# REFERENCE OVERVIEW

# FOREWORD

With more than 25 years of experience in the development of value-based organizational and process models, I carried out projects to the success as well as employees as as consultant. In most of my rojects I had the lead function and was responsible for planning and implementation including communication with the customer and had the commercial responsibility with me.

In the following slide, I listed some of the most important. For more information, please feel free to contact me directly.

With friendly Greet

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# DEVELOPMENT ONE DIGITAL ORGANIZATION

## Customer segment

Federal agency with over 6,000 employees
- Headquarter for corporate management
- 10 decentralized regional organizations

## Initial situation

The client faced the challenge of a lack of communication between the business units and IT. Requirements were documented in writing and returned to the business units as a finished product.
The resulting solutions were largely perceived by the departments as unusable and too complex. Subsequently, they developed their own solutions, which, however, were not integrated into the IT landscape by IT.
At the same time, new solutions were being developed for all of the challenges. This resulted in a highly diverse, disjointed landscape.

## Period

10/2019 – 06/2020

## Process model and successes

The core challenges were reducing **mistrust** and establishing a shared understanding of the solution. There were no communication channels or coordination processes between the business departments and IT. Requirements were communicated via specifications and requirements documents, resulting in significant misunderstandings. Project prioritization was done by IT, not based on business requirements. **pain points "** had to be defined first through **interviews and workshops** . This involved involving both the headquarters and the decentralized organizational units in order to identify not only the management requirements but also the challenges at the "working level," which had often been inadequately addressed even in the specialist departments.

After **validation** and joint **prioritization** , different solution models were developed for individual challenges in the organizational, procedural and technical areas and the form of collaborative work.

Based on the extensive survey, **measures were** developed. Where possible, **various approaches were** provided with recommendations. A central element was the establishment of a CDO structure in which digital tools were jointly developed. These were used to develop methodologies and adapted to the client's culture.
As part of implementation planning, a **roadmap was developed** , combined with a **change management** approach, to ensure sustainable anchoring.

## Methods used

- Document analysis
- Workshops and individual interviews on everyday challenges and existing collaboration formats
- Validation workshop for accreditation of challenges at the company level
- Best Practice Adaptation
- Roadmap development for synchronization of measures
- Strategy and vision development

# ORGANIZATIONAL DEVELOPMENT AND CONFLICT MANAGEMENT

## Customer segment

Higher federal authority within the portfolio of the Federal Ministry of the Interior and Home Affairs

## Initial situation

The client had separated a digital service delivery area into two separate organizational units. While one organizational unit was responsible for service delivery, the technology was further developed.
According to the customer, they had a problem with the external technical service provider and the replacement of the basic technology. However, it quickly became clear that the central problems were that

- Roles and boundaries were not clarified
- Processes were not defined and no methodology for development existed
- there was great personal mistrust

## Period

05 – 12/2023

## Process model and successes

In an initial discussion, the **expectations** of the internal client were clarified. It quickly became clear that organizational issues were more important than technical ones to ensure further development.
It was therefore agreed with the client that the information should be obtained through confidential discussions and that the names of the respondents would only be known to the consultant.

1. **Aggregation of results** : The key challenges from the interviews and document analysis were synthesized and ranked according to importance. This resulted in a prioritization for solution development.
2. **Technical transition** : The feasibility and effort required for the transition of technical solutions were evaluated. This also involved clarifying which systems were actually necessary, given that the client had been deploying three systems in parallel. A roadmap was developed for this purpose.
3. **Solutions** : Solutions were developed for, among other things, the implementation of further developments and incident management, risk management , and a role concept. These were discussed with the management team and the central control areas and adapted to the organizational culture. In some cases, they served as blueprints for organization-wide solutions.
4. **Knowledge management** : The client considered it important to establish a knowledge management system. A concept and development timeline were developed for this purpose. A technical solution was proposed.

## Methods used

- Document analysis
- Workshops and individual interviews on everyday challenges and existing collaboration formats
- Validation workshop for accreditation of challenges at the company level
- Best Practice Adaptation
- Roadmap development for synchronization of measures
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# CONCEPTION ONE CONNECTION CONCEPT FOR DIGITAL SOLUTIONS

## Customer segment

Supreme Federal Authority

## Initial situation

The customer operates a central portal through which online services can be accessed by all government agencies in Germany. In the background, basic services such as access systems, payment, and card services must be provided for the online services.
To effectively connect these services, a largely automated concept had to be developed. In addition to a secure connection, the client also considered it important to implement a knowledge management and support concept to provide connecting authorities with quick and effective support.

