

Collaboration at LANXESS – Strategy for the digital workplace.

Campana & Schott gathers requirements and creates the to-be concept for modern collaboration.

CS
Campana
Schott

The digital workplace is a central element of the digital transformation. LANXESS has recognized this aspect and is working with Campana & Schott to create a requirements profile that is tailored to the company, with a focus on the concrete use cases of the various stakeholders.

LANXESS
Energizing Chemistry

Customer profile

LANXESS is a leading special chemicals group with 19,200 employees in 25 countries; in 2017, the group generated sales revenues of EUR 9.7 billion. At this time, the company is represented at 74 production locations worldwide.

LANXESS' core business consists of the development, manufacture and distribution of chemical semi-finished products, additives, special chemicals and plastics.

LANXESS is a member of the leading Dow Jones Sustainability Index (DJSI World and Europe) and FTSE4Good.

Initial situation: Modern collaboration – but how, and with which tools?

LANXESS has recognized the advantages of a modern digital workplace and the need for a successful digital transformation. The main benefits include comprehensive and connected collaboration as well as user experiences that employees are already familiar with from their personal context. The result: higher productivity, more innovation and increased speed, and finally more satisfied employees.

But what are the actual requirements of the company's different business and cross-functional units regarding the digital workplace? Which IT tools can meet these requirements while guaranteeing secure and efficient operations?

Under the leadership of its IT department, LANXESS initiated a project to answer these questions together with stakeholders in Corporate Communications, Human Resources and dLX – the group's department for digital activities. "The first step involved a conceptual examination of the various aspects of modern collaboration, typical use cases and the right tools for end users. This is the foundation for additional steps towards implementation," explains Vinothan Natkunarajah, Head of Enterprise Collaboration at LANXESS Deutschland GmbH. "Campana & Schott, which impressed us with a sound methodological approach and extensive expertise in social collaboration and the digital workplace, was selected as our partner for this process."

"Campana & Schott, which impressed us with a sound methodological approach and extensive expertise in social collaboration and the digital workplace, was selected as our partner for this process."

Vinothan Natkunarajah

Head of Enterprise Collaboration
LANXESS Deutschland GmbH

Solution: Structured requirements engineering and a lot of expertise

To get a handle on the requirements and priorities of the different divisions in the group, the project team started with identifying more than 20 interview partners across the different business units, cross-sectional functions and international subsidiaries, from a variety of hierarchical levels and from those with different professional experiences and varying lengths of employment with LANXESS. During the course of approximately 90-minute, semi-structured interviews, the consultants from Campana & Schott recorded and analyzed the wishes and needs that were expressed with regard to technology-supported collaboration. “We were really struck by the great commitment of our interview partners,” says Daniel Burger, Expertise Manager Social Collaboration at Campana & Schott. “It appears that social collaboration and the digital workplace hit a nerve among many employees. Particularly coordination within teams and the need for simple, intuitive but also highly-integrated tools were big requests by many of those who were interviewed.”

Alongside this process, the team prepared an initial list of the collaboration tools that had been introduced to date and discussed the possibilities available in the context of the “SAP first, Microsoft second” IT vendor strategy during small expert workshops. “The resulting IT tool landscape for our collaboration scenarios helped us to clearly identify current redundancies and gaps. This process delivered sound decision-making options for our IT management”, says Jan Scharpwinkel, Enterprise IT Architect at LANXESS Deutschland GmbH.

Result: Use case catalog, IT tool landscape and road map

The project resulted in a comprehensive use case catalog that is independent from specific tools describing modern collaboration at LANXESS from a functional perspective. It is supplemented by a vivid description of the daily routines of various personas – from Product Specialists to Plant Security Engineer.

In addition, LANXESS also received a blueprint of a future IT tool landscape for the collaboration tools. It is aligned to user requirements and the general IT strategy. A high-level road map that already identifies functional and technical dependencies shows how LANXESS can implement their suitable, digital workplace.

The next steps include piloting the tools considered in the IT tool landscape, a detailed analysis of infrastructure requirements and a precise cost-benefit analysis. “We took the first hurdle with the use cases and the to-be IT tool landscape. The whole topic is now structured and orderly, and we have a plan on how to proceed. Now our job is to continue to pursue this plan,” concludes Vinothan Natkunarajah.

“The resulting IT tool landscape for our collaboration scenarios helped us to clearly identify current redundancies and gaps. This process delivered sound decision-making options for our IT management.”

Jan Scharpwinkel

Enterprise IT Architect

LANXESS Deutschland GmbH

Campana & Schott

Campana & Schott is an international management and technology consultancy with more than 300 employees at locations in Europe, the US and Canada.

For more than 25 years, we have been passionately assisting companies in managing complex change processes – with proven methods, technologies or simply the right people.

The passion for all facets of human collaboration in organizations and projects has driven us since the beginning.

Further information:
www.campana-schott.com

CS
Campana
Schott