



Learn how Siemens Mobility achieved a digital transformation with an eye on the future

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Introduction

Migrating to cloud applications can achieve speed, flexibility, and ease of management of IT environments. However, it can also be a mammoth undertaking technically and organizationally. A merger, acquisition, divestiture, or end of life of a legacy system presents an ideal opportunity for considering an IT transformation. Enterprises can learn from Siemens Mobility's experience accomplishing a digital transformation that prioritizes achieving long-term business value.

Transport solution provider Siemens Mobility operates in more than 65 countries. It has 38,500 employees and 2020 revenue of more than 9 billion euros. It was spun off from the Siemens Group in 2018. As part of its strategy going forward as a separate entity, Siemens Mobility analyzed its IT infrastructure to upgrade where necessary. Here, we chart its digital transformation journey progress as it works collaboratively with Infosys to produce long-term business value.

— Ensure that your IT solutions meet your business needs

Siemens Mobility identified issues with its customized CRM solution, Oracle Philos. Not only would it require an expensive and complicated upgrade in October 2020, but it would also no longer meet business needs. Problems included:

- Poor user interface (UI) and user experience (UX);
- Slow response rates;

- Lack of insights into customer data;
- Lack of employee collaboration;
- High cost to maintain and upgrade.

Siemens Mobility decided to take this opportunity to consider alternative solutions that would better meet its long-term business needs.

— Move to the cloud to remain competitive

Enterprises are increasingly adopting cloud or SaaS applications to run core processes. Moving to the cloud is imperative for remaining competitive, especially in the post-pandemic world. The worldwide 2020 COVID-19 pandemic lockdown accelerated cloud adoption as enterprises flocked to SaaS applications to support a digitally dispersed workforce and client base. SaaS applications can be more flexible, more cost-effective, and easier to manage than on-premises solutions. Because of these advantages, Siemens Mobility decided to select a SaaS solution. The final selection was between three solutions: Microsoft Dynamics, Salesforce, and Oracle. Siemens Mobility selected Microsoft Dynamics CRM for technical and

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We only considered a cloud application.

— **Stefan Latuski, CIO,
Siemens Mobility**

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business reasons. The application would be interoperable with other Microsoft applications that Siemens Mobility was using. Moreover, Microsoft presented its solution in a business context, which helped Siemens Mobility understand its potential to add value to the CRM process.

Align with the HFS OneOffice to achieve true digital transformation

Siemens Mobility understood that it had to embrace change to solve the problems that the customized Oracle solution had created. Siemens Mobility CIO Stefan Latuski realized this was the perfect opportunity to embrace new ways of working and emerging technologies to deliver an improved business process.

Latuski's realization aligns with the HFS OneOffice™, our vision for the digitally transformed enterprise. In the post-pandemic world, it's imperative to embrace new ways of working to remain competitive. Emerging technologies help organizations mature into one integrated system to enable employees, delight customers, and deliver on its purpose. The OneOffice Emerging Tech Platform is our

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We wanted next-generation CRM.

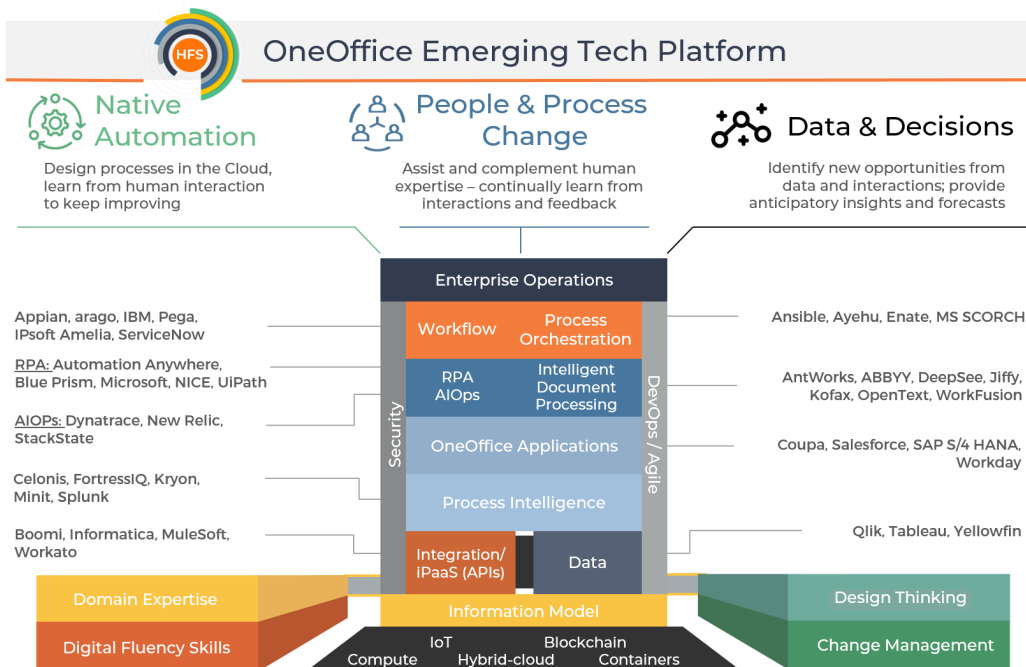
**- Stefan Latuski, CIO,
Siemens Mobility**

