



New Curricula for e-Leadership

Digital transformation through e-Leadership – Perspective of the CIO

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Digital Transformation – Perspective of the CIO – Agfa Case

- Agfa-Gevaert Group
- Agfa Digital Transformation Program
- Critical Success Factors
- Need for e-skills and e-leadership
- Conclusions

Agfa-Gevaert Group Business & Organization

Belgian Companies

Agfa-Gevaert NV

Agfa Healthcare NV

Agfa Graphics NV

Agfa-Gevaert Group

Parent Company

CC and GSS

CC = Corporate Center
GSS = Global Shared Services

GSS

Agfa ICS

Global HR/
Purchasing/
Logistics

Graphics



Healthcare



Specialty Products



Technology Optimization: For Graphics, Healthcare and Specialty Products alike, Agfa ICS drives optimization to the enterprise by aligning our client's technology and operations strategies. Our professionals endeavor to improve client technological capacities while cultivating operational efficiency, effective service delivery and optimal cost savings.

Agfa-Gevaert Group Business Groups

Graphics

Software



Digital Plates
Thermal, Polymer & Silver



Ink



AGFA
Digital Inkjet Print



Proofing



Plate setter



Film



Film setter



HealthCare

X-ray Table



X-ray Film



CR Digitizer



Processor



Dry Film



NX workstation

AGFA
Software



AGFA
PACS



Enterprise Solutions
HIS/CIS

Electronic
Patient Record

Specialty Products

Classics

- Motion Picture
- PCB-film
- Microfilm

Functional Foils

- NDT-film
- 3rd party contracts

Advanced Coatings and Chemicals

- Synthetic Paper
- Functional inks for industrial applications
- Identification & Security
- Orgacon

AGFA Digital Transformation Program: Business Drivers

- Agfa Digital Transformation Program is a **strategic re-orientation of Agfa**, company-wide, launched in 2006 to secure the successful future of the business groups and by creating additional value by implementing new and innovative business models, business processes and technology and by increasing their strategic autonomy,
 - operational flexibility,
 - competitiveness,
 - digital innovation.
- HealthCare grabbed this opportunity to redesign and transform into an “IT Company”.

AGFA Digital Transformation Program: Business Drivers

- Market: Drastic changes of the requirements/ experiences of customers for products/solutions moving rapidly from “analog” to “digital” to “IT solutions”!
“Challenge is to transform the customers and business solutions while transforming ourselves.”
- Vision: Agfa has to anticipate by diversifying from being mainly a supplier of physical goods to also become a world class vendor of IT solutions and services.
- Business Model: New internal and innovative processes/systems are required to steer and grow the IT business improving communication and collaboration.

Agfa Digital Transformation Program: Mission

- Design and implement new world class business processes/models that enable us to serve our customers better while improving productivity, experience, competitiveness and operational excellence.
- Harmonize business processes globally and improve continuously.
- Design and implement a business-driven information system platform covering end-to-end processes in an integrated way.
- Implement platform/architecture of “standard” SAP and “best of breed” requiring significant change management in roll-out and usage.

AGFA Digital Transformation Program: Challenges

Transforming HealthCare ... Whilst Transforming Ourselves

Unique blend of imaging & IT

- The leader in analog ► digital ► IT transformation
- Agfa the inventor of PACS
- Expanding imaging IT solutions to the whole enterprise

Connectivity

- We connect to every imaging modality & to every IS vendor
- We offer the largest library of interfaces
- We lead in the interoperability & medical standards (DICOM, HL7, IHE)

Convergence

- Clinical (Imaging & IT) and admin processes
- Inpatient and outpatient processes
- Electronic patient record/ clinical pathways/ disease management

AGFA Digital Transformation Program: Unique Position

- Strong customer relationships with 1 hospital out of 2 in the world and 1 printer out of 2 as customer
- Leading the imaging transformation from
 - Analog ▶ digital (HealthCare/Graphics)
 - Digital ▶ IT (HealthCare/Graphics)
 - Radiology ▶ enterprise (HealthCare)
- Leading the integration of medical imaging, clinical workflow and electronic patient record.
- Leading the integration of prepress and printing.
- World leader in providing connectivity services leveraged for interoperability, e-health and graphics.
- Consumables & services for recurring revenues and maximum cash contribution.

Agfa Digital Transformation Program: Critical Success Factors

- Sponsorship and digital savviness of Agfa Executive Committee
- Program governance from Steering Committee and Change Boards to HealthCare/Agfa Executive Committee
- Knowledge, experience and skills of balanced team with aligned Business/ICS; setup of Process Office/Business Intelligence Competence Centers with focus on data quality/model
- Methodology to achieve deadlines within time & budget; benchmarking!
- Process compliance and integrate compliance in HR “individual” target system; ensure process accountability
- Hypercare after startup and rollout of support model
- Training and documentation
- Dedication, hard work, knowledge, belief to be successful

Agfa Digital Transformation Program: Need for e-Skills and e-Leadership

- PEOPLE

- Change Management, Program/Project Management and business case/risk development
- Hybrid business-ICT skills (customer centric, IT innovation)
- Team spirit and communication/collaboration skills

- PROCESSES

- Business and process model compliance, Business Analyst/consulting, IT innovation implementation capability
- Vendor relationship management
- Quality approach
- Security and data privacy expertise

- TECHNOLOGY

- Integration skills Business/IT, architects, middleware specialists

Agfa Digital Transformation Program: Conclusions

Need for

- Business people with IT skills, IT people with business skills
- Capability to develop new IT-based customer centric opportunities
- Vision, strategy and leadership

Delivering e-Leadership – The Skills Agenda

THANK YOU