



# Project proposal rb2 as the consultancy partner for Lely Online Sales Channel

*farming innovators*



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# 1. Introduction



## 1 Introduction

***From satisfaction to success, Lely Connects, Empowers and Innovates for Thriving Businesses and Farmers with the introduction of the OSC. This supports Lely's comprehensive Strategy for Business Expansion and offers sustainable growth by the introduction of the new business model B2B2C.***

Lely is entering a new phase with a new business model and with the launch of B2B2C Ecommerce, the Online Sales Channel. This signifies a change and innovation in the relationship with the Lely centers and the communication with the farmers. More control in pricing for all products, user-friendly designs for the different channels with tailored functionality for each channel. The goal of increasing satisfaction for the farmers and Lely Centers, focusing on retention and possibly loyalty. Allowing interaction with the Lely Brand anytime, anywhere while providing a consistent experience throughout the customer journey and offering a unified digital channel for Lely Centers and farmers. The need to create unique customer experiences to build stronger relationships and in the end increasing sales and profits maximizing customer reach at the right moments. On the operational side is important to reduce the sales costs and improve efficiency adapting to changing consumer preferences more effectively. Finally resulting in having more influence over product pricing, presentation, and marketing by delivering all Lely innovations directly to farmers, empowering them and strengthening the Lely Center as a hub for these endeavors and not to bypass them.

Her ambitions can be fulfilled with rb2 and The Valley's strong combination. We know the best steps to take for a quick time to market because of our expertise in the domain, architecture and applications of the current Lely setup. We also incorporate the experience of the farmers and Lely Centers that The Valley has created in the corporate website setup. Our knowledge of the Lely organization and systems will ensure a smooth integration of relevant partners and even the Lely Zuora solution as a subscription engine, which is a familiar area for rb2.

We have worked with Lely on specific projects for the last five years and we have seen from the documents, the meetings, and the interactions that Lely and rb2 are a great fit. The next chapter will show how our cultural values align. We value 'Counterpart quality' highly as we look forward to continuing the relationship. The Lely team is responsible but needs strong support from an E-commerce expert who is honest and open in the relationship, we hope you are receptive to suggestions to do things a bit differently, that is our main motivation and advantage. We want to inspire Lely to think in a different way!

We are very impressed by the detail in the documents like the Project Start Architecture (PSA) and the proposal outlines and we acknowledge a lot of preparation and effort has gone into creating these documents and acquiring knowledge of the Lely IT and Digital organization. We do however value one important aspect of a relationship, and this is the Human Factor in a genuine partnership, that translates into the quality of the counterparts. We are very good at delivering projects in short timelines and with very happy customers, they will confirm this fully. We do however not excel on paper and in extensive RFP processes, we are better at delivering actual software over paperware.

We hope Lely appreciates our transparency and honesty and looks forward to a partnership in which both Lely, rb2 and The Valley can demonstrate their value and make it happen!

### **Collaborating with The Valley for design and UX**

We will let The Valley handle the entire design process of the portals for CSD and the Lely centers and later the farmer interface, because we have two reasons: one, we focus on frontend development and backend development and do not have our own design capacity; two, we trust that The Valley is well informed and aligned with Lely to achieve the new setups and user stories.

### **Rapid, practical approach and relevant knowledge**

We will reduce time to market and complexity with ready-made solutions in a MACH setup combining. We will use commercetools expertise and deep technical knowledge with CoreConnect for frontend API aggregation, project acceleration and monitoring/management and use the strong design capabilities from the Valley.

Our proposal is summarized in the following topics:

#### **What - Approach to deliver MVP 1 and MVP 2 with certainty:**

- Utilization of Development and CoreConnect as project accelerators and risk mitigation strategies.
- Focus on addressing the most challenging use cases to ensure successful delivery.
- Adherence to the rb2 approach, characterized by objective and independent advice, realistic timelines, and budgets.

#### **Why - Think-it Phase:**

- Involves collaboration with various stakeholders, including Business & Technical Consultants, UX/UI designers, Architects, Delivery Managers, and Lead Developers.
- Aims to gain insight into required features and necessary integrations through iterative sessions like refinements and discovery sessions.
- rb2's expertise in integrations within loyalty and e-commerce domains adds significant value to the project.

