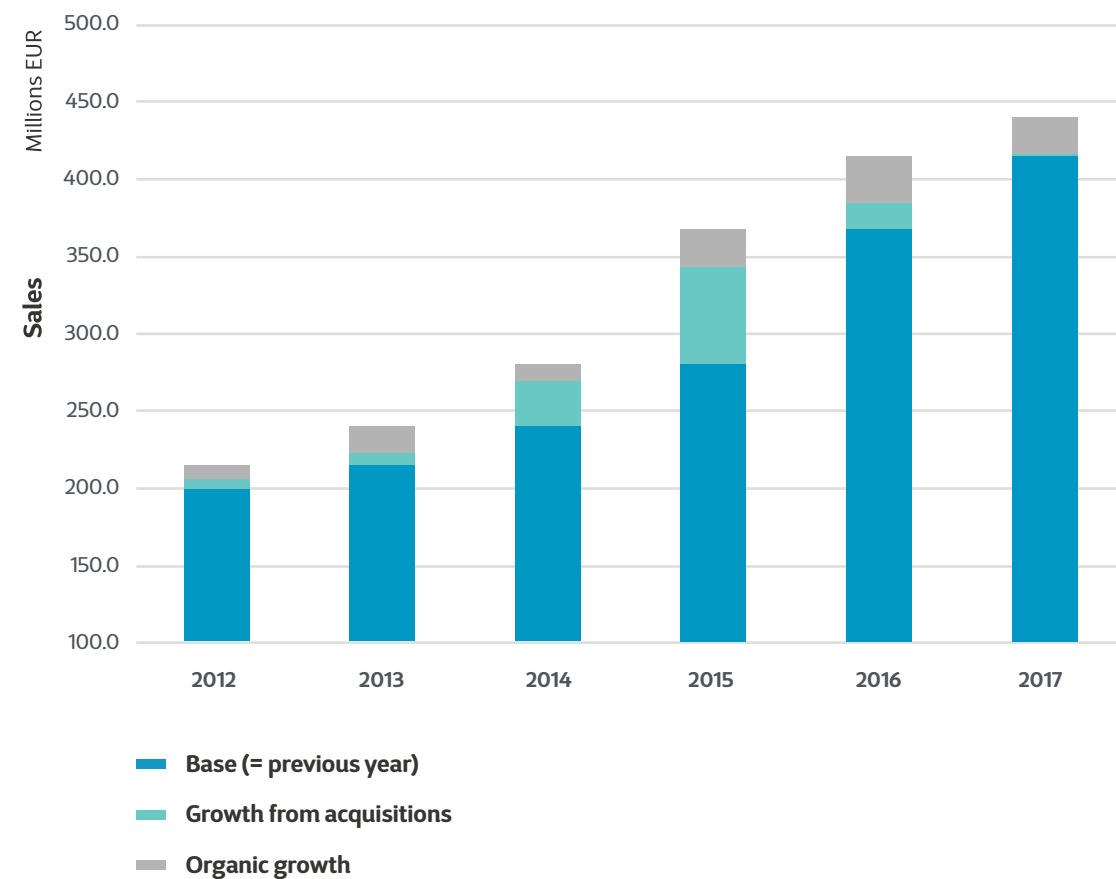
Turnover per division



Turnover per country



Growth from acquisitions vs Organic growth





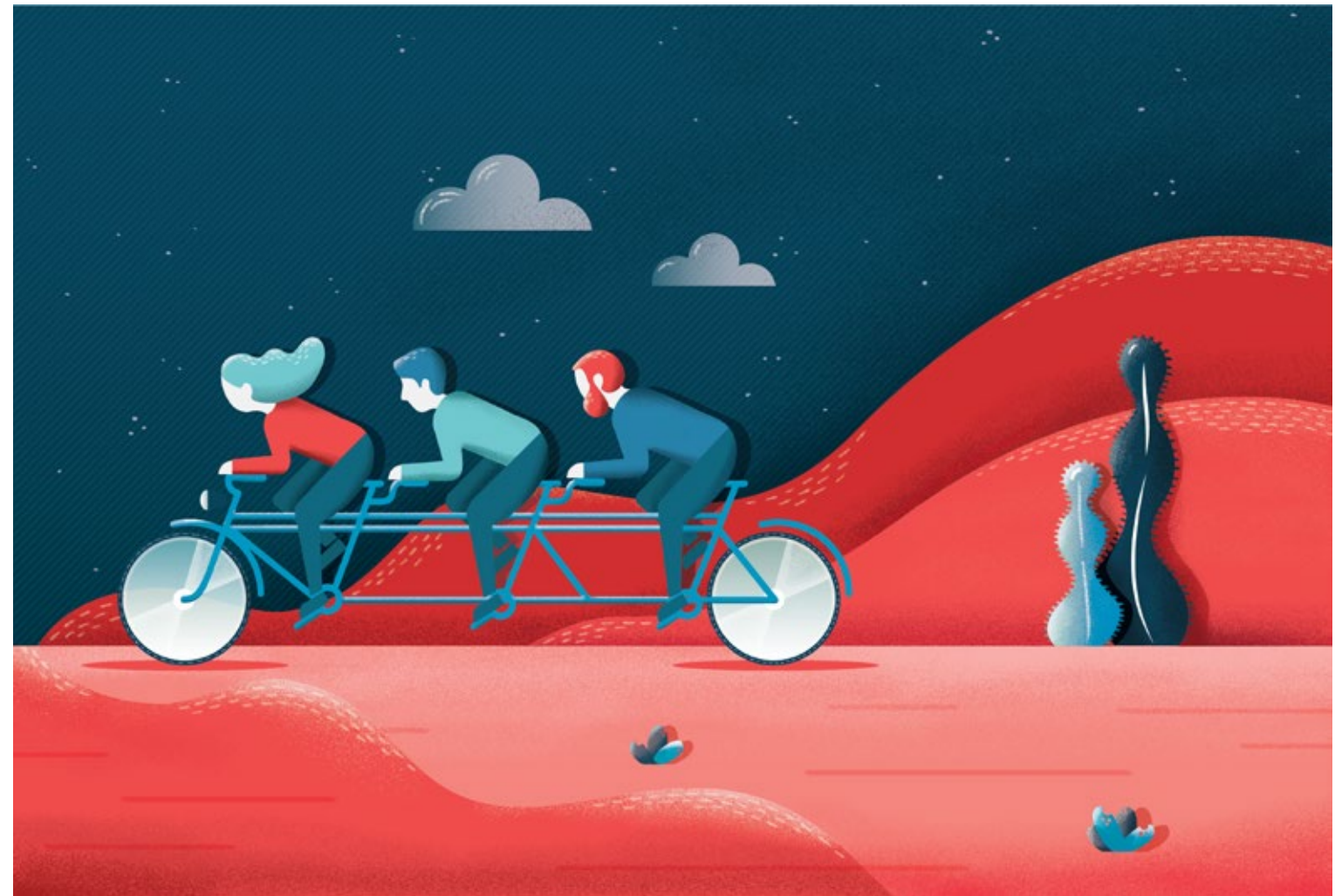
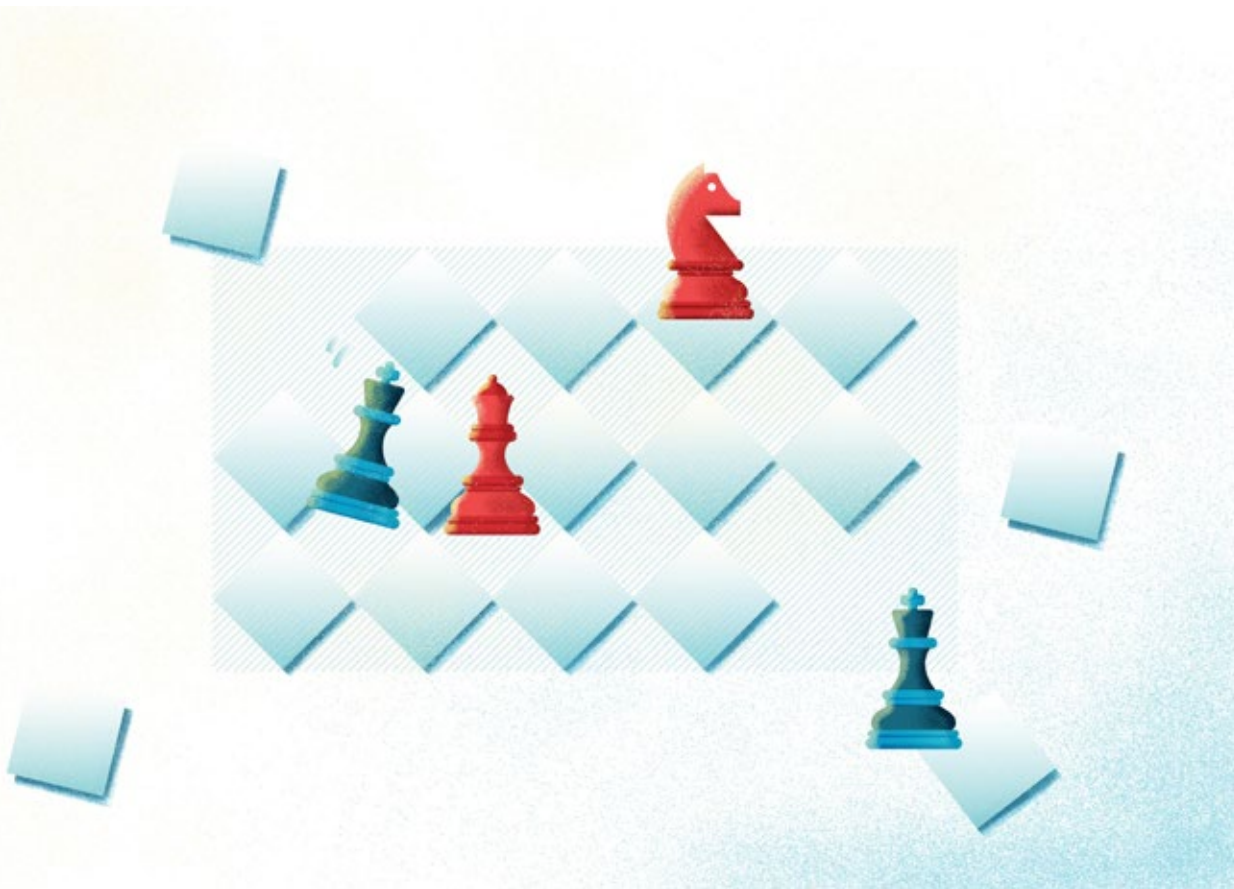
# About Cegeka

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## Our vision

We live in a world where digital transformation and disruption have become the new normal. Organizations have to constantly reinvent themselves. They face the difficult task of keeping a cool head and taking the right steps in the digital arena. They have to do this in a controlled and targeted manner, without blindly following the hype.

That's why there is a growing need for IT partners who are genuinely interested in helping organizations make the right strategic choices. IT partners who work in close cooperation with the customer, and who commit towards tangible results. Cegeka is such a partner.



