

SERIES: Part Four

Orchestrating Experience-Led Transformations With Bernstein

Accelerating With the Bernstein Symphony

The Bernstein Methodology acts as the conductor, guiding your organization through the transformation process. By combining the Bernstein formats, the approach adapts itself to the needs of your organization to ensure optimal results.

This is the final part of a four-part series on orchestrating experience-led transformations with Bernstein. In part [one](#) we looked at how the Bernstein Experience Transformation Framework facilitates your transformation, followed by exploring the Bernstein formats in parts [two](#) and [three](#). Now, we are looking at how DAV used Bernstein to facilitate their transformation.



Listening to the Bernstein Symphony

Shaping the Digital Future for Sporting Giant DAV

Netcentric, a Cognizant digital business, partnered with Deutscher Alpenverein / German Alpine Association (DAV) to deliver a seamless digital experience for their members and employees.

Background

Originally founded in 1869, DAV is the world's largest national climbing association with 30,000 employees, partly working on a voluntary basis, spread across 370 independent regional organizations supporting more than 1.3 million members.

Challenge

DAV needed to reshape their digital platform and orchestrate their overall digital transformation across the entire organization to overcome obstacles that hindered both their member and employee experience:

- Outdated legacy infrastructure, including a poor mobile experience, siloed data and a lack of GDPR readiness
- A lack of a collaboration platform for the entire organization
- Redundancy across many internal areas and operations, such as member administration, planning and content delivery, as well as member-facing services
- Decentralized marketing tools that made it impossible to create personalized experiences or to deliver the correct communication, at the right time, through the right channel to members

The main objective was to gain synergies across the entire organization and continuously improve the member and employee experience.

Solution

We started our collaboration with DAV with a Project initiation accelerator workshop so we could get to know DAV, establish the project's key objectives, and define the action areas and the complete project setup. It was important to create the correct foundation for the digital transformation as this was necessary to convince over 700 DAV delegates to transform their organization to meet the always-on demands of their members and their new digitized working norms.

To implement DAV's new applications, we leveraged our agile approach of two-week development sprints and divided the development into five teams based on expertise. Additional topics that we orchestrated and implemented include:

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- Operations organization built along holacratic principles
 - Training and blended learning concept
 - Support processes and organization
 - Marketing and communication

Due to the pandemic, we conducted a pre-go live, which enabled DAV to share the project outcomes with the organization ahead of time. The first go-live in October 2020 included the entire cloud infrastructure, the new full-service website for the regional organizations and a single-sign-on service that allowed employees to log in to DAV's experience via multiple channels and have their data travel with them.

Results

While DAV's transformation journey is ongoing, the first results are extremely promising and there is a clear path for the organization's continuing digital future. The first results of the digital transformation are:

- New portal application which integrates all administrative applications consistently over time
- Azure-based cloud platform for all digital services
- Complete full-service website for the regional organizations, including CMS, hosting, maintenance and a shared content service
- An organization-wide collaboration platform based on Office 365 and Microsoft Teams
- New knowledge platform, complete with a knowledge base, web-based training and virtual training
- Established a new operations organization, including development setup, support and infrastructure delivery

Most importantly, the new solution boosts DAV's reputation amongst potential new employees, members and volunteers, expanding their ability to reach new audiences and grow their member base.

The new cloud infrastructure also gives DAV the flexibility to scale its operations, data capacity and products in the long term. Though the project is still ongoing, an early fundamental outcome is an increased satisfaction amongst DAV's employees that can now work together seamlessly in the cloud, regardless of their location, time zone or device.

This is a crucial business asset for the future of work that will add enormous value in the long term.

This comprehensive project equips DAV with an experienced platform equipped to handle the future of business. Thanks to a close and trusting working relationship, we managed to ensure exceptional individual products without losing sight of the holistic view of the complete transformation. Netcentric, DAV and the other partners each brought valuable expertise and experience to the project, which helped overcome challenges and find rapid solutions throughout the entire transformation lifecycle.

Experience Bernstein for Yourself

Cognizant is offering your organization the opportunity to experience the Bernstein symphony first-hand. The first three organizations to [contact us](#) will be offered a free Spark Workshop

Read More About Bernstein

This is part four of four in our series on orchestrating experience-led transformations with Bernstein. Discover more on this topic:

- Part 1 – [Experience-Led Transformations with Bernstein](#)
- Part 2 – [The First Steps of Your Bernstein Transformation](#)
- Part 3 – [Accelerating Your Transformation with Bernstein](#)



About the Authors



Peter is recognized as a leader of complex transformation projects. He has more than 20 years of experience in building strong project teams, delivering value-adding international IT and business programs. He has worked in various industries, planning and executing the digital transformation journeys for customers striving to improve the experience of their customers. Peter is also a passionate workshop facilitator who engages audiences to perform at their best. Peter is leading the development of Cognizant's Bernstein Approach for holistic transformation orchestration. Peter holds a master's degree in computer science and a PhD in management. He teaches university courses in business transformation and management, speaks four languages and is a passionate triathlete.

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Markus has been working in business consulting for 20+ years. Ten years ago, he decided to focus on transformation management and has successfully led several large international projects and programs in this area. Markus is known to be fully committed to his clients and takes responsibility for their success. From the outside-in view along the whole customer journey to the corresponding internal organization, processes and IT, Markus masters the interdependencies between these (digital) transformation streams and ensures success by accompanying projects with professional change management. Markus is one of the creators of Cognizant's Bernstein approach for holistic change and transformation management.

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About Cognizant

Cognizant (Nasdaq-100: CTSH) engineers modern businesses. We help our clients modernize technology, reimagine processes and transform experiences so they can stay ahead in our fast-changing world. Together, we're improving everyday life. See how at www.cognizant.com or follow us [@Cognizant](https://twitter.com/Cognizant).



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