#### **How - Build-it Phase:**

- Encompasses development following the Think-it phase, employing Agile principles and the Scrum framework.
- Development team proceeds with building the intended delivery in multiple releases divided into sprints, prioritizing backlog items and ensuring continuous feedback from stakeholders.
- Emphasis on early delivery of working software to provide insights and control over the delivery of business needs and ideas.
- These phases, combined with rb2's structured approach, aim to ensure the successful delivery of MVPs while maintaining alignment with project goals, timelines, and budgets.

The pricing in the proposal reflects the information we have obtained from the documents that Lely provided. We suggest a discovery phase to determine the final budget after a thorough analysis of the functionality, a roadmap and backlog creation, and a short but complete evaluation to comprehend the project needs and challenges. The goal is to confirm the business and product vision, align with Lely's technical team, and set up teamwork agreements. Other essential roles involved are a Business Analyst and Tech Lead, who contribute to preparing for the implementation phase.

We are eager and prepared to collaborate with you on a lasting partnership based on shared success. Our expertise and commitment are available to help you achieve your new digital landscape. Are you also ready?

Best regards,

Jeroen van Meel, rb2

## 2. Company and vision



## 2 Company and vision

### 2.1 Description of the rb2 organization



As a valued partner for Lely, we want to briefly introduce rb2, we are an innovative digital consultancy that combines creativity and expertise to help businesses succeed in the digital age. Founded in 2008, rb2 has delivered state-of-the-art digital solutions that change how our clients operate, connect with their customers, and achieve their strategic goals. Our headquarters is located in the center of Purmerend, with a network of clients around the world. We use proven and modern technology and like to integrate with API-first platforms such as commercetools, Storyblok, Scayle, Algolia and Zuora.

We enjoy technical challenges. We always work in a true partnership. We are proud of the e-commerce, subscription commerce and loyalty platforms we have built. We are most excited by complex projects that provide a digital solution for an important business problem for companies like Gadero, EKI, Europarcs, Toeleveringen Online, DAF Paccar, Philips and Lavazza.

Development projects are always managed from the Netherlands. From our head office, our IT architects, lead developers and delivery managers communicate with customers every day. We complement this experienced and specialized team with our international offshore development teams in Portugal, Nigeria and China, so that each project can be flexibly scaled up or down.

At rb2, we believe in the power of technology to transform industries, redefine user experiences, and drive significant growth. Our team of over 85 dedicated professionals combines creativity, technical excellence, and strategic thinking to solve the most difficult digital problems. Specializing in web development, e-commerce solutions, cloud services, and digital strategy, we excel at customizing our expertise to the specific needs of each client.

Our journey started with a simple mission: to create digital products that not only meet but surpass our clients' expectations. Over the years, this mission has shaped our approach to every project, allowing us to build lasting relationships with our clients and earn a reputation for quality, innovation, and reliability.

What makes rb2 different is our collaborative approach. We work closely with our clients at every stage, from initial concept to final delivery and beyond, ensuring that the Lely solution is in sync with your vision and business objectives. Our agile methodology and commitment to continuous improvement mean we are always ready to adapt and grow, keeping our clients ahead of the game in a fast-changing digital landscape.

Our portfolio spans a diverse range of B2B and B2C industries, including finance, retail, healthcare, and technology, showcasing our versatility and ability to drive digital transformation across any sector.

With every project, we aim to not just meet the brief but to deliver strategic digital solutions that drive engagement, efficiency, and growth.

At rb2, we're more than just a digital consultancy; we're your partner in digital innovation. Let us help you unlock your digital potential and navigate the complexities of today's digital landscape with confidence and clarity. Our core values align with where Lely stands for and have been mapped in the following visual:

As a midsized company our people are our greatest asset and invest a lot in a healthy mental state of mind and open communication	Integrity is important for rb2 because we can not deliver on the promise if the interpersonal communication is not a top priority	
We reflect this and interact with the values of openness, honesty and trustworthiness towards our customers and always deliver, that's why our average partnership is 8 years	We build on open and honest relationships with everyone we interact with like our partners, direct contacts and their stakeholders.	
We invest a lot in our customers business challenges and their impact in the world by update and sparrings session with involvement from our founders	We believe in 'counterpart quality', this is how we select relationships and projects that are complex and matches with our expertise and highly skilled people and teams	
<b>Respect</b>	<b>Honesty</b>	
Passion	Progress	Innovation
CoreConnect as a project accelerator to focus on business growth and not on technology tasks	We focus on continious growth for our employees by ??? that reflects in ??? For our customers and partners	CoreConnect as a project accelerator to focus on business growth and not on technology tasks
We shape the future of e-commerce using composable technology for over 8 years to adapt to ever changing market and global disruption	Our customers need people that care and really know. That's why we always offer our people more opportunities to focus on knowledge and training. It's not just our Delivery	We shape the future of e-commerce using composable technology for over 8 years to adapt to ever changing market and global disruption
Improve UX and digital processes To help improve the customer experience and digital improvement for the digital businesses???	We understand Agile in every part of our business and this is the fundamant of everyone here does. That's because we invest in continious development.	Improve UX and digital processes To help improve the customer experience and digital improvement for the digital businesses???

