

DEME | Setting up a digital PMO – Challenges & Learnings



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20/12/2022



DEME is a diversified marine and offshore contractor



Turnover (€m)
2,511

EBITDA (€m)
469

Order book (€m)
5,905

FTEs
4,880



Offshore Energy

Unrivalled track record in the construction of offshore wind farms and other offshore energy-related infrastructure



36%
of DEME
turnover

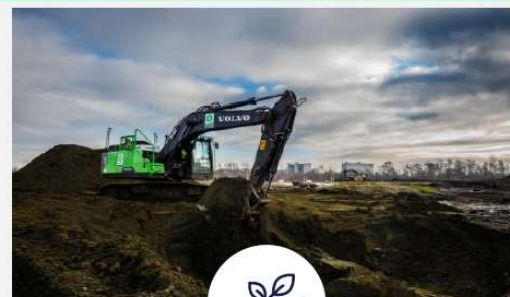


Dredging & Infra

More than 145 years of experience in dredging, land reclamation and marine infrastructure



58%
of DEME
turnover



Environmental

Innovative solutions for soil remediation, brownfield development, environmental dredging and sediment treatment



6%
of DEME
turnover



Concessions

Developing, investing in, building and operating greenfield and brownfield projects in offshore wind, infra & dredging, green hydrogen and deep-sea harvesting

Contributed €11m to
DEME's net profit
(10% of Group)



DEME's challenges for digital initiatives a few years ago...



No overview



Do we do the right initiatives?



Limited collaboration



Overload resources



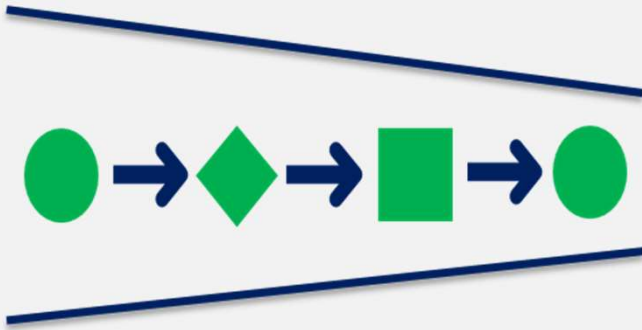
Slow delivery



Lack of support & skills



To tackle these challenges a Digital PMO was setup



Portfolio management approach



Digital Roadmaps & Architecture



Way of working



Now we have clear roadmaps and accelerated our delivery of digital initiatives

- Improving the foundation: ERP tools & processes
- Building out the IT foundation layer with service management, Security, DevOps,...
- Bring in the user focus, with more initiatives around digital workplace
- Focus on data driven decision making and setting up for advanced analytics at scale

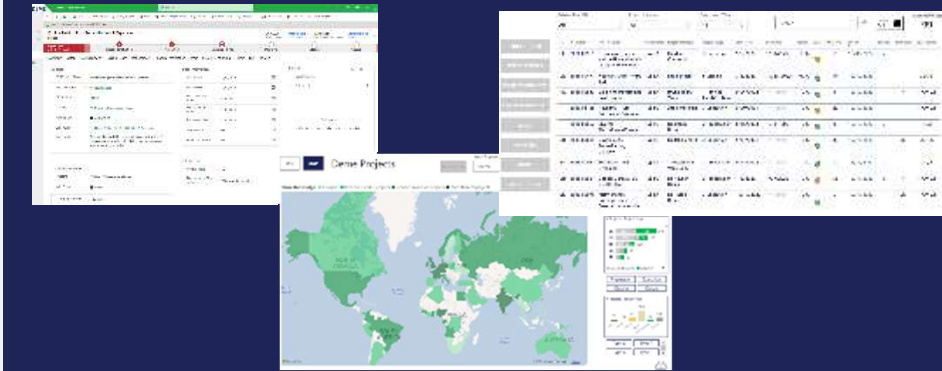


But we still have a long journey ahead of us!

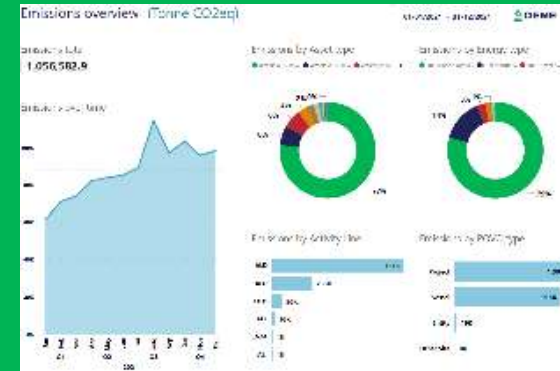


Some examples of realized initiatives

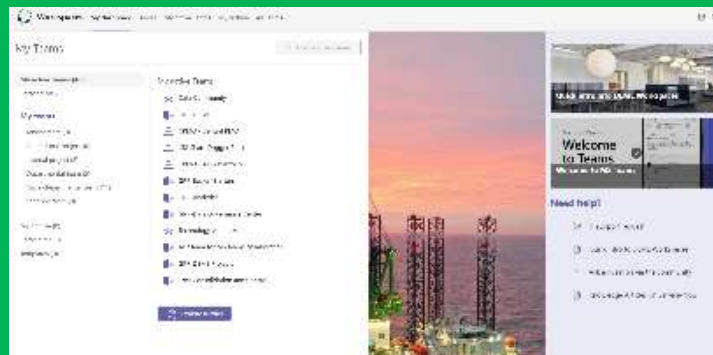
Project overview platform and reporting



Energy & Emissions reporting across company



Digital workplace improvements with MS Teams



Geospatial database & platform



What are the learnings?



Setup a close
collaboration with IT
from the start

Role-model a
collaborative way of
working

Ensure PMO is part
of the budgeting
process

Get executive
sponsorship





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