

## CASE SUMMARY

DAF Trucks is very successful in increasing its market share through an effective and efficient innovation pipeline. The multidisciplinary portfolio management process at DAF is continuously improved. DAF found a good match between the need for data driven, fact based portfolio management and Bicare's FLIGHTMAP solution. FLIGHTMAP is now fully operational for DAF's product planning and development scoping processes.



## Background of DAF trucks

DAF Trucks is a leading truck manufacturer in Europe with a growing global business. To support this growth, they focus on data driven fact-based portfolio management in the early stages of the product development process. The DAF Product Planning and Product Development departments jointly formulated their need for tool support in this process.

In 2011, an evaluation of FLIGHTMAP was conducted for supporting the DAF development planning process. This evaluation was performed in a hands-on way, with a retrospective analysis on the actual data from a historical portfolio decision. The evaluation process actively involved all functional stakeholders:

- The Vehicle Definition and the Project Management Support department in Product Development, for definition of vehicle properties and estimation and management of the development work and risk,
- Product & Service Planning department in Marketing, providing the market focus, customer feedback, and competitive intelligence,
- Control, in charge of financial forecasting (both for the development budgets as well as the product cost estimations).



## DAF Criteria for Selecting FLIGHTMAP

DAF's multidisciplinary portfolio team evaluated Bicare's FLIGHTMAP along the following three dimensions:

### 1. Full support of the business for their management information needs

Of course, the functionality of the FLIGHTMAP solution was evaluated against the required support for DAF's portfolio management process. Together with Bicare, an in-depth evaluation was performed to test FLIGHTMAP's coverage of these requirements:

- Transparent documentation of assumptions, market intelligence, constraints in resources and budgets;
- Scenario analysis, what-if analysis, and variations for comparison of alternatives;
- Full financial analysis on all DAF key metrics (Return On Investment, planning for workload, capital and expense, as well as pricing and operational costs);
- Tracking of versions of the planning through the budget reviews with baselines and approvals;
- Refinement of initial project ideas into more mature plans, through DAF's Toll-Gate process.

Key result of the evaluation process was that FLIGHTMAP meets these criteria spot-on. In addition, the expertise of Bicare for portfolio management is highly valued as complementary to the internal expertise. Product Development Project leader and one of the key users involved in this process puts it like this: "FLIGHTMAP offers the right powerful visualizations, so we actually use it live in our portfolio discussions to look at the big picture as well as at the underlying data. The support level we get from Bicare for our customizations and questions strengthens our confidence in FLIGHTMAP as a solid pillar under our portfolio decisions."

### 2. Light-weight implementation process for the solution

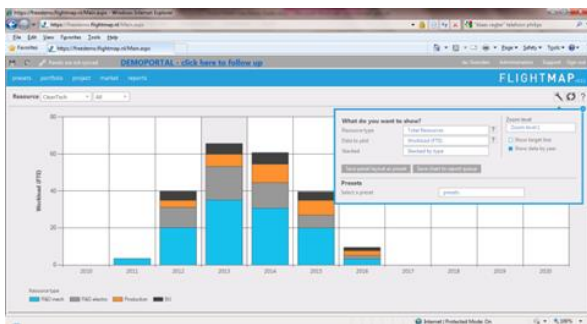
For this case study, we also interviewed DAF's manager of the Information Technology Department (ITD) for Product Development. Having established a solid functional fit with the business requirements, he looked at the impact on the IT landscape. FLIGHTMAP's Software-as-a-Service model actually meant minimal impact on this landscape. FLIGHTMAP's design to work in all standard Internet browser environments even led to zero ITD implementation workload. Combined with Bicare's responsive fixed-fee configuration service to make sure FLIGHTMAP was configured to meet DAF's processes and terminology, he concluded: "We experienced a tailor-made tool implementation for a standard tool cost and convenience profile".

### 3. Reliable and responsive partnership

DAF already has experience with Software-as-a-Service solutions, and has its own assessment approach (based on ISO 27000) that was also run on Bicare's processes and technology. ITD found that FLIGHTMAP's ease of use was combined with thoroughly embedded security and availability measures and procedures. In cooperation with DAF's Purchasing department, a financial supplier continuity check was also passed. Next to that, the continuity from a technology perspective was assessed, and FLIGHTMAP's architecture, based on industry standards.

### DAF's Portfolio Management with FLIGHTMAP

Now, early 2013, DAF Trucks is using FLIGHTMAP as the platform for their portfolio management in the project definition phase. In this process, the representatives of Marketing, Finance, and Product Development are supported by the Project Support group. "The strength of FLIGHTMAP is its support for defining potential project scope based on objective data to create the best business proposition for DAF's product development", according to DAF's functional application manager for FLIGHTMAP in this group.



As this project manager states (one of the early adopters of FLIGHTMAP in DAF): "Based on my work in product development as well as product planning, I recognized the benefits of an improved portfolio management approach for some time. FLIGHTMAP is exactly in line with these requirements. It helps us consistently compare and analyze alternatives, not just on a case-by-case base but also in several combination scenarios. The embedding of FLIGHTMAP helps our portfolio approach much further, by creating transparent analyses of cost and benefits, with a direct link from the portfolio process to the budget cycle."

If you are interested to see how FLIGHTMAP can improve your portfolio management, just ask us!

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