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next-stage vision for how enterprises effectively embrace emerging tech through native automation, people and process augmentation, and data-driven anticipatory insights. The underlying tech will power enterprises to the OneOffice employing the core fundamentals of people, process, integrated Triple-A Trifecta technologies, data, and change management.

Exhibit 1

HFS OneOffice Emerging Tech Platform



Source: HFS Research, 2021, Examples are representative

Siemens Mobility was keen to select a solution that represented “next-generation CRM,” to quote Latuski. He knew that an application that used the

latest technologies, such as machine learning (ML) and advanced reporting, would maximize the opportunity to truly transform the company’s CRM process.

Select a service provider that can deliver the innovation you seek

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We selected Infosys because they really listened to us.”

**– Stefan Latuski, CIO,
Siemens Mobility**

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Siemens Mobility prioritized innovation and transformation when selecting a service provider as well. It considered five providers from its Value IT group, service providers Siemens Mobility has a special relationship with and expects to deliver innovation. It selected Infosys, an existing service management provider for Siemens Mobility. In a similar case study, Infosys proved its ability to deliver a CRM transformation within the required six-month period. Central to its success, Infosys presented an innovative, agile approach, and Latuski said it “proposed different ideas that the others didn’t.” Latuski also highlighted that the fact that Infosys “really listened to us” sealed the deal. Talking about the engagement, Infosys Europe manufacturing head Ruchir Budhwar said that Infosys “leverages expertise in Design Thinking” to become “problem finders” first before

offering solutions to clients. Infosys even added elements to the statement of work, based on knowledge gained from its experience with other customers. Budhwar said that “cross-pollination of learnings” from other customers enabled Infosys to deliver this transformational project quickly and efficiently.

Infosys used its [Cobalt](#) platform to deliver this engagement, which included services, solutions, and platforms that help clients accelerate their cloud adoptions. All of the tools are based on learned experiences in the market. Clients like Siemens Mobility, new to deploying a core enterprise process on the cloud, rely on their service partner to deliver thought leadership and technologies to achieve business benefits in a short timeframe.

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Cross-pollination of learnings from other customers helped us deliver this transformation project quickly and efficiently.

**– Ruchir Budhwar, SVP and Regional
Head of Manufacturing–Europe, Infosys**

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— Don't underestimate the importance—and challenges—of change

Enterprises often underestimate the importance of organizational change management in a digital transformation initiative. Two examples of how Siemens Mobility worked with Infosys to manage change include focusing on user-centric design and hand-holding throughout an agile methodology.

Ensuring user adoption is key to deployment success

Siemens Mobility linked some of the pricing to user stories. Siemens Mobility was aware that it needed a modern CRM system to better connect with and manage its customer base. What was less obvious was the need to ensure that its salesforce was motivated to use it. Infosys delivered persona-based services to understand the needs of different employee levels at Siemens Mobility and ensure that they all felt connected. It also provided a rapid response support team to enable easier adoption of the Microsoft solution. Ultimately, if no one uses an application, it has been a failure, regardless of whether the project came in on time and within budget.

Successful project management using Agile for the first time

The agile methodology approach proposed by Infosys was a new concept for Siemens Mobility, as this is not the most successful or common approach for its usual business. Siemens Mobility appreciated the guidance Infosys

offered. For example, Infosys suggested the topics that the Siemens Mobility business stakeholders should discuss in their sprint teams. Moreover, Infosys provided a scrum master who was also a trained change management coach. As Latuski put it, Infosys' project management was "strict but collaborative." Trixi Menckhoff, Program Lead Siemens Mobility, commented, "They introduced Agile early into the Siemens Mobility project and handheld us throughout the program." Based on its experience in this market, Infosys focused on the project plan to achieve the business results for its client, and it empowered the Siemens Mobility team to make some decisions. This combination of following a strict Infosys-led methodology and empowering the client team to make decisions was a winning formula for a collaborative engagement. For its part, Microsoft also helped to set up a super-user community with country-level contacts at Siemens Mobility.