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## Our mission

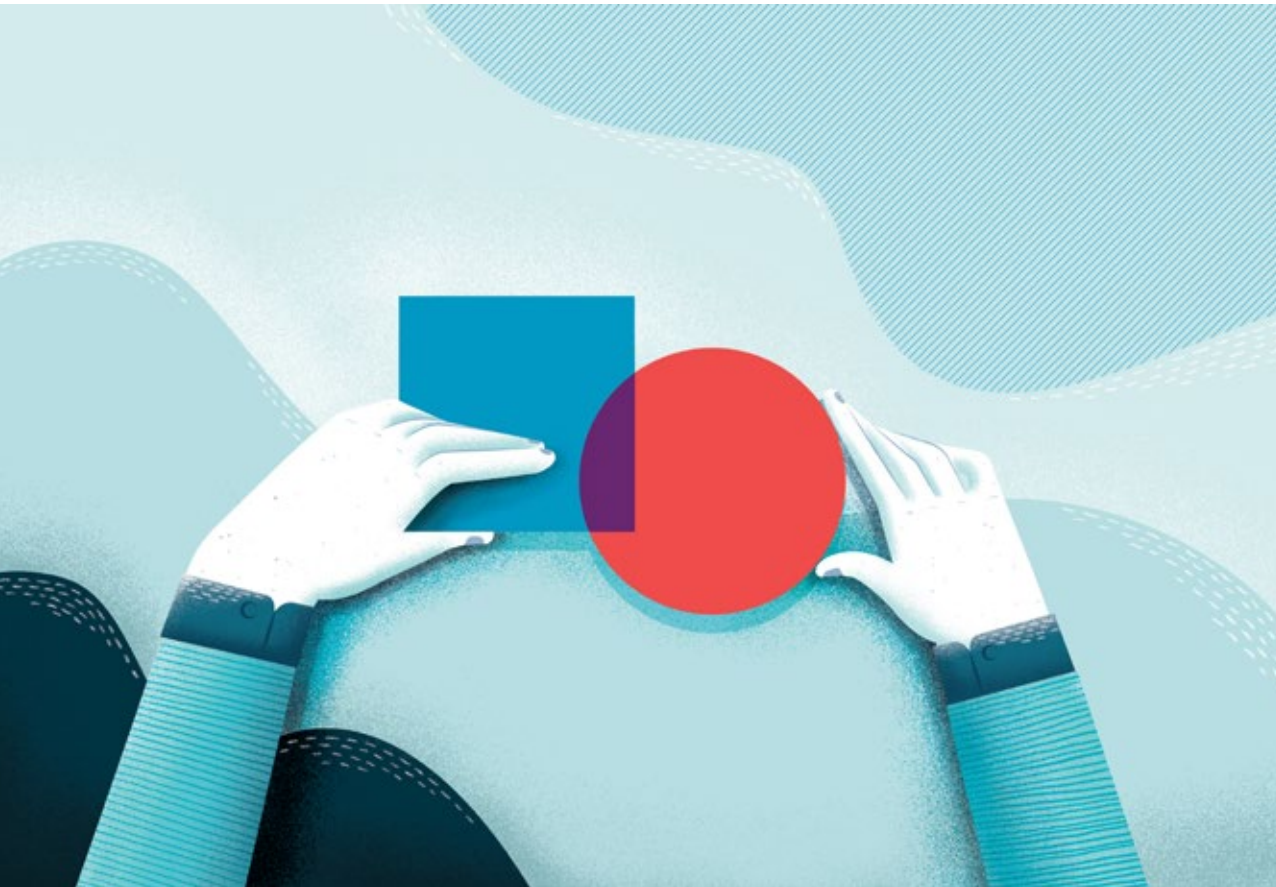
Cegeka's mission is to help customers survive and thrive in a world where the rules of the game are constantly changing. We do this by 'unburdening' C-level decision makers and helping them become digital to the core.



## What makes us unique?

The world of IT is mostly about cold, hard facts and figures. These, of course, are crucial. But we want to make a difference: with our human approach, our empathy with customers' business pains, and our commitment to make a tangible difference.

In the tough world of IT, Cegeka is a unique blend of level-headed pragmatism and genuine commitment. We go for 'hard' results, but we take a human approach. At Cegeka, we believe that 'soft' skills like empathy, flexibility and the ability to listen are just as important as knowledge and expertise.



## The 'real' Cegeka is ...

The 'real' Cegeka cannot be summed up in one definition, as it is a patchwork of different people, cultures, talents, personalities and customers. It's exactly this diversity, and the fact that we succeed in delivering great projects together, that makes us who we are.

However, Cegeka employees are expected to rally behind a set of values and principles such as ownership, curiosity, agility, entrepreneurship and respect. And everyone is expected to step out of their comfort zone when it comes to solving our customers' problems.

# Our values



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## Our values

‘In close cooperation’ is our commitment towards our customers. In these volatile times – times of digital transformation and accelerated change – organizations need an IT partner that looks ahead and gets things done. A partner that combines level-headed pragmatism with genuine commitment. And that works towards tangible business results, in close cooperation with its customers.





## Entrepreneurship

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*"Cegeka stands where it is today, thanks to the entrepreneurship of the first 30 employees. Up until the management buy-out, these people had always worked near their homes. All of a sudden they had to go and manage projects from Prague to Paris. It was a matter of survival. But they grabbed the opportunity and did not let go. They created a culture in which everything was possible."*

*André Knaepen, CEO*

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Our values

## Intimacy

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*"It is the connection with the customer that makes all the difference. Both parties need to know and feel: this is a person I can trust and count on. Because let's be honest, there's not a single large-scale project that runs smoothly from start to finish. You just have to believe that you will bring it to a successful end, and that you will do so together. That human aspect is very important here at Cegeka."*

*André Knaepen, CEO*







## Ownership

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*"I never had doubts after I started with Cegeka, back in the early days. Even though it was a big and risky adventure, both professionally and financially. But I had given my word to the people who worked there. And I don't want to make promises that I cannot keep, not in my private life nor my professional one. When you can't keep your promises, it's better to stay silent."*

*André Knaepen, CEO*

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Our values

## Cost consciousness

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*"Money was never really a driving force. But you have to make sure that whatever you do, will yield profit. For your customer and for yourself. It's a tip I always give to young entrepreneurs: it's not your accountant who is responsible. Everybody who runs a business, needs to know what comes in and what goes out."*

*André Knaepen, CEO*







## Development

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*“In the course of the years, we did a number of acquisitions, most of which were very successful. They allowed us to expand geographically, or acquire new knowhow and expertise. It’s not only people that need to change and improve, companies need to do so as well. It is only when we grow, that we discover new opportunities for change.”*

*André Knaepen, CEO*



## Respect

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*"When you close a deal, your customer has to have a good feeling about it. You always need to put yourself in their shoes. Showing empathy is absolutely crucial when you want to run a successful business."*

*André Knaepen, CEO*







## Authenticity

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*“When we embarked upon the Cegeka adventure, there was no plan, but there was a dream. We have always made sure to hold on to the freedom and flexibility needed to make that dream come true on our own terms. You need to be the creator of your own luck.”*

*André Knaepen, CEO*

# Portfolio



## Applications & Business Solutions

**Solutions designed for the public, social and private sectors:**

- Development and implementation of custom applications (Software Factory)
- Coaching & training of customers during agile transformation projects
- Full application outsourcing (application management)
- Solutions for digital marketing & digital experience
- Solutions for the *Connected Organisation & Smart Workplace*
- Office 365, content management systems, e-commerce

### Business Solutions

- Microsoft Dynamics 365
- Microsoft Dynamics 365 – ERP
- Microsoft Dynamics 365 – CRM
- Data Intelligence