<https://www.rb2.nl/en/about-us/culture>

## 2.2 Rb2 vision

At rb2, our vision is to revolutionize B2B commerce through the implementation of a MACH composable e-commerce solution for Lely. Our goal is to seamlessly connect Lely Centers to an innovative e-commerce platform that not only facilitates internationalization but also enhances customer experience.

### Key Objectives:

1. **Seamless Integration:** We envision creating a cohesive ecosystem where Lely Centers, CSD and farmers can seamlessly integrate with the OSC. This integration will enable efficient communication, streamlined processes, and enhanced collaboration between the channels and the e-commerce platform.
2. **Internationalization:** Our vision includes empowering Lely to expand its reach globally by providing robust internationalization capabilities within the e-commerce platform in the following phases of the project. This will enable Lely to cater to diverse markets, languages, and currencies, ensuring a truly global presence.
3. **Enhanced Customer Experience:** At rb2, we prioritize delivering exceptional customer experiences based on the knowledge of The Valley and our partnership. We envision crafting a user-centric e-commerce platforms that offers personalized, intuitive, and seamless experiences to Lely's employees, centers and farmers. From browsing products to completing transactions, every interaction will be optimized to engage them and boost the Lely brand in the process.
4. **Scalability and Flexibility:** We aim to build a scalable and flexible e-commerce solution that can evolve with Lely's growing needs. Our vision includes leveraging the MACH architecture to create a modular and adaptable platform that can easily accommodate changes, expansions, and innovations in the future.
5. **Innovation and Future-Readiness:** rb2 is committed to driving innovation and future-readiness in e-commerce. We envision leveraging cutting-edge technologies, best practices, and industry trends to create a forward-thinking e-commerce solution that keeps Lely at the forefront of digital transformation in the B2B organization and processes that Lely possesses.
6. **Partnership and Collaboration:** Our vision emphasizes fostering a strong partnership and collaboration with Lely throughout the journey. We aim to work closely with Lely's team, understanding the unique requirements, challenges, and aspirations to co-create a tailored e-commerce solution that drives mutual success.

To conclude, rb2 proposes to design a revolutionary MACH composable e-commerce solution for the RFP from Lely that links Lely Centers and farmers, supports internationalization and enhances customer experience to unprecedented levels.

## 2.3 Fundamentals of success and benefits for Lely

Rb2 benefits for Lely	Specific value for Lely
<b>Knowledge and expertise</b>	<b>Knowledge and insights in the Lely organisation and systems</b> <b>Always deliver and build intensive relationships (proven)</b> <b>Long term experience in the niche composable MACH technology</b>
<b>Match with Lely organisation</b>	<b>Organizational synergy in honesty and transparency</b> <b>European base in NL with offshore capacity in China and Africa</b> <b>Small and flexible with a mature and proven approach</b>
<b>Proven match on technology and project approach</b>	<b>Best practices project blueprints and acceleration</b> <b>Insight and a single login for all composable systems</b> <b>Reference architectures with proven integrations with Lely</b>
<b>Evolve with a partnership first approach</b>	<b>Operational efficiency and compliance</b> <b>To the point tech choices and longterm flexibility</b> <b>Innovations that will help Lely grow and prosper</b>

Our proposal highlights the key benefits for Lely with differentiated elements that rb2 offers with an organizational and technical approach, our “foundation for success”:

### Skills and proficiency that will support Lely in the process with extensive experience:

- We know the current solutions well because we helped create them. We know what Lely needs and have specific knowledge of the migration tool, current integrations and the people who made it.
- Vast Experience in Complex B2B and B2B2C Commerce Cases and Industry Experience: We are very experienced in dealing with complex B2B commerce situations and have a deep knowledge of the industry. Our customers will confirm this! Our relationships with them last 8 years on average because of our proven mentality.
- rb2 has been working on creating technical composable solutions and delivering projects for 8 years and has been a commercetools partner from the start. This is combined with the E-commerce expertise in managing projects and marketing automation knowledge from Scape, part of rb2 that will provide the Project Manager in this project.

