



econocom

DIGIT'ALL USER

DAIKIN

28 Januari 2021

econocom

CONTENTS



01

HISTORY



HISTORY

- 2011: consultancy – procurement
- 2012: RFP Procurement – TMF (EMC-HP-Dell – ING – ATOS)
- 2016: RFP Services – ATOS (issue IP – transversal)
Zaventem – Madrid – Rabat (PM – PDB)
Extra Mile Attitude
-
- 2021: end of our services contract
- 2022: renegotiation
- 2028: ...

HISTORY

- 2020: start preparation new services contract
- Quality focus
- 2021 BIS – technology building Gent
- Avoiding new rfp => price pressure
- 2022: S-Square

02

COMPETITION



COMPETITION

- No RFP – Les Price Pressure
- S-SQUARE
- TIME, PLACE & PACE
- Workshops
- Breakout Sessions
- Eager to continu collaboration – Econocom not always convinced

03

**STRENGTHS
CHALLENGES**



1. How to come to a better Managed Services model (Workshops 1/2)

- What is going well?
 - Account level relationship
 - Regular operations
 - End user satisfaction with Service Desk
 - Service delivery management and reporting

1. How to come to a better Managed Services model (Workshops 1/2)

- While Econocom is doing a good “out-tasking” of activities, it is not yet "managed service"
- What should improve?
 - End to end ownership: Daikin has to intervene too often when things go wrong or tasks are complicated. Daikin often doing Level 2.
 - While BAU runs well, everytime something changes or things go wrong – it is very difficult for Econocom to manage
 - Lack of competence and ownership on Projects and Changes. Not enough interaction between the projects and Run teams. Lack of understanding of Daikin requests particularly when the request is spread over different services.
 - Daikin do not have the impression that the Technical Architect is playing a key role in the estimation and follow up of Projects.
 - Feeling of too many silos and lack of service integration “a technical glue” function between teams.
 - In general lack of highly skilled technical resources.
 - Econocom does not pro-actively manage issues. Even when an action plan is created, it remains theoretical and fails to achieve results.
 - Lack proactivity and creativity – chatbot, self service portal, automation initiatives are missing
 - In general, Daikin does not feel a sense of “ownership” or affinity from Econocom

5. Contract structure and commercial model

- **Contract**

- This seems a standard contract template that was copy pasted for Daikin. Several elements seem not applicable for Daikin.
- Look to restructure and simplify the contract (reduce and consolidate number of schedules and take out schedule / content that is not applicable)?

- **Commercial Model**

- Today there is a pricing per ticket model which gives no incentive to Econocom to reduce number of tickets. What are the possible alternatives? E.g. price per user? Committed reduction of tickets?
- The number of users and workstations / devices has more than doubled since original contract and will continue to go up. What economies of scale will Econocom realize and pass back to Daikin?
- Any new agreements post contract (e.g. two tickets for service requests that take more than 15 minutes) should be formalized into the new contract. Econocom to propose list of such adjustments.

Contractual

-  00 - DAIKIN-EMS Framework agreement.docx
-  01 - DAIKIN-EMS Schedule 1 - End User Service Desk v1.docx
-  01A - Schedule 1 - End User Service Desk - Annex A - Price Table v1.xlsx
-  02 - DAIKIN - EMS - Schedule 2 - Workplace Services v1.docx
-  02A - Schedule 2 - Workplace Services - Annex A - Price Table v1.xlsx
-  03 - DAIKIN-EMS Schedule 3 - Sourcing Services.docx
-  04 - DAIKIN-EMS Schedule 4 - Governance.docx
-  05 - DAIKIN-EMS Schedule 5 - Exit Plan.docx
-  06 - DAIKIN-EMS Schedule 6 - Penalties.docx
-  07 - DAIKIN-EMS Schedule 7 - Change Management.docx
-  07A - Schedule 7 - Change Management Annex A Change Request Form.docx
-  08 - DAIKIN-EMS Schedule 8 - Infrastructure Services.docx
-  08A - Schedule 8 - Infrastructure Services - Annex A - Price Table.xlsx
-  08B - Schedule 8 - Infrastructure Services - Annex B - Active Directory Roles and Responsibiliti...
-  09 - DAIKIN-EMS Schedule 9 - Project and Staffing.docx
-  09A - Schedule 9 - Project and Staffing - Annex A Rate Card.pdf
-  09B - Schedule 9 - Project and Staffing Annex B Statement of Work.docx
-  10 - Daikin - EMS Schedule 10 - Transfer of personal data.docx
-  11 - DAIKIN-EMS Schedule 11 - Data Processing Agreement.docx
-  12 - Daikin - EMS Schedule 12 - End of Life Replacements.docx



Concerns

This seems a standard contract template that was copy pasted for Daikin. Several elements seem not applicable for Daikin. Look to restructure and simplify the contract (reduce and consolidate number of schedules and take out schedule / content that is not applicable)?



Alignment

- What can/must be consolidated
- Identify new chapters
- Identify not applicable content



Actions

Consolidate all to limit number of documents :

- Framework Agreement
 - include DPA
- Statement of Work
 - Include future scope
 - Include all discussed changes during upcoming workshops
- Annex Price Table

Framework

Statement of Work

- End User Service Desk
- Workplace Services
- Infrastructure Services
- Device Lifecycle mgmt
- Cross Functional Services

Pricetable

GDPR & DPA

Operational Processes

Single Solution Design

Commercial

TODAY'S MODEL

- End User Service Desk (Variable part)
Price per ticket range, decreasing unitary price
Origin :
 - if improvements were made to reduce incidents , Daikin will reap the benefitsPrice per request
- Workplace Services (Price / device/ month)
- Infrastructure Services (Price / server / month)
- On-Site FTE
- Release management
 - Software packaging, distribution, updates
- End-Of-Life
- Out of Warranty costs
- Changes
- Accessories management

FUTURE MODELS

- Fix Price per User/month
 - Decrease according volumes & efficiency gain
 - Decrease according implemented innovations

STRENGTHS

- All in one solution integrating AV and meetingrooms
- One team => extra mile
- Good relationship with DMU
- It is not all about price
- Good preparation in time
- Econocom determined place and pace
- S-Square (not paid on result – fixed fee)
- Workshops => breakout sessions