**Digital solutions for hospitals, health care professionals & laboratories**



## Professional Services

**IT Consultancy Services**



## Innovation

Dedicated focus on the exploration on new technologies with the aim to be first mover:

- DevOps
- Internet of Things
- Machine Learning & Artificial Intelligence
- Security
- Blockchain



## IT Infrastructure

### Consultancy

Consultancy on infrastructure issues, such as: security and DevOps; consolidation & virtualization; business cases on IT workload positioning in multi-cloud

### Outsourcing

- End-to-end outsourcing of workplaces & data center infrastructure, technical application management
- On-site management of infrastructure components

### Infra Projects and Hardware

- Selling, installation & configuration of hardware solutions
- One-stop-shop project management for designing, implementing & integrating complex infrastructure & data center solutions



## Cegeka Ecosystems

Tailored and proprietary vertical IT solutions for:

- Real estate (cegeka-dsa)
- Health sector (nexuzhealth)
- Payroll Processing (Qzem)

# Vision interviews



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## Zander Colaers

COO Infrastructure,  
Managing Director the Netherlands

### **More than ever, the customer is in the driver's seat**

"Close cooperation with customers is a must for Cegeka's success," Zander Colaers, COO of Infrastructure, stated in the 2016 annual report. For years, Cegeka has received excellent customer satisfaction scores. In 2017, Zander and his team found even more ways to connect with customers and they will continue to develop in this area. Innovation happens together with the customer, standardization is done for the customer. Zander explains.



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## Improving the customer experience

“Last year, we met with our customers every month to map out initiatives for continuous improvement. These sessions were already quite concrete, with scores out of ten and concrete action items to improve these scores,” Zander says. “But we want to take it even further in 2018. We will organize a whole series of customer experience workshops. In these sessions we will outline the customer journey in detail together with the customer, map out the ultimate *moments of truth* and discuss how we can really improve the customer experience. After that, we will put everything down in a cooperation agreement.”

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## Strategic innovation together with the customer

When it comes to innovation, Zander and his team also work in close cooperation with the customer: “We innovate in a strategic manner, in alignment with our top customers. Twice a year we meet up with them to define a top ten of innovation initiatives. This leads to a proof of concept, which is later developed according to the minimal viable product principle. Eventually, we will end up with a portfolio of solutions that perfectly match the topics that really matter to the customer. DevOps, IoT, cyber security, the workplace of the future, hyperconverged infrastructure and disaster recovery are examples of such crucial topics.”

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## Full focus on the wow experience

In addition to customer engagement, standardization is also an important focus. “For years, our customers have been receiving a catalogue of standard solutions in the full infrastructure spectrum. Our goal is to standardize 80% of our processes and implement them in a uniform manner. This way we can create economies of scale and lay the foundation for further automation. It also makes our services more competitive. For the remaining 20%, it’s important to not only *meet* the expectations of the customer, but to *exceed* them, to create a wow effect. That’s how we can really make a difference.”

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## Cross-border portfolio management

The standardization described by Zander does not only apply to the infrastructure business in Belgium and the Netherlands, but to all Cegeka sites across Europe. At the end of 2017, Cegeka changed the structure of the organization: whereas before, each country used to set its own course and portfolio, Cegeka now wants to offer a uniform portfolio in all countries where it operates. Zander explains: “We aspire to be a trusted partner that can offer strategic advice to customers across borders and carry out innovative projects. Our next-generation outsourcing proposition plays an important role here. It is intended to unburden the CIO, so he or she will have more time to focus on digital transformation.”



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## The right mindset and attitude

“We are incredibly ambitious, and we should be. It’s the only way to stay ahead. Both our business line and our entire business are going through a process of change, in a disruptive market,” Zander says. “Our employees also have to be able to cope with this. To achieve all our customer engagement, standardization and innovation objectives, we want to develop the right mindset and attitude. After all, our business line has one clear goal: unburdening our customers. Our teams are fully responsible for this, and they have the authority to manage a contract from start to finish. That’s why we have set up customer experience programs, innovation initiatives and organizational development programs.”

“We are currently going through a process in which our teams are evolving towards new combined roles. They are consultants, integrators, coordinators, brokers and innovators, all at once. Speed in organizational development is key here. In short, we have big plans. And also big expectations. 2017 was a great year, in which our growth again exceeded expectations. We have already concluded a number of promising deals with new customers. 2018 will be at least as good.”



## Arno Visser

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COO Business Solutions

### **A mix of deeply rooted expertise and innovative capacity**

Since 2017 the Business Solutions department – formerly known as Microsoft Solutions – has been operating independently under the supervision of Arno Visser. Their hard work has paid off, as the team's turnover has doubled over the last three years. What are the keys to their success? A sector-specific approach; full-service solutions that fully unburden the customer; impeccable quality; and last but not least, a healthy dose of innovation.



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## Happy customers

Business Solutions mainly delivers solutions based on Microsoft Dynamics 365, an innovative platform that combines traditional ERP, CRM and BI solutions. Their customers include medium-sized and large companies, with a focus on a few specific sectors: the food and processing industry, wholesale and distribution, and project and service companies. This vertical approach has been successful for years. “We combine our knowledge of Microsoft products with extensive expertise in business processes. And that really makes a difference,” Arno says.

Another important asset is end-to-end support. After an application has been implemented, Cegeka can support it during its entire lifetime. “This may include a helpdesk, preventive management and continuous improvement processes,” Arno explains. “This creates a strong bond with the customer.” Continuous efforts to improve the quality of the implementations and services also contribute to the success of the business line. Word-of-mouth travels fast.

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## Strong demand for cloud solutions and Machine Learning

Arno has seen the Dynamics landscape evolve considerably over the past few years. And Cegeka has evolved along with it. “In 2017, we implemented our first Dynamics 365 cloud solution. That was a milestone. Nowadays everyone wants to be in the cloud, so there’s been a huge acceleration,” Arno explains. “But data and analytics are also going strong.” Arno and his team are

implementing an increasing number of BI solutions, and delivered their first big data and Machine Learning projects in 2017. “We were very lucky to get several Machine Learning experts on board, who have trained some of our staff in the meanwhile. One of their proof of concepts resulted in a fantastic project for a global player in the food industry. We analyse their sales data using Machine Learning, so they have a better view on market opportunities. The solution was received positively and will go live at other locations very soon.”