### Cooperative coordination with the Lely organization, a genuine collaboration with business insight and technology expertise:

- Lely mission is to create innovative solutions for farmers and empowering them with cutting-edge tools and systems that optimize efficiency and improve animal welfare, rb2 delivers innovative projects so organizations can focus on their primary business, facilitating digital growth and automate processes to gain more efficiency.

- We are based in Purmerend with a high level of expertise, combining this in the last 10 years with offshore development capacity in China and Nigeria, we deliver quality with a very good price point!
- The team in the Netherlands around 40 E-commerce professionals are a small and thus flexible team, we are looking for that one or two new clients per year that we can help with a laser focused growth mindset. You will not be one of the many but receive the attention you deserve.

**Proven MACH technology for growth and innovation, the OSC for Unified experience, supporting the business partners and a future integrated one-stop-shop for all products and services:**

- rb2 will implement a MACH stack as we have done for other services / manufacturing companies like Gadero, EKI, Europarcs and Toeleveringen Online. Selecting best of breed tools and combining them with the Lely back-end systems to provide a seamless data integration and solid UX for MVP 1 and 2.
- Using our CoreConnect accelerator we will speed up the project and deliver rapid proofpoints for frontend acceleration and predefined headless templates, landing pages, connection to Mulesoft and the wider Lely architecture and all needed interactions between the backoffice systems from Lely.
- Embracing a MACH-first approach with commercetools SaaS as E-commerce API first microservices, hosting locations in different Lely regions and a visual and easily manageable Content Management system for your marketeers will make onboarding new customers a smooth journey.

#### **Lely will develop and expand after the MVP/launch**

- We will give insight into the state and health of the environment and guarantee security and compliance guidelines during the Run- it phase.
- To the point and pragmatical approach on technology and the role of SaaS as part of the composable setup, we will always approach every business case in a make-or-buy business case to cover each needed bit of functionality for Lely.
- Further optimization and innovation after the MVP with an agile process to create improvement loops for the customer journey, management, and new feature requests from Lely customers. Focusing on PIM, search, 3d modelling for products, perhaps even marketplace integrations to extend the offering of third-party products in the Lely catalogs.

We are confident that these factors, together, make a strong argument for starting our joint work with Lely. They show us as competent leaders with broad experience, a strategic ally in the industry, and an ability to use advanced technology to enable a quick and effective project launch.

#### **2.3.1 Certification on technology (commercetools)**

Rb2 has 8 certified commercetools professionals:  
3x Composable Commerce developers  
3x Commerce Functional Architects  
2x Frontend Developers

# 3. Solution



## 3 Solution (technical and functional)

### 3.1 Decisions

- rb2 suggests using a different Content Management System – Storyblok for the OSC project temporarily, until the organization and the design partner The Valley transition to the new CMS completely.
- rb2 will give Lely our CoreConnect Software Development Kit to speed up the launch of Lely's OSC, as it has ready-made connections and integrations with the e-commerce engine, CMS and other services, which are merged into a GraphQL API for the frontend, which is itself a template front-end with e-commerce features.
- We propose to use Twilio Sendgrid as the ESP for email communication with the Lely Centers and farmers.
- We want to use the basic search functionality from commercetools and switch to Algolia as a better option for Lely.