CHALLENGES

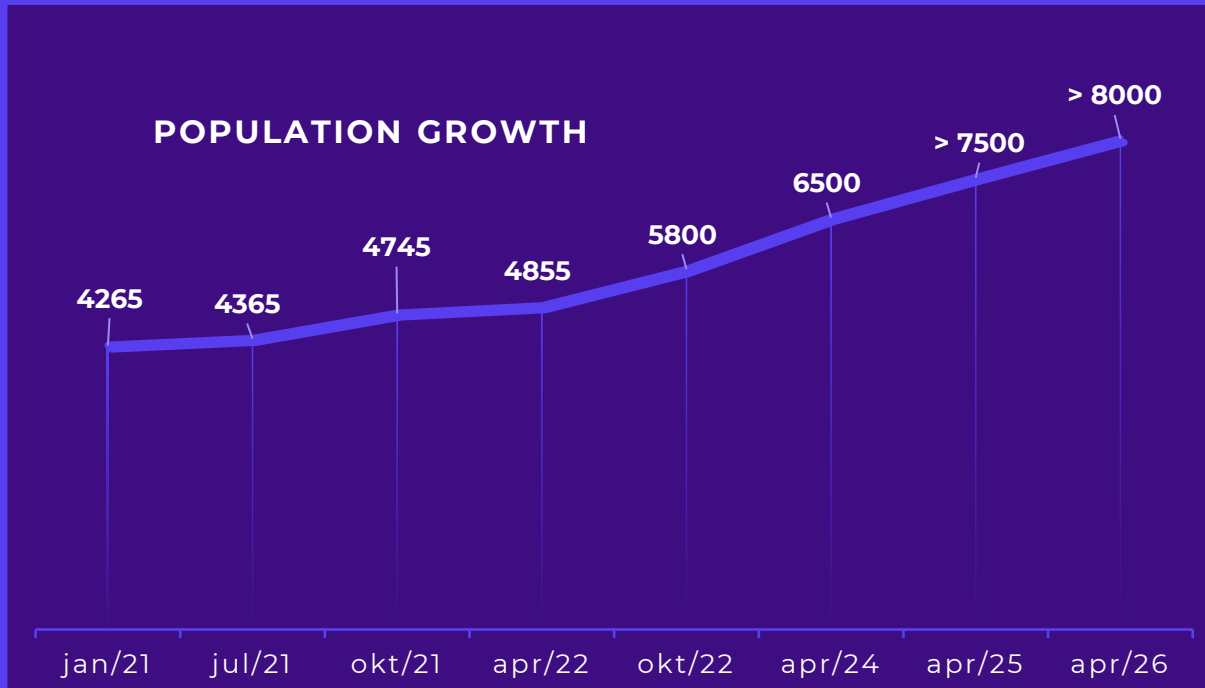
- Extended geographical and knowledge domain scope
- Q
 - > pro activity
 - > automation
 - nextthink
 - Power bi
 - Zerotouch
 - patchmgmt
 - > integration of automation
 - Chatbot integration with teams and ACD
 - PowerBI with 4Me
 - linking more servicedesk
- Project & PMM & Change
- Timing

04

SCOPE



SCOPE



- 6 years:
- 45 mlj EUR baseline transversal
- 9,000 users 15K PCs
- 500 Meetingrooms
- 150 locations EMEA

- Onboarding new entities
- Run
- Supporting additional languages
- Follow-the-Sun
- Endpoint mgmt
- Device life cycle mgmt
- Meetingroom Mgmt
- Infra as a service (citrix, ...)
- Packaging Services
- TRO
- Sourcing

Int. Service Center Grid

8 languages
24x7 FR/EN
Local presence Local Hands

Industrialized Onboarding

First time right
Efficiency through blueprint & clear roles & responsibilities
Communication

FUSION 2025

Deliveries C2L

Centralised stock
One supply chain process
Increase effectiveness
Tracking
Mitigate risk i.e. int. small qty delivery centers
Door to Door delivery

Governance Team

Customer Experience Management
Sharing knowledge & Experience
Mirrored Delivery Team
Streamlined communication