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## Innovative way of working

To meet the increasing demand for BI solutions, the team developed a pre-configured BI package in 2017: *Cegeka Business Insight*. This solution allows customers to start using the BI solution within an average of 10 to 50 days. As Arno explains: “For Cegeka, innovation is more than just building new solutions. It’s also about new ways of working. Since mid-2017 we have been implementing all of our solutions in an agile manner. This means shorter lead times, faster response, higher quality, and more customer involvement in projects. And that too is an innovation.”

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## The power of standards

You don’t change a winning formula, but you do have to keep improving it. That’s what Arno and his team have in mind for 2018: “We will continue to invest in quality, knowledge and customer loyalty. We will develop more standards and so-called accelerators, so we can deliver solutions faster,” he explains. “We also want to build more apps for the

industries in which we operate, such as out-of-the-box solutions that are complementary to Dynamics 365, which really address industry-specific issues.”

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## Crossing borders

Business solutions are operating at an increasingly international scale. The business line has its roots in ERP company Edan (which was acquired by Cegeka in 2015), and used to operate mainly in Belgium and the Netherlands. Now Business Solutions are in contact with colleagues from all over Europe. Microsoft Dynamics was already very successful in Italy, followed by Austria, and now Arno aspires to grow further in Germany. “Now that the business lines and their COOs have received more responsibilities, the countries can exchange a lot of knowledge and experience. This will also support our growth.”





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## Anik Stalmans

HR Director

### **Everyone CEO of their own career**

Top Employer 2018 both in Belgium and in the Netherlands, a Glassdoor score of 88% and a 10% increase in the internal engagement survey: Cegeka's employees are happy. This is a reassuring achievement for Anik Stalmans, head of the HR department since July 2016, and for the rest of her team. But the war for talent is not over yet. How can Cegeka keep people on board, and how can it attract new talent to stimulate growth?



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## HR is not an island

“We continue to work around three pillars: retention to strengthen our company, recruitment to grow it, and ‘fit for future’ to survive,” Anik says. “Of course all this happens with Cegeka’s core values as the leading theme of the story.” Anik emphasizes that she can’t do this alone: “HR is not an island. We insist on very close cooperation with the business. After all, each division has its own approach, and business leaders are close to their teams. If they promote our values and encourage their employees to follow training and draw up a career path, this will produce concrete results. Take the 2017 engagement survey, for example. Thanks to the efforts of the business, the response rate increased by 10% in that year.”

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## A focus on growth opportunities

The results of the study are an excellent basis for HR to strengthen retention. Together with the business, the team formulated a series of concrete action items. “One of the recurring themes during our meetings was growth opportunities. This year we are organizing a number of sessions on this topic,” Anik says. “There are still too many employees who are thinking of leaving Cegeka because they want to work in a different position – even though we do offer similar positions, but perhaps not in their division. Growth doesn’t necessarily mean ‘making it to the top’. We can also offer people a completely different role. That’s why we need a career path. We want to give everyone the opportunity to map out their personal ambitions.”

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## CEO of your own career

This idea was the basis for the latest employer branding campaign launched by HR: “CEO of your own career”. As Anik explains, “The ‘CEO of your own career’ concept is very on trend, and has been extremely popular within Cegeka. It has resulted in enthusiastic testimonials, which we are now distributing via video, during events, etc. We also encourage our colleagues to share testimonials on social media. We want the whole world to know how happy Cegeka’s employees are. And this works. It doesn’t only motivate our own people, but also appeals to new talents.”

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## Dare to think differently

New Cegeka employees are often recent graduates, and not all of them have a degree in IT. “It’s a myth that everyone who wants to work at Cegeka must have an educational background in IT. On the contrary, we need people with more general skills to create a strong and diverse team with our IT specialists. This means we don’t only have jobs for software developers, but also for junior consultants, service managers or project managers, to name just a few. We’ve mapped out a clear career growth system for all these profiles,” Anik continues.

“Cegeka maintains good relations with universities and often recruits there, right at the source. Bachelor’s and Master’s graduates, IT & business professions, specialists and generalists: they are all welcome at Cegeka. There’s only one thing you’ll definitely need: the right mindset. And that means taking ownership, one of Cegeka’s core values. HR offers support: we help employees to map their career path and offer training. However, we always let people follow their own dreams. Everyone needs to take ownership of their own career.”

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## The power of networking

To attract people with the right mindset, HR also works closely with the business. Each employee is also encouraged to use his or her network. “We don’t use external headhunters anymore. After all, no one is better placed to tell if someone would be right for Cegeka than our own people. It’s also very convincing when they promote our company in the labour market.” To optimize the recruitment process, Anik and her team even organize training courses for managers, where they learn how to describe Cegeka to potential candidates.

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## Fit for future

Development is a key term. It’s the foundation of the ‘fit for future’ concept. As Anik explains, “The world and especially our market are changing fast. We must keep our focus and continue to learn, grow and develop. This applies to everyone, including the managers. We’ve set up a wide range of training courses on leadership for them at Cegeka. After all, they are the ones who have to steer our company towards a successful future.”





## Tom Knaepen

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COO Applications

### **Innovation is great, but customers want to see results**

Innovation plays an important role in every Cegeka story. But for Tom Knaepen and his team, it's really crucial. In recent years Tom has worked on digital and mobile solutions and in March of 2018 he temporarily takes over from COO Marc De Groote as head of the Applications business line. What was their focus in 2017, and how does he see the future?



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## Business outcomes

In the annual report for 2016, Marc said that Cegeka wanted to boost the number of innovation initiatives in 2017. He emphasized, however, that ‘innovation for innovation’s sake’ was not the goal. Tom is fully committed to ‘applied innovation’: “We are all IT professionals with a passion for the latest applications. However, to put it bluntly, our customers are not interested in IT. At the end of the day, it’s the outcomes that matter. That’s why we ask ourselves the same question at the start of each project: ‘How can we help our customer?’ For example, if a company wants to update their website, we will find out what that means to them. Do they want to double their turnover or do they want to improve their reputation?”

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## Focus on industry: closer to the customer

To remain close to its customers, the Applications business line has been organizing Innovation Discovery workshops for their biggest customers since 2017. “These include generic workshops, with a few customers, or customer-specific sessions. During the latter, we discuss a number of specific challenges the customer may have and offer them a suitable solution,” Tom explains.