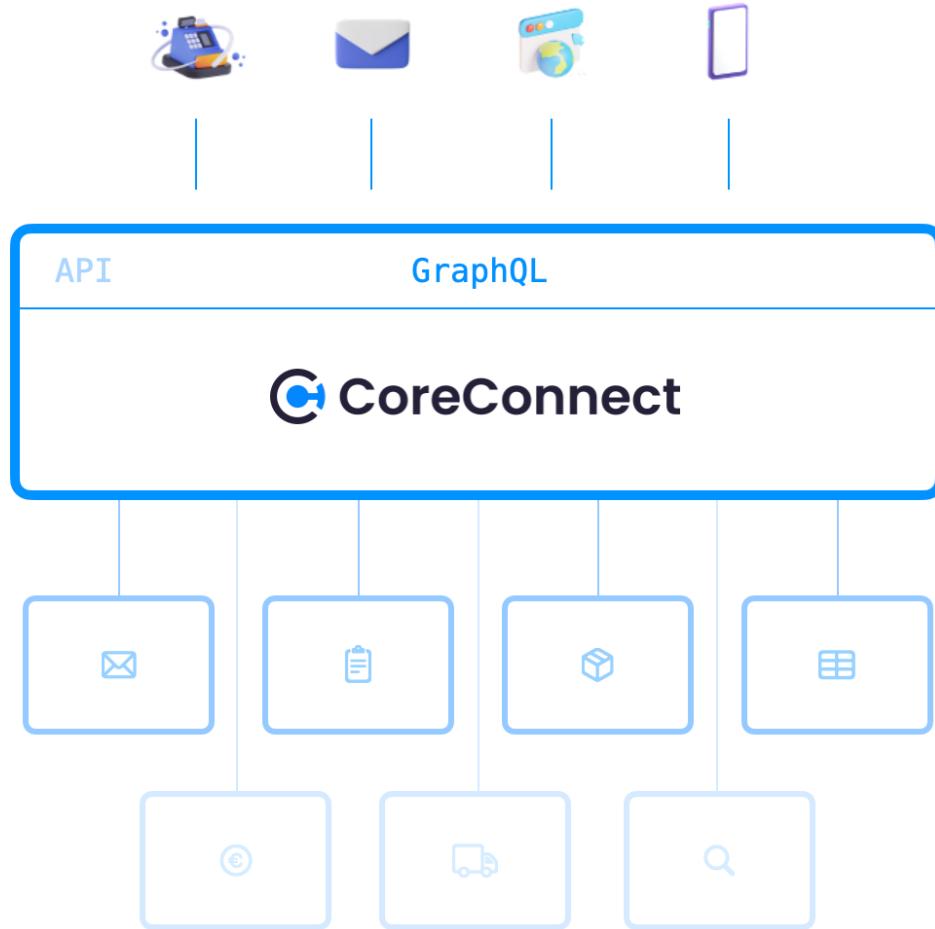
### 3.2 rb2's CoreConnect accelerator as a differentiator for Lely

The advantage that rb2 has over our competitors in composable commerce is the extensive and diverse experience that we have turned into a project accelerator for our customers. We achieve this by using a toolset that includes technologies and best practices for quick development of composable architectures: CoreConnect.

#### 3.2.1 What is CoreConnect?

CoreConnect is a developer platform for building composable commerce. It consists of an out-of-the-box configured full-stack architecture for e-commerce; a .NET Core backend, a NextJS front-end, and toolset for deployment and further development of the application. As such CoreConnect offers a kickstart at the start of development, and a toolbox of reusable technologies during further development and operationalizing of the platform.

### 3.2.2 CoreConnect creates a unified interface for your MACH architecture.



That enables:

- SaaS-agnostic headless frontend that consumes data independent of the provider.
- Offers a single source of truth using SaaS modules that links to a 'single source of truth' and creates queued requests.
- Resource management that automatically manages scaling and available resources.
- Centralizes business logic directly into the API and subscriptions, preventing spaghetti logic.

Link to CoreConnect and related documentation:  
<https://docs.core-connect.io/>

### 3.2.3 How will we use CoreConnect for Lely

We will use CoreConnect for Lely as 1) a catalyst to initiate development, and 2) a set of tools during development and operation of the OSC to make development faster.

- Shorten the time to market by delivering a rapid start and **acceleration** of the technical setup of the MACH setup as well as the headless templates and boilerplates we intent to use for the farmers and Lely-centers.
- Connecting to the core systems in the Lely architecture and aggregate data to ingest in the E-commerce solution for B2B2C, this includes the Mulesoft integration layer, the backend systems, commercetools, search, marketing automation and a CMS system.
- An overview of the health of the proposed solution including monitoring and audit logging.

### 3.2.4 Accelerate

#### 3.2.4.1 Headless frontend template

Our headless frontend focusses on a design with predefined building blocks and a visual content manager (boilerplate and component library).

- It gives you the tools to focus on business value over building a headless frontend from scratch.
- This is done by facilitating custom design using predefined templates that generate the most important building blocks you need for a headless frontend.
- And it offers an End-to-end E-commerce flow that can be setup and proven in a proof-of-concept in just a couple of weeks.