Change & Project Team

Experience sharing
Improved technical knowledge

econocom

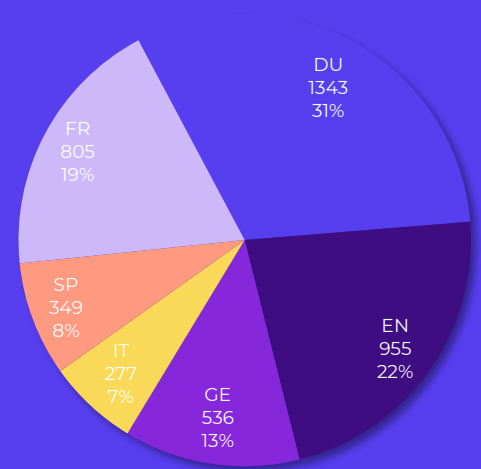
05

WORKPLACE MANAGEMENT

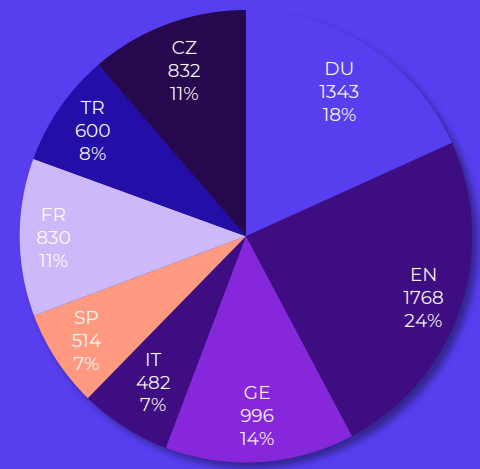


WORKPLACE MANAGEMENT

devices per language



devices per language



key figures



3372

Tickets / month



4265

End-user devices



5785

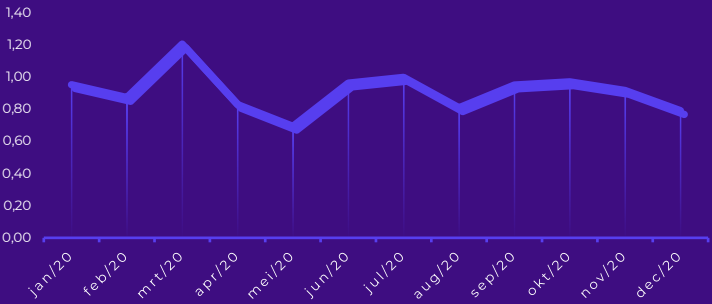
Tickets / month



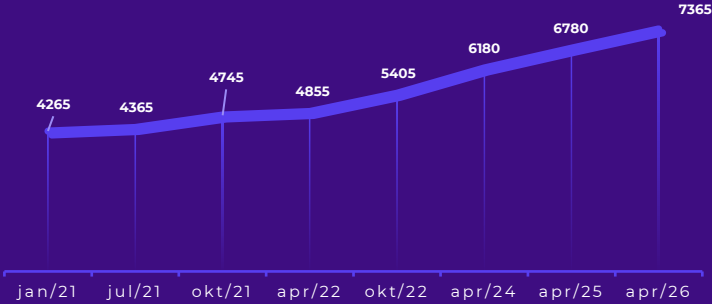
7365

End-user devices

TICKET RATIO EVOLUTION



POPULATION GROWTH



END USER SUPPORT

Service Center Model

Czech
Polish
Slovak
Croatian*
Hungarian*
Romanian*
Turkish
3/2023 – 03/2025



Current -> extend
English
French
Dutch
Spanish
German
Italian
24x7 FR/EN/DU



Service Center Grid
Covering **13** languages
using **2** service centers
24x7 in FR/EN/DU or +CZ+TR

Local IMAC support
Poland
Czech Republic
Turkey
Brazil

Tickets/month

-4	-3	-2	-1	0	1	2	3	4	5	6
43	0	43	448	3881	110	713	245	0	0	51

* On a best effort base

Supply Chain model

DELIVERIES

World

Central to Local
Centralised stock
One supply chain process
Increase effectiveness
Tracking
Mitigate risk i.e. int. small qty delivery centers
Door to Door delivery

Brazil

Local 2 Local



PARTNERS

NATEK

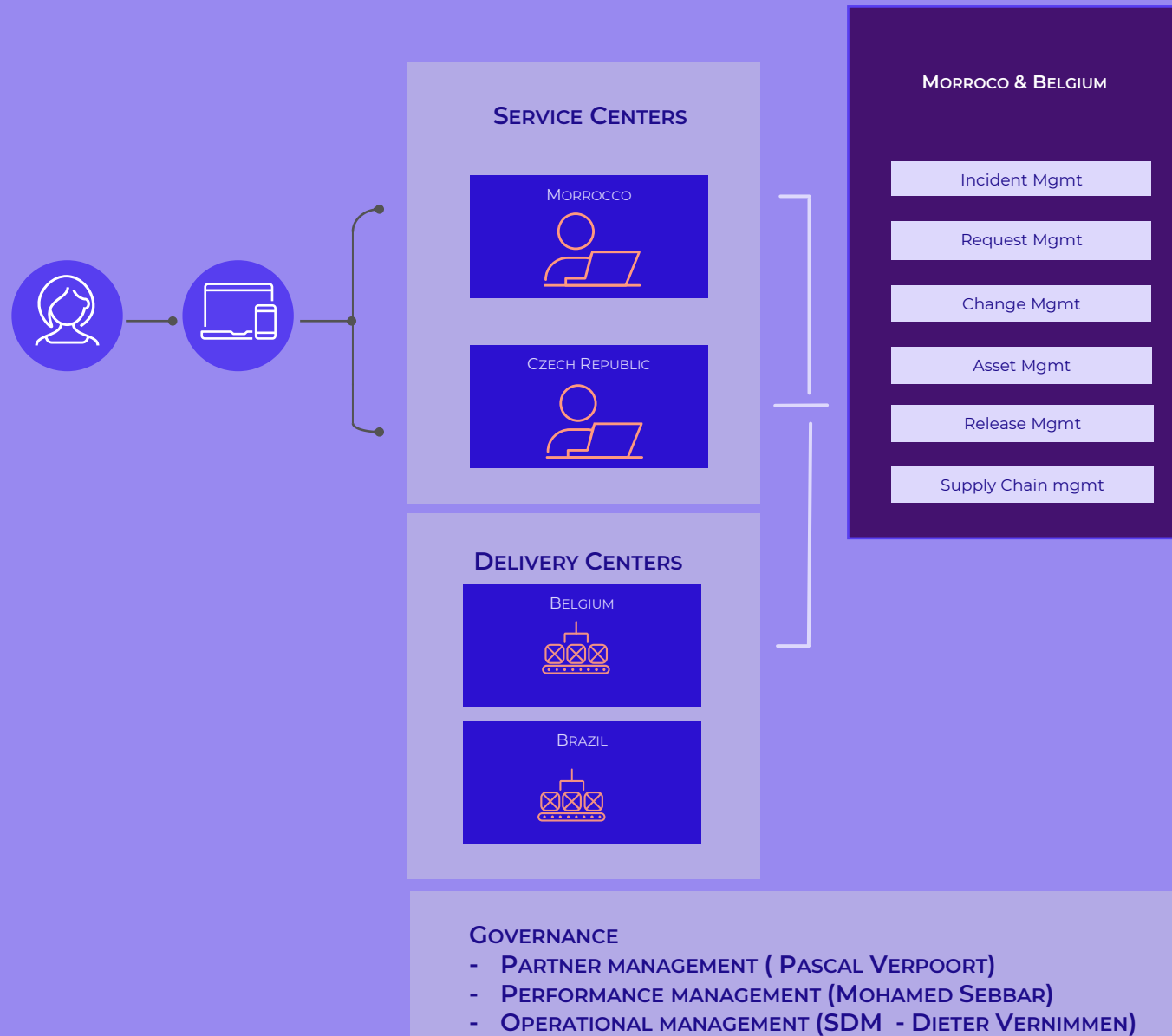
Poland, Gdansk – Czech Republic, Brno – Slovakia, Kosice
Founded in 2004

IT Outsourcing focus on Central Europe for banking, telco, healthcare, technology, automotive, travel, insurance

Customer reference : Johnson Control, Thales, Nokia, BMW, Toyota
+650 technicians

Regroupalis, Ingram, Viva Express, Philips, Dell, HP, Hemmersbach, Logitech, Itec, Altabox, ...