This type of cooperation requires in-depth knowledge of the business. That’s why Tom wants to focus more on sector-specific applications. “The Business Solutions division, which was part of our business line until last year, has been successful with this vertical approach for years. By specializing in certain industries, you can

offer more specific solutions and work in closer cooperation with the customer.” In the meantime, the Applications division is already approaching the public and private sectors in a different manner: “This is actually quite logical, since the business drivers are fundamentally different. The public sector is very budget driven, so they focus mainly on cost efficiency. This is also important in the private sector, but stimulating growth by developing new business models and revenue streams has the upper hand there.”

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## Application outsourcing

The world of IT is changing so fast that companies have trouble keeping up. That’s why Applications developed a structured application outsourcing offering in the past year. “Today, our customers are expected to excel in so many areas that it has become impossible to have all this knowledge in-house. The demand for application outsourcing kept increasing, and we decided to provide an answer. Outsourcing software development and management and optimising processes and business continuity gives companies peace of mind.”

An increasing number of customers is also calling on Cegeka coaches to make their processes agile. “Today, everyone knows what agile is, but at Cegeka we’ve been applying these principles for more than ten years. Our well-known Software Factory develops and implements applications according to agile principles. This ensures high quality services, and also enables our customers to adapt and even change their strategy should this be necessary.”

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## Focus on architecture

Tom can look back on 2017 with satisfaction, boasting more sales, more employees and more customers. The outlook for 2018 is equally promising. “There are many new, innovative projects in the pipeline, with cutting-edge technology that we can be proud of, because it’ll have a huge impact on the business of our customers.” Unfortunately, Tom cannot give us any names yet: “Our applications help customers to completely

reinvent their business models or generate new revenue. In short, they are of strategic importance and give our customers a serious edge over their competitors. That’s why they’ve asked us to not discuss these ideas, approach and solutions yet. Of course, we respect their decision.” Tom’s projects are excellent examples of co-creation: in cooperation with the customer, Cegeka is increasingly taking on the role of solution architect. This is an evolution the team can only be happy about.





## Erwin Nouwen

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COO Professional Services

### **Maximum support for customers in their digital transformation**

The war for talent is far from over. CIOs have to assume different roles, from operational to strategic. And the digital transformation is gaining momentum. How can companies find the skilled employees to make their IT department runs smoothly? Erwin Nouwen and his team discuss how demand for Professional Services continues to grow.



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## A lifesaver

Professional Services has achieved impressive growth over the past four years. “We have built a sound reputation in the IT consultancy market over the last 20 years,” Erwin says. “That instils trust. Every day, our consultants ensure that our customers will continue to rely on us. Some organizations have been customers since the early days. Together we have seen significant changes in the IT landscape, and the speed of change has increased in recent years. CIOs often need additional skilled staff. And that’s where we come in.”

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## Innovation? Fast, faster, fastest

According to Erwin, the rapid implementation of innovative technology is one of the most striking trends of 2017. He gives an example: “The Internet of Things has been around for years, but in 2017, suddenly everyone seemed to want IoT applications. Expertise in this field is scarce, however, so customers are turning to us for help.” Can they always offer this expertise immediately? “One of our strengths is that we have the capacity to respond very quickly, and we are committed to offering answers to our customers within 48 hours. In most cases, we can also immediately provide a solution within that time frame, but for very rare profiles – such as IoT experts – it may take a bit longer. We also invest heavily in training to ensure our employees have mastered the new technology when customers need our help.”

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## Employees: the new gold

However, Erwin admits that it’s not always easy to find the right people. The war for talent also impacts his team. “Perhaps even more than in the other business lines,” he continues. “If we don’t have the right consultants for the job, we don’t generate business. Moreover, our clients value experience and expertise highly. Training and supervising junior IT experts is easy, but we can’t deploy them to customers on their own. That’s why we work very closely with HR to recruit people who have the right skills and mindset, and to ensure we can keep everyone on board. We have formed a strong team of sales profiles, recruiters and administrative staff who are all aligned with each other. This was a priority in 2017 and will continue to be one in 2018 as well.”

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## The challenge of freelancers

Despite scarcity, the business line wants to grow mainly with its own employees. As Erwin explains: “This offers many advantages in terms of direction and engagement, and it’s more interesting from a financial perspective. We are also working on several initiatives to remain competitive, while portals have made it easier for clients and freelancers to find each other.”

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## Happy customers

In 2018, Erwin wants to raise the bar and work in even closer cooperation with customers, both locally and abroad. “Working in closer cooperation with our customers and providing them with excellent services will open many doors for Cegeka. Many companies for which we first implemented small-scale IT consultancy projects have now become large, satisfied customers. Both our team and my colleagues support them in their journey towards digital transformation.”