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**— Trixi Menckhoff, Program Lead,
Siemens Mobility**

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— Consider long-term business alignment for continued success

Siemens Mobility focused on continuous improvement to ensure long-term business alignment. It contracted Infosys to deliver a three-step project. The first step was a rollout of Microsoft Dynamics to 65 countries in October 2020, which Siemens followed with enhancements and the China rollout in December 2020. In May 2021, additional capabilities will be added, such as data analytics and advanced reporting.

This three-step approach would ensure access to a much-needed new CRM platform in October 2020 and focus the enterprise on continuous improvements to ultimately achieve a best-in-class CRM process. This focus on significantly improving the process rather than simply upgrading the application contributed to the engagement's overall success.

— Digital everything—remote delivery is the new default

Siemens Mobility selected Infosys for the project in summer 2019. Importantly, Siemens Mobility met face-to-face with the proposed Infosys project management lead, which proved vital for the relationship between the two entities throughout the engagement. While the engagement began in early 2020, the rollout was planned for September 2020. But within a few months, the world was in the grips of the COVID-19 pandemic, and many countries implemented population lockdowns to control the virus. Siemens Mobility continued with the project, but it now had to be delivered remotely, which impacted both parties. Infosys leveraged its ELITE (Engaging Location Independent Teams Efficiently) model for delivery and 24x7 support. Siemens Mobility also engaged and trained its internal salesforce remotely.

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Infosys demonstrated true collaborative spirit.

— **Stefan Latuski, CIO,
Siemens Mobility**

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Remote delivery and training did not impact the deployment's quality, and both companies used Microsoft Teams to collaborate. Teams proved to be a perfect platform for holding meetings and raising and solving issues. Latuski said that whatever the challenges, “there was always a way through, and Infosys demonstrated true collaborative spirit.”

— Measure end-user success—not project success

Many enterprises adopting SaaS demand fast deployments and measure the engagement in terms of project success—in other words, did it come in on time and within budget? These are not insignificant criteria; for example, Siemens Mobility needed a new system by October 2020. However, these are not the only criteria you should use to measure success. If you take the time to design the process with the end user in mind, you should also measure their experience improvement at the end.

For Siemens Mobility, the first two project steps were completed successfully. Not only was the Microsoft Dynamics CRM solution deployed by the October 1, 2020 deadline, but also the enterprise realized additional business benefits, such as

- Improved data and insights on customers;
- Sales representatives delivering a better customer experience;
- Predictive analysis of customer behavior delivered through Azure machine learning (ML);
- Enhanced collaboration between employees using Microsoft SharePoint and Microsoft Teams;
- Lower license and maintenance costs.

Siemens Mobility also received feedback from business leaders about the new solution. One strategy lead commended the Microsoft Dynamics solution for its intuitive user interface, responsiveness, and collaboration capabilities. More importantly, Menckhoff highlighted that different business unit teams were working more closely together, which was a new phenomenon. Siemens Mobility had not only deployed a new CRM system, but it had achieved new ways of working that were advantageous for employees and the company. In short, rather than a simple software re-platforming, it had achieved a CRM transformation. Moreover, the enterprise understands that this is a dynamic, continuous improvement exercise to optimize the use of all the new technologies available on the Microsoft Dynamics CRM platform.

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Our teams are working together more now than they ever did before.

**— Trixi Menckhoff, Program Lead,
Siemens Mobility**

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— The Bottom Line: Make sure your digital transformation delivers tangible business results and long-term business value

Siemens Mobility, with the help of Infosys, deployed a global CRM SaaS solution in only six months while also transforming the process to bring tangible business results. At the center of this initiative was

a laser focus on user-centric design and adoption and a collaborative relationship with Infosys to realize long-term value.

HFS Research authors



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Khalda manages the SaaS Services and Cyber Security Services research for HFS. This includes tracking consulting, implementation and management services for Cyber Security and several specific SaaS services areas, including Workday, SuccessFactors, Salesforce, and Microsoft-on-Demand. Khalda tracks how service providers are developing their SaaS services and Cyber Security services strategies as well as enterprise clients' requirements and needs in these markets.



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HFS Research introduced the world to terms such as "RPA" (Robotic Process Automation) in 2012 and more recently, the HFS OneOffice™. The HFS mission is to provide visionary insight into the major innovations impacting business operations such as Automation, Artificial Intelligence, Blockchain, Internet of Things, Digital Business Models and Smart Analytics.

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