PARTNER MANAGEMENT

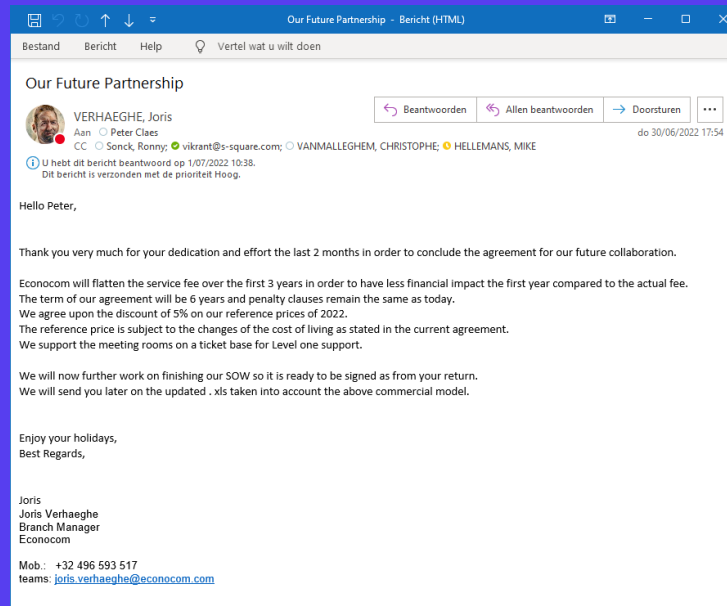


06

PRICING



INDEXATION



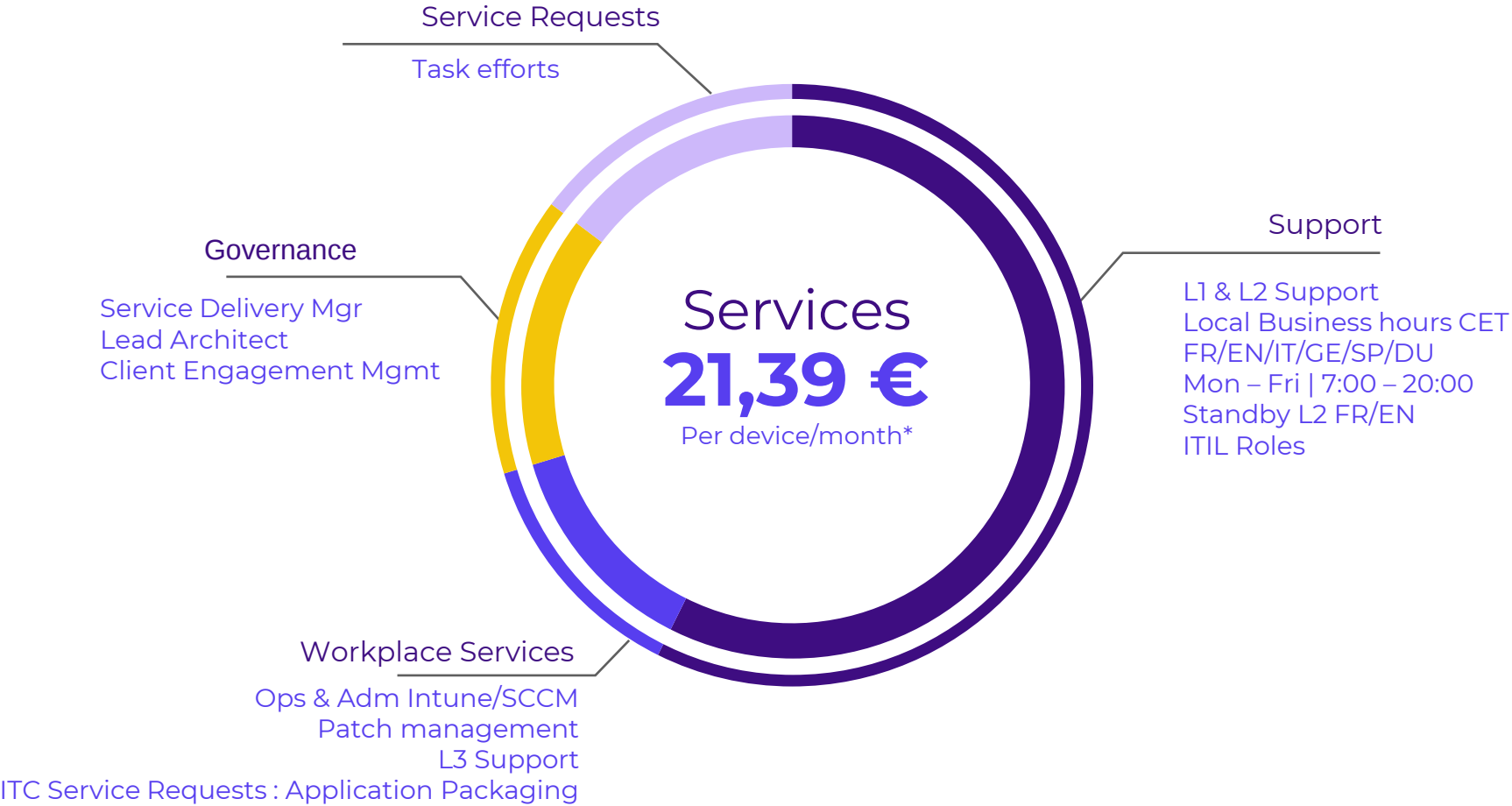
- 30/06/2022: agreement with cost of living
 - 01/09/2022: reopen the discussion (10% of indexation)
 - msft contract
 - av as a service
 - one time commercial gesture <> 3 months transition
 - Referring to the previous contract
- As a service: automated indexation
- EPS margin also indexed

EMS FUTURE BILLING

- One price per user all included
- Risk at Econocom
- Staffel pricing: the more users, the better pricing
- Simplicity