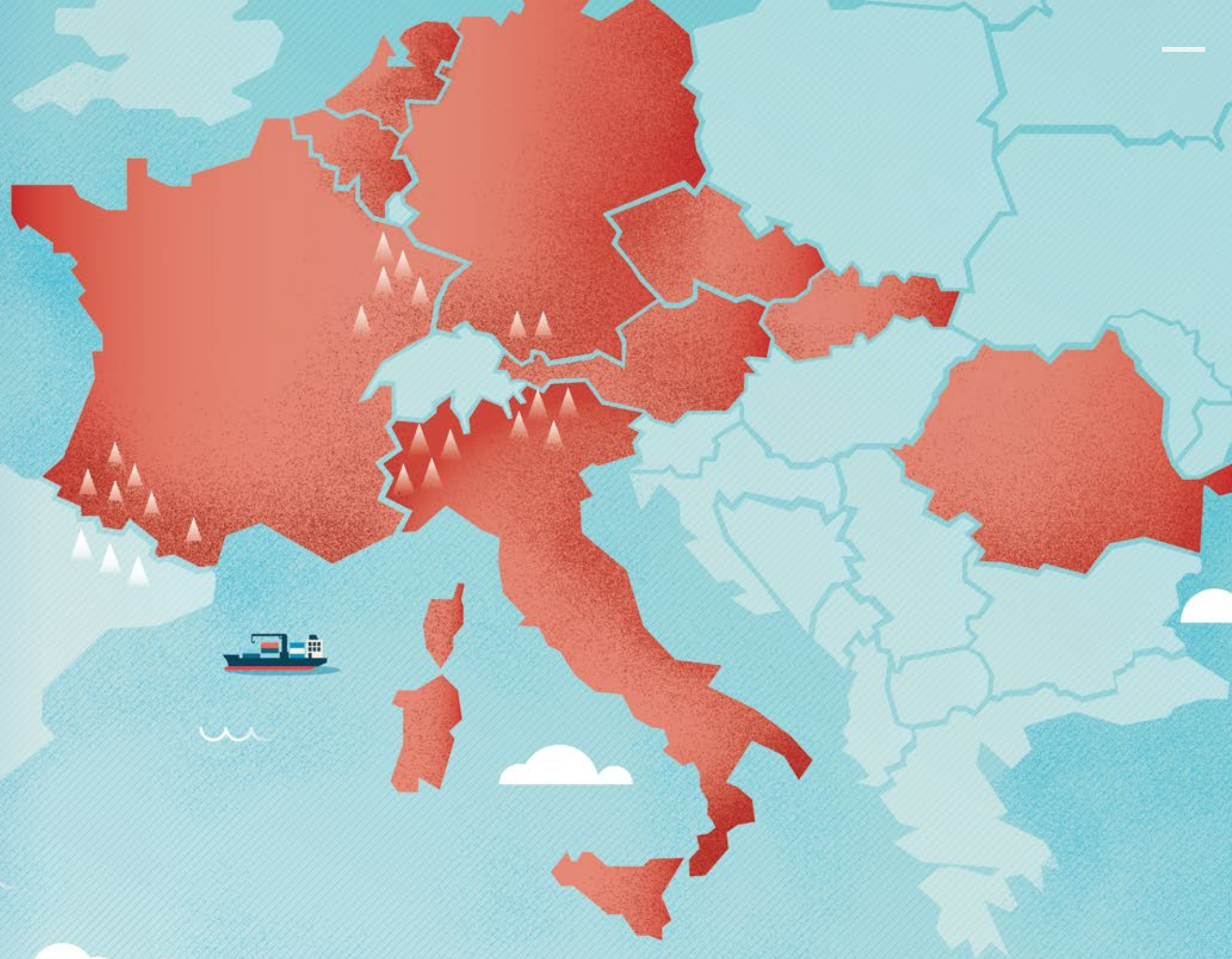




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# Cegeka in Europe

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# Cegeka Belgium



Yin Oei  
- Country Director Cegeka Belgium

## Milestones

- Cegeka celebrates its 25th birthday and rebrands with a new logo and corporate style. The tagline 'In close cooperation' remains a cornerstone.
- Cegeka opens a new office space in Corda Campus, the technological hotspot in Hasselt, which then houses the larger part of the business line Applications.
- Internal reorganization aimed at: advancing alignment in all European countries, as well as increasing the focus on innovative and pragmatic co-creation projects with customers.





# Cegeka The Netherlands



Zander Colaers  
- Managing Director Cegeka the Netherlands

## Milestones

- Thanks to the daily commitment of its employees, Cegeka gets a recommendation score of 100% in the Giarte Outsourcing Performance review.
- Dutch airline Transavia expands its collaboration with Cegeka. Cegeka now also takes care of the total ICT infrastructure management.
- Garantibank International, established in Amsterdam, outsources its ICT infrastructure to Cegeka as a step on the road to digital transformation.



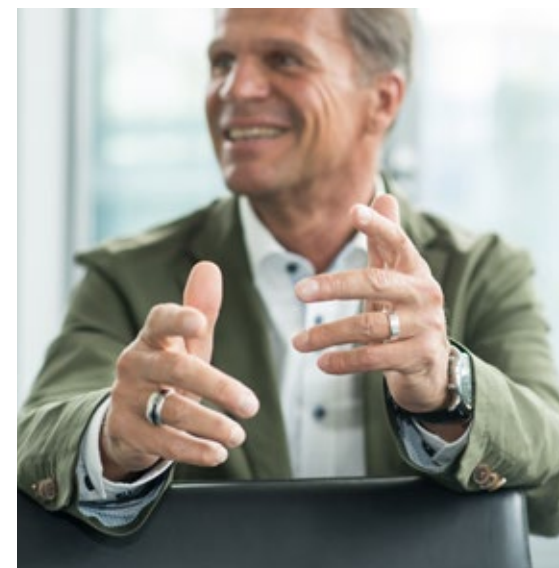
# Cegeka Germany



Martin Friedrich  
- Managing Director Cegeka Germany

## Milestones

- Cegeka opens a new subsidiary in Nürnberg and continues the expansion of the Software Factory in München.
- Cegeka strengthens its long-term partnership with Airline company Lufthansa Group as IT service partner for the entire IT of its flight operations.
- Bundesdruckerei GmbH and Cegeka develop an innovative blockchain-based platform for identity and access management (IAM).





# Cegeka Austria



Markus Zulechner  
– Managing Director Cegeka Austria GmbH

## Milestones

- In July, Diamond Aircraft Industries goes 'live' with Microsoft Dynamics NAV 2017 (for 80 users), extended with a number of add-on applications.
- Cegeka enters the (sub) construction industry in 2018 with 2 new customers: IKK Kaufmann-Kribernegg ZT-GmbH and Heinrich Renner GmbH.
- Internal collaboration projects and initiation of the ISO 9001 certificate project are the first steps on the way to a real *Connected Organisation*.



Tom De Vos  
– Managing Director Cegeka Solutions GmbH

## Milestones

- Tom De Vos is appointed the new Managing Director of Cegeka Solutions GmbH. As such, he oversees the continued integration into the European business lines Infrastructure and Professional Services. The latter is a new line of business for Cegeka Austria.
- The solutions portfolio is extended with value propositions for workplace management and security, in addition to managed services.
- The operational activities in the datacenters in Austria are transferred to Cegeka's 24/7 nearshore services, in collaboration with the Global Managed Services Center in Romania.