Our headless toolkit is a React/Next.JS based headless store template with a component library that can be styled in any way. It connects easily with a modern CMS SaaS solution like Storyblok or Contentful, so you can immediately begin to customize the appearance of your storefront. This gives more options for content marketers to create or modify specific customer journeys with the help of graphical and visual editors and take charge of their own work.

#### 3.2.4.2 CI/CD

CoreConnect is setup to facilitate a scalable infrastructure, and out of the box takes care of automatic deployment.

- The benefits for the projects we deliver and the value it brings for our customers are the time to speed up the first steps in the project by going online a lot faster and with a reduced faults during the process, better control and faster technical delivery and a shorter time to market.
- By using automated deployment scripts, we simplify and speed up repetitive tasks that will reduce the involvement of resources.

- We setup new cloud instances and configure them rapidly and build automated pipelines to generate a streamlined process that will offer value in every step that it progresses.

We use Continuous Integration and Continuous Delivery as a set of best practices in development that involves the continuous automation of processes to ensure the efficient and reliable delivery of software.

1. **Continuous Integration (CI):** Our developers integrate their code changes into a shared repository. Each integration triggers automated builds and tests to verify that the new code integrates correctly with the existing codebase and doesn't introduce errors.
2. **Continuous Delivery (CD):** After successful integration and testing, the code is automatically delivered to a staging or production environment. Continuous Delivery ensures that the software is always in a deployable state, and releases can be quickly and reliably pushed to production when needed.

CoreConnect automation in CI/CD practices aim to enhance collaboration among team members, catch and address issues early in the development process, and streamline the delivery of high-quality software. Automation is a key component, enabling faster and more consistent development, testing, and deployment cycles.

### 3.2.4.3 Best practices for architecture

The final solution within the Accelerate proposition is the use of our expertise and years of experience in delivering projects in both B2C as well as B2B e-commerce.

The benefit of these best practices is to make the building phase of your composable project faster and they simplify the architecture creation process by using ready-made blueprints with high level overview and specified building blocks.

1. We ensure you have time and your valuable resources focusses on business value and will make sure that our best practices will cover the standard goals and business specific needs that bring the most competitive digital advantages to your business.
2. rb2 will advise you how to facilitate the digital approach based on our best practices and we have outlined this approach in chapter 3.3.
3. This pragmatic and transparent approach will give a boost on a start of the project with a tangible POC for your specific use-cases (opportunity and optional).

### 3.2.5 Connect

#### 3.2.5.1 Connect with E-commerce SaaS applications

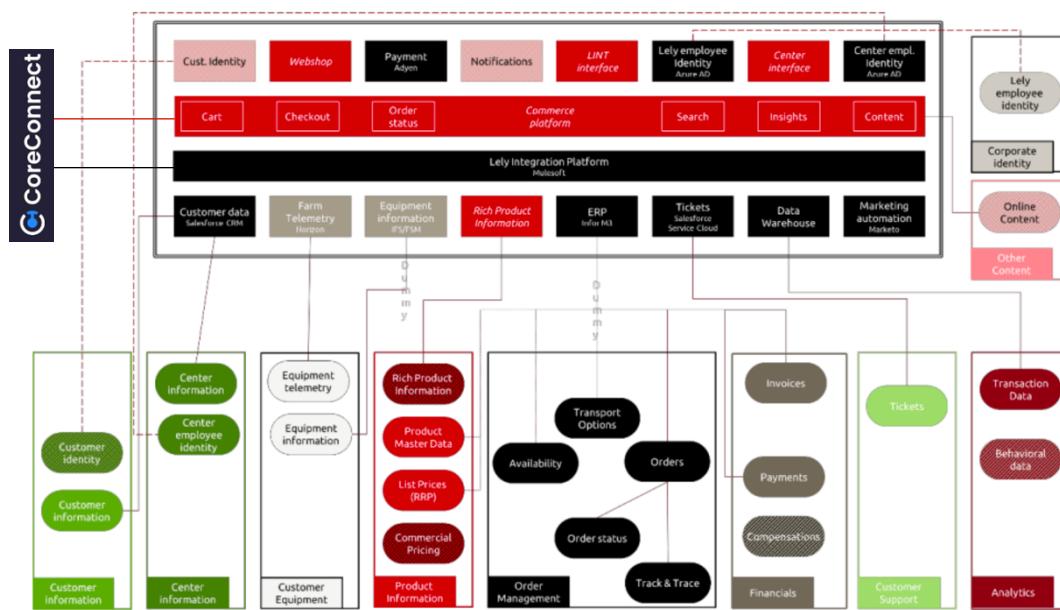
CoreConnect makes it easier to connect with the front-office related applications, such as CMS, PIM, search and marketing automation, by providing a set of pre-built connectors that enable ready-made integrations. This gives you a strong foundation for further developing your composable commerce landscape.