Price per device/month*

CURRENT SITUATION

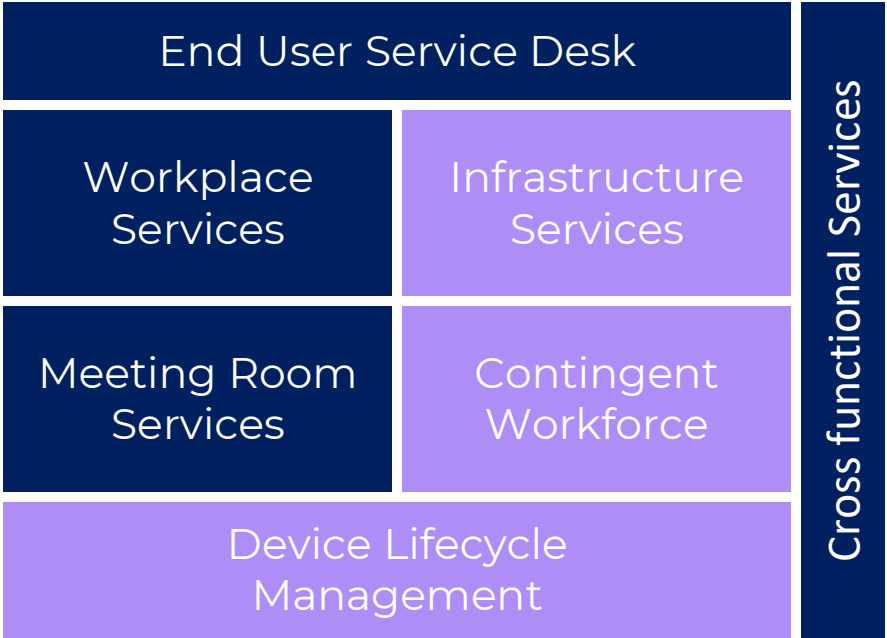
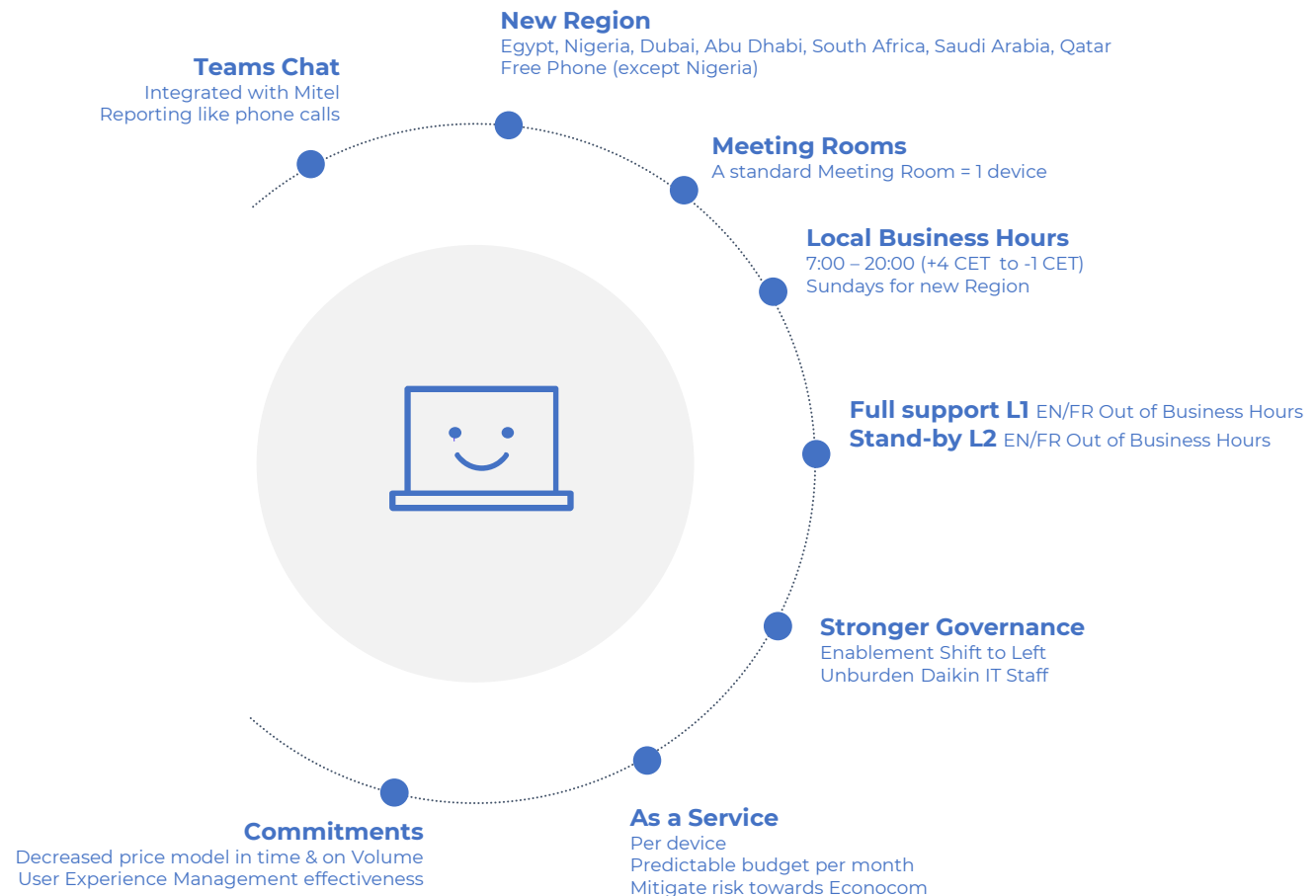