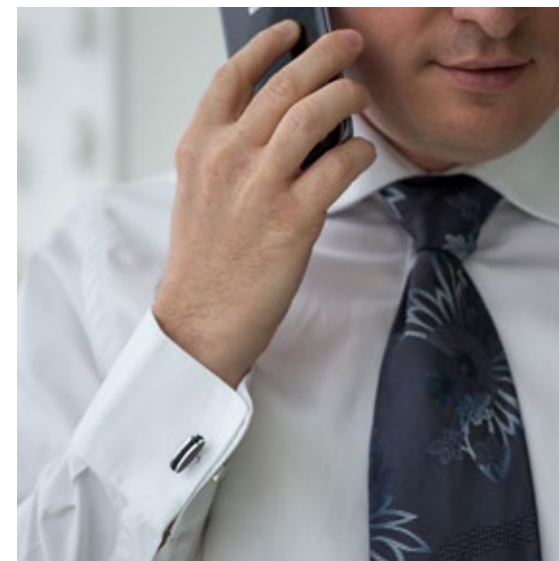
# Cegeka Romania



Lucian Butnaru  
- Managing Director Cegeka Romania

## Milestones

- The newly launched Professional Services business line targets companies - active among others in banking and financial services - supporting their development efforts with skilled engineers onsite.
- At the end of 2017, Cegeka increased its commercial efforts in the UK for its application development and maintenance services, booking early successes in the aviation and digital entertainment sectors.
- Successful business development efforts, combined with a high-performing HR team, brought the team in Romania past the 450 mark at the end of 2017.





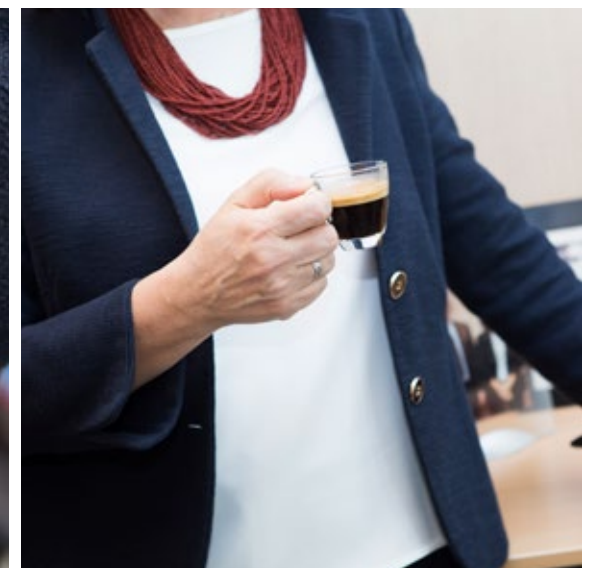
# Cegeka Italy



Stefania Donnabella  
- Managing Director Cegeka Italy

## Milestones

- In order to meet customers' high expectations in the digital era, Cegeka has added User eXperience expertise as an extra service in its broad range of IT projects.
- There is an increasing focus on innovation. Cegeka wants to unlock the gateway to innovation by collaborating with its customers like true business partners.
- Cegeka is tackling topics such as security in a people-centric manner. This is based on the belief that a human approach to technology is as important as technological expertise in itself.



# Cegeka Czech Republic



Drahomir Hruby  
- Managing Director Cegeka Czech Republic

## Milestones

- Launch of a business application for Equa Bank a.s. The solution is integrated into online banking, and offers the bank's customers investment advice and investment products, 24/7/365.
- Completion of the third and final phase of the implementation of Rebecca IS – a solution for credits and loans – at J&T Banka, a.s.
- Digital transformation project at Kolby Vineyards, as well as investment in extra skills for the Czech digital transformation team, specifically for presales and digital analytics.



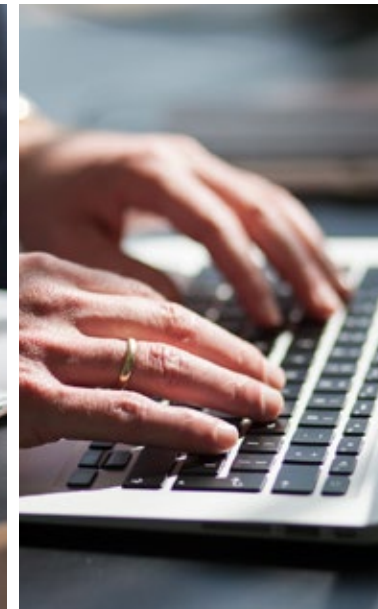
# cegeka-dsa



Anton Vreugdenhil  
- Managing Director cegeka-dsa

## Milestones

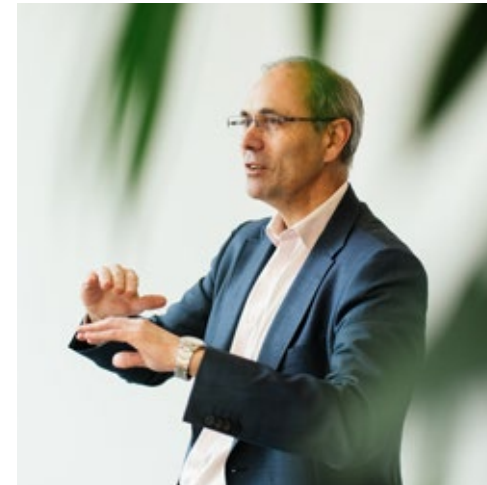
- Cegeka-dsa's customer base increases with 8% after 4 new customers sign a contract.
- Dynamics Empire R17 is released to fully support the property maintenance process digitally and to enable supply chain integration.
- Cegeka-dsa is 1 of 5 Microsoft partners selected worldwide for the *Ready! Program*. As part of this program, cegeka-dsa will migrate its real estate solution to Dynamics 365 Business Central (SaaS).



# NSI



Manuel Pallage & Alain Wattier  
- Managing Directors NSI



## Milestones

- NSI consolidates its position as a leader in the French-speaking Belgian ERP market with a number of large-scale projects and more than 10 new customers in 2017.
- Successful acquisition of two companies in the final quarter of 2017: PIXELIXIR Belgium and Luxemburg, as well as Groupe OPEN Belgium.
- An increasing number of customers wants to completely revamp the front-end of their existing applications in order to cope with the growing variety of platforms used.



# nexuzhealth



Gertie Delande  
- CEO nexuzhealth

## Milestones

- The ASZ in Aalst, Geraardsbergen and Wetteren (BE) is the first hospital to choose for the Electronic Patient Record (EPR) of nexuzhealth.
- The launch of the mynexuzhealth-app enables patients within the nexuzhealth hospital network to consult their medical files anyplace and anytime.
- The announcement at the end of 2017 by 5 more hospitals to join the EPR project by nexuzhealth, brings the total figure of hospitals using the EPR to 26, i.e. half of all Flemish hospitals.

# Milestones in 2017