## Period

11/2021 – 03/2022

## Process model and successes

1) **Interim concept** : The client wanted processes to be automated and standardized as much as possible until completion. To this end, an information guide and standardized query routines were created, which could be transferred to a preliminary order system via an interface.
2) **Connection concept** : Based on standardized interfaces and the organizational design, an automated connection was developed. A dashboard
designed as part of the project allowed connecting authorities to view the current status of the services they offer. During development, discussions were held with the authority, the IT service provider, and the external technical service provider, as well as with professional associations to ensure optimal implementation of the requirements.
3) **Support concept** : In addition to the automated self-connection, a support concept had to be developed. Both during operation and during the connection, the connection and ongoing operation were to be supported based on best practices.
4) **Knowledge management** : To enable largely support-free connection and administration for the authorities, a knowledge management approach was developed that documented experiences and best practices and made them available to the connecting authorities. The goal was to make information easily accessible and to learn from individual experiences.

## Methods used

- Data analysis
- Best practices
- Practical tests

# NATIONWIDE ROLLOUT CAMPAIGN

## Customer segment

Supreme State Authority
IT service provider

## Initial situation

The client was responsible for the development and operation of a digital platform for 13 application services in the social sector.
The services were to be made available to the other 15 federal states and municipalities within the framework of a nationwide working agreement.
The client had not yet developed a structured model for addressing the authorities. As a result, nine months before completion, only approximately one percent of municipalities nationwide had been contacted and were familiar with the functionalities.

## Period

03 – 12/2023

## Process model and successes

1. Analysis of the legal and organizational structures in the individual federal states and creation of a **stakeholder map** including the involved IT service provider structures and interest groups.
2. **Development of a state-specific approach structure** by analyzing country-specific conditions, e.g., locally available solutions and challenges, e.g., in financing and technical infrastructure. This involves developing financing models based on country-specific political and structural orientations.
3. Establishing a **communication platform through standardized formats** at the state and local levels. To this end, level-specific and target group-specific formats were developed, some of which could be conducted online and some remotely.
4. **Establishment of a network** with the highest state authorities and interest groups.
5. **Follow-up** of each event through individual discussions with the authorities, which were initiated through the events and the network and followed up directly.

In total, a rollout was advanced and started in more than six federal states in addition to the developer's federal state.

## Methods used

- Stakeholder map
- One-pager and standard templates for communication
- Standardized communication formats
- Tracking in direct individual contact

# DIGITAL SERVICE PORTFOLIO ONE STATE ADMINISTRATION

## Customer segment

National IT service provider
Supreme State Authority

## Initial situation

The client had to implement over 8,000 services that had previously been offered remotely as digital services. They had the option of developing the services themselves, purchasing them, or developing them jointly with other authorities.
For this purpose, the statutory service catalog for the state administration had to be evaluated and assigned. In consultation with the national editorial team, the state's services had to be assessed and qualified for digitization.

## Period

06/2020 – 07/2021

## Process model and successes

The portfolio was based on a nationwide, uniformly defined catalogue of government services, which were described in varying degrees of granularity and were a binding basis for the provision of online services for all authorities in Germany.

1. Mapping of the services of the state administration to the service catalogue and allocation of the responsible authorities within the state administration as well as the authorities involved.
2. Alignment of the understanding of services and the design of services. The difficulty lay in the fact that federal and state services were merged within the state administration, which then defined them differently in the service catalog.
3. Change in the service structure in the service catalogue in coordination with all 15 states and the federal editorial office.
4. Allocation of existing online services from the federal-state network to the service portfolio and comparison of requirements.
5. Financing arrangements and timing of implementation.

## Methods used

- Performance and GAP Analysis
- Individual interviews
- Document analysis, legal analysis

# DEVELOPMENT AN EFA IMPLEMENTATION ORGANIZATION

## Customer segment

National IT service provider

## Initial situation

The IT service provider had to quickly develop and roll out online services in various areas for the connected federal states. At the same time, further developments had to be made .
In order to accomplish this task, he looked for a way to implement development and further development in a kind of digital factory.
In addition to the IT service provider, the authorities and control structures of the IT service provider's owners had to be included in the governance structure .

## Period

03 – 07/2021

## Process model and successes

The governance structure had to take into account the responsibilities for development and implementation at the state authorities and the implementation at the supra-regional IT service provider.
First, a model for responsibilities had to be clarified

- Specialist authority: Definition of the requirements and the technical orientation, in particular fulfillment of the requirements and the definition of the technical procedure into which the data must be transferred
- Central control: Financing and confirmation of the fulfillment of the central design specifications, synergy effects between the online services and setting the implementation date
- Service provider: Development of the service according to the defined specifications, implementation and further development

The decision-making and coordination processes had to be presented and integrated into the overall system of relationships in order to be able to develop and implement services in a kind of digital factory.
At the same time, the services had to be presented in such a way that shared components such as login and payment systems were accessible via interfaces. This meant that these no longer had to be developed separately, but could be integrated directly.

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## Methods used

- Document analysis
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