econocom

* Based on last 4 months

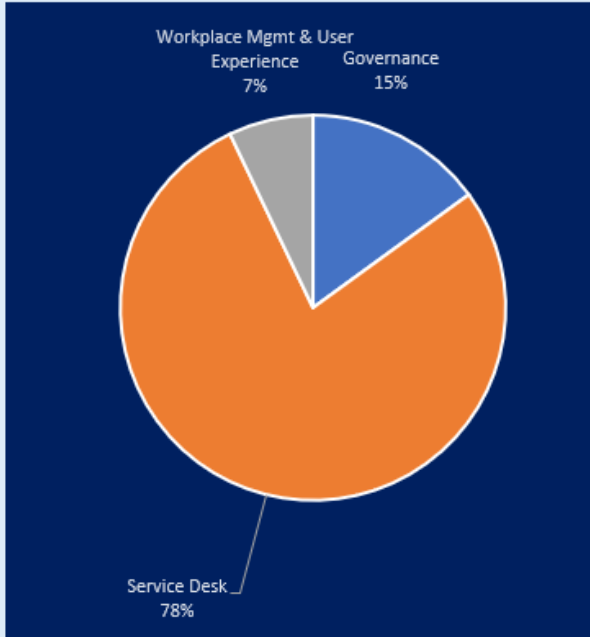
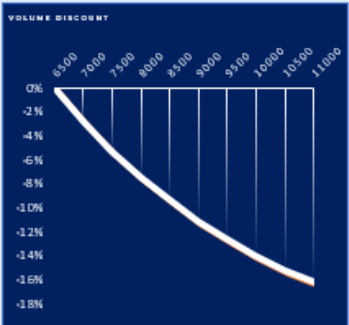
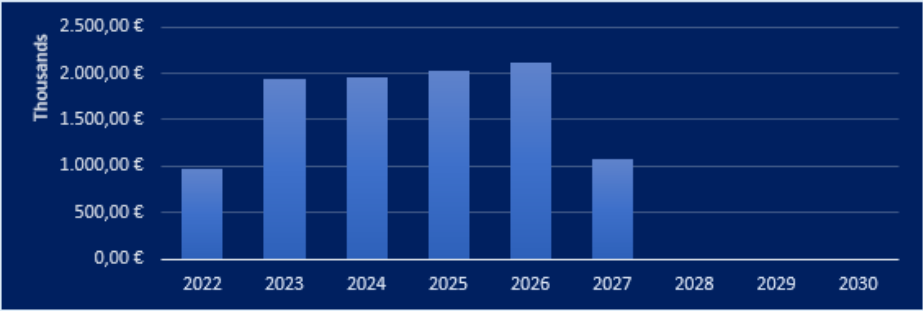
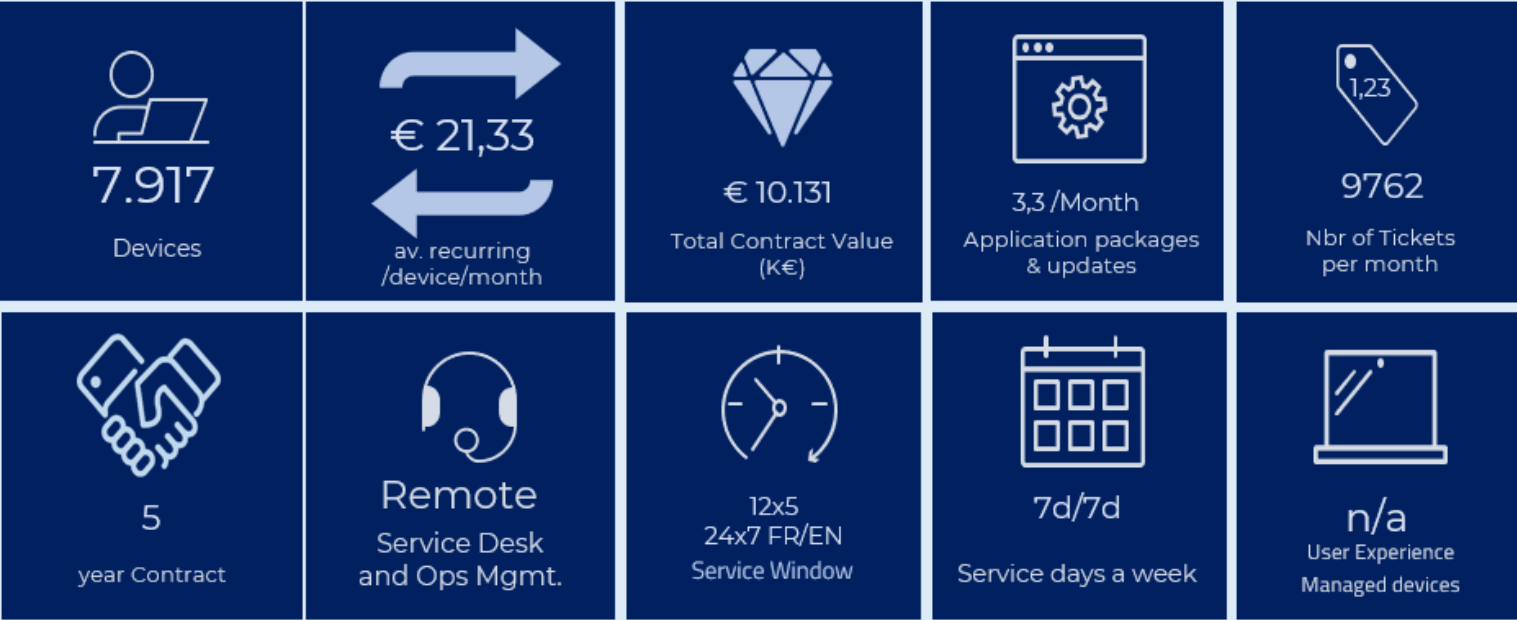
Price per device/month

NEW SCOPE



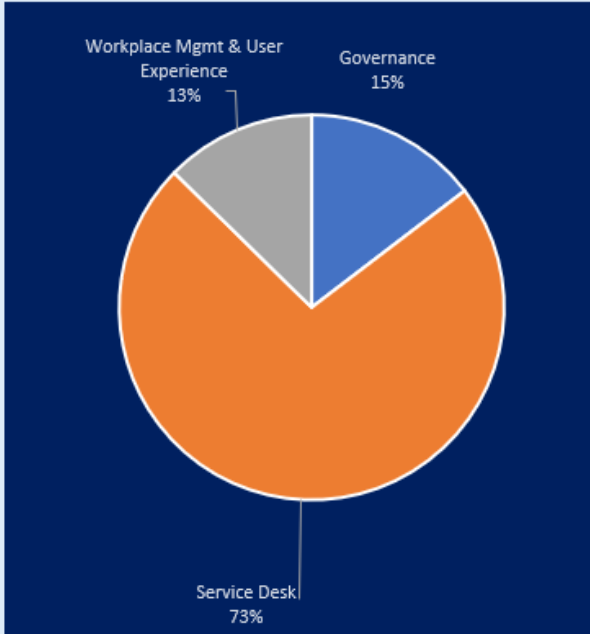
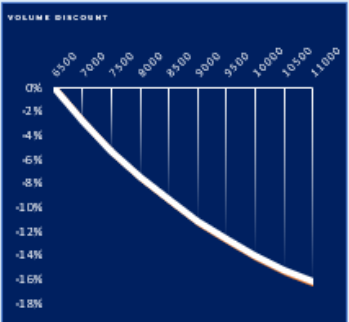
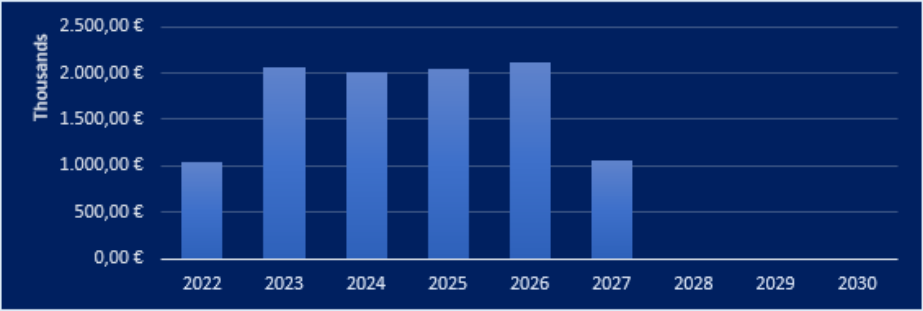
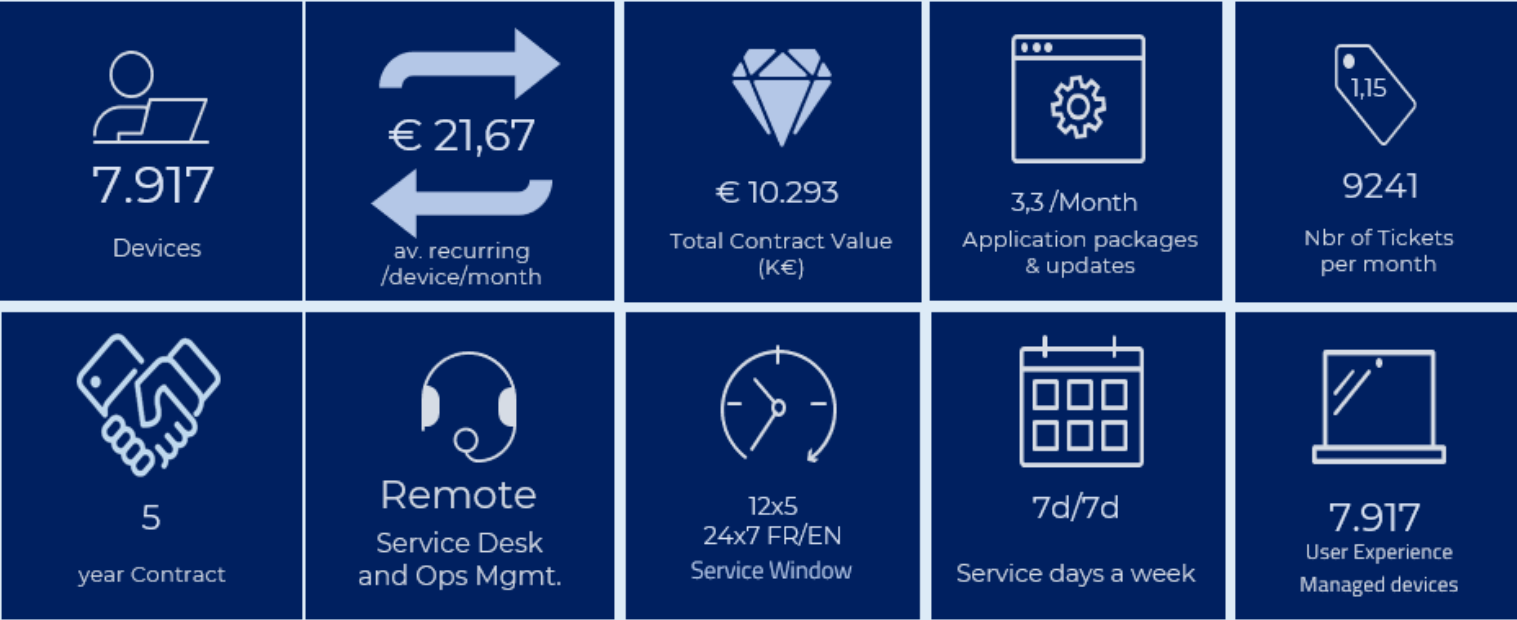
Price per device/month

NEW SCOPE



Price per device/month

NEW SCOPE WITH USER EXPERIENCE MANAGEMENT



BIS BILLING

- EPS: Hardware / Hardware Warranty / PM / Installation / Transport
- BIS & Altabox: Site Survey
- Altabox: managed meetingroom (Logitech sync+)
- EMS: Enduser Support

Request #

28969041

Category

Incident

Impact

Low

Status

Completed

Reason: Solved

Yesterday



Microphone disconnected from the Rally Bar Mini

Requested by

Altabox Support Team

Sep 30

Service instance

Videoconference

ITC EMEA

Configuration items

In Production

DENV Ostend - CFO Room - Video conference system - Medium room

Daikin Europe NV

Assignment

Team

IT Operations

Daikin Europe NV

Member

Cedric Reniers

Supplier

ITC EMEA

Affected SLAs

Time Entries

Time spent: 0:15

Notes

Altabox

Altabox Support Team

Sep 30

From remote we have detected that the microphone base is disconnected from the Rally Bar Mini.

CR

Cedric Reniers

Yesterday

0:15

Test is ok, mic is working, room name changed without notifications so this was why the room was not working for the cfo.

Cedric Reniers completed this request

Yesterday

07

GOVERNANCE



PROJECT & CHANGE
MANAGEMENT



1

Right Team Skills & Experience

Introducing :

→ Project Manager
Customer Experience Manager
Technical Architect

2

Right Methodology

→ for Onboarding
Proven success

3

Pro-activeness and Quality

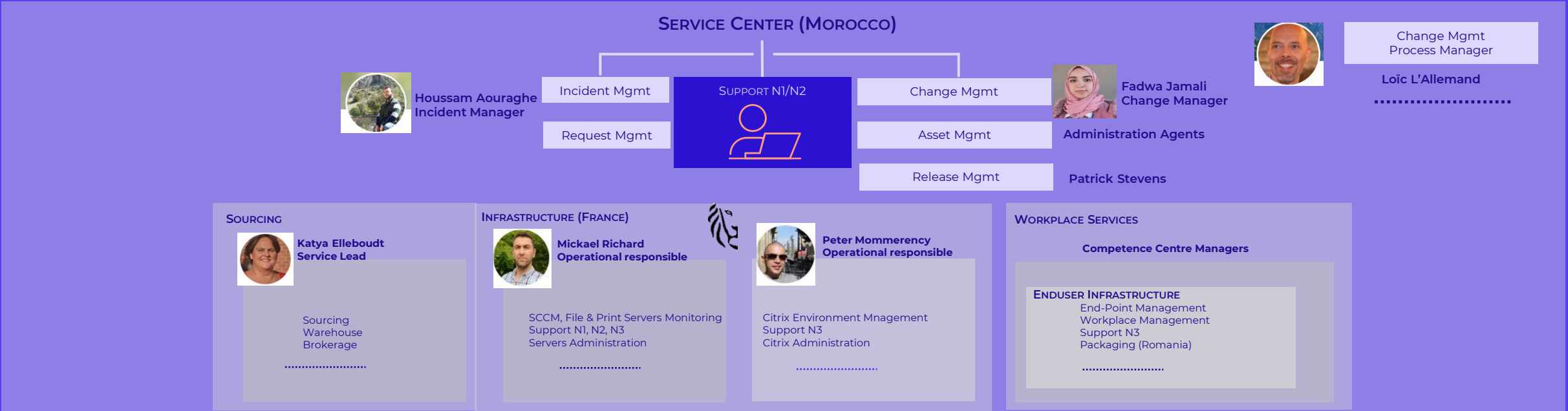
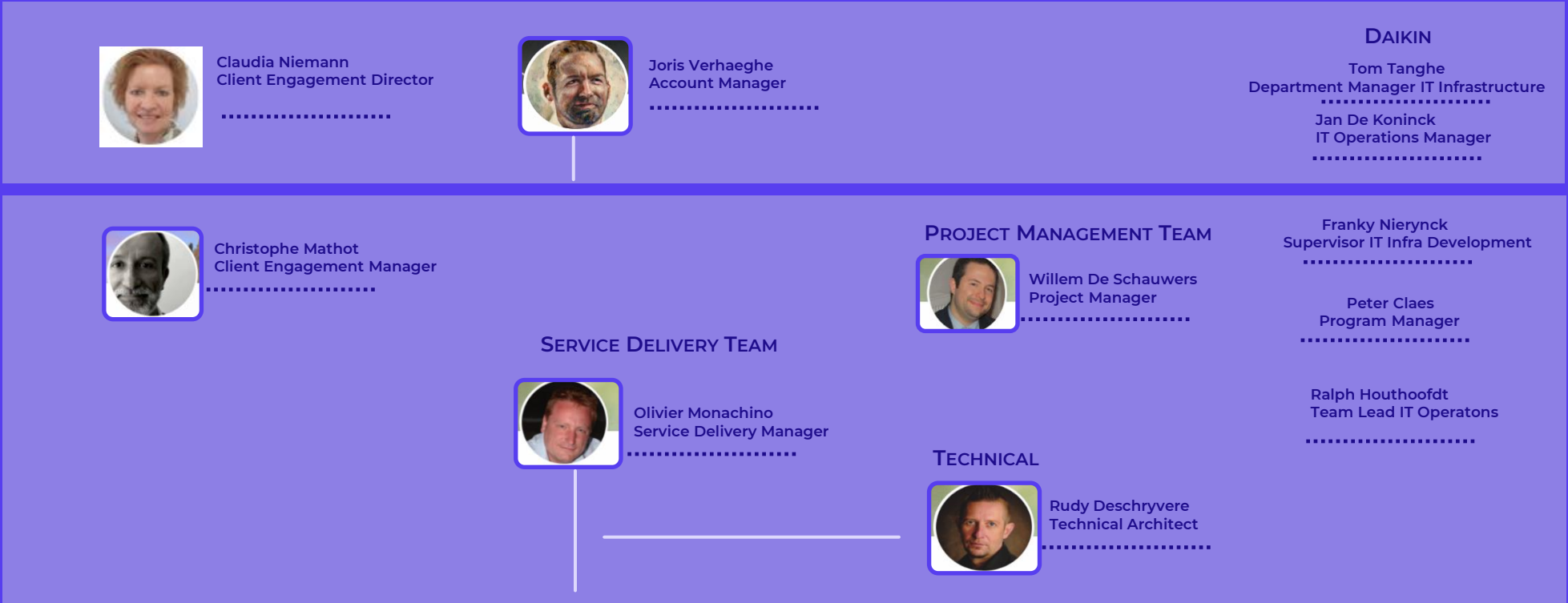
→ i.e. First Time Right (FTR) by introducing
Technical Architect

4

**PMO Planning
& Change Management Process Owner**

→ Across customer accounts
Across delivery teams (Belgium & Rabat)
Local presence

MIRRORED DELIVERY TEAM



08

ONBOARDING



APPROACH

PROJECT MANAGEMENT TEAM



Olivier Monachino
Service Delivery Manager

- ❑ Service Delivery SPOC



Willem De Schauwers
Project Manager

- ❑ Project SPOC
- ❑ Financial and operational Reporting
- ❑ Coordination of all stakeholders



Christophe Mathot
Customer Experience Manager

- ❑ Best Practice Management
- ❑ Continuous Improvement (CSI)
- ❑ Innovation



Rudy Deschryvere
Technical Architect

- ❑ Technical SPOC
- ❑ Technical assessment
- ❑ Coordination of internal Technical Teams

Prepare & guidance for an industrialized Onboarding

Optimized Transition Methodology

Improved technical Way of Working and Communication

Sharing of experience & expertise

More mature project management and satisfaction of the implementation

TRANSITION

The image shows two overlapping documents. The top document is a 'Contents' page of a project plan, listing various tasks and their durations. The bottom document is a Gantt chart showing the timeline of these tasks, with bars indicating the duration of each activity.

Task	Duration
1. EXECUTIVE SUMMARY	1
1.1 Purpose	1
1.2 Scope	1
2. WORKSTATIONS PHASE	2
2.1 Introduction	2
2.2 Order of PC / laptop	2
2.3 SCCM scripts new site	2
2.3.1 Import script	2
2.3.2 Windows language pack	2
2.3.3 Office language pack	2
2.4 Delivery of devices	3
2.5 Staging management	3
2.6 Shipping & delivery to the new site	3
2.7 Installations onsite	3
3. SERVERS PHASE	4
3.1 Introduction	4
3.2 Determine required hardware	4
3.3 Order Hardware	4
3.4 Installation hardware with new OS	4
3.5 Basic configuration and domain integration	4
3.6 Install & configure roles	4
3.7 Install SCCM components	4
3.8 Ship to Devn Island for test	4
3.9 Ship to onsite location	4
3.10 Install required Daikin monitoring software	4
3.11 Force	4
3.12 Monitor	4
3.13 Config	4
3.14 DFS	4
3.15 Devn	4
4. GLOSS	4

TRANSVERSAL CHECKLIST
INTEGRATION OF NEW
CLIENTS (RACI)

USING TEMPLATE 4ME
RFC TO START THE
PROJECT

USING A DETAILED
QUALITY ASSURANCE
PLAN (BLUEPRINT)

FOLLOW-UP BY THE
PROJECT MANAGER AND
TECHNICAL LEAD BASED
ON THE CHECKLIST AND
BLUEPRINT