This solution is based on the best practices ecosystem that rb2 has implemented in the last couple of years.

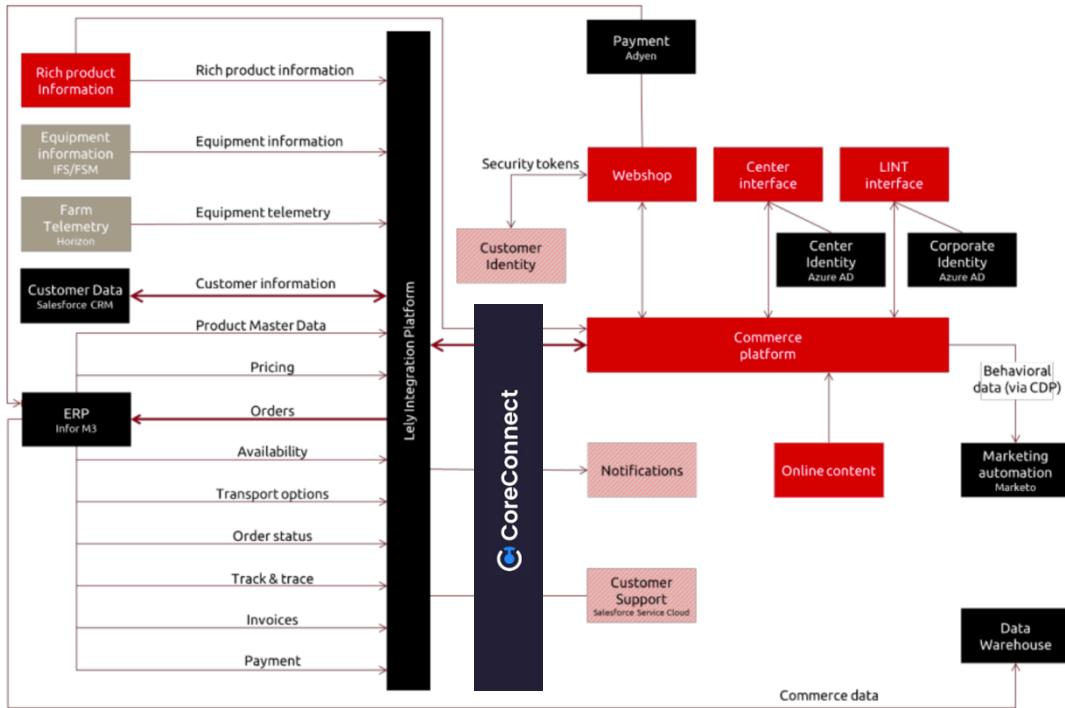
#### 3.2.5.2 Connect with backend applications

Besides the e-commerce applications, we aim to integrate with the current Lely backend applications through Mulesoft to achieve specific integrations, data flows and event driven decision making with the Lely architecture. We adopt the processes and specific workflows using actionable event driven workflows.

The connections will be made with the Lely architecture and we will interface CoreConnect with the Lely Integration Platform and on the other side position it as the single source of truth for the new Commerce Platform:



In the Context and Interfaces CoreConnect is positioned to adopt all Commerce data from the Lely Integration platform and creates a logical interface towards all the front-office components.



### 3.2.6 Take Control

CoreConnect lets you manage the composable commerce field. With a front-end and backend that you can customize and expand, you can connect with any service, and enable any feature to be built on the platform. As the center of the wheel, CoreConnect is where the business logic resides.

## 3.3 Technical Solution

### 3.3.1 Introduction

In this Technology section, we will explore the core principles, architecture vision, and conceptual architecture of the OSC platform. These elements are essential for creating a flexible and scalable solution that can accommodate current and future needs. To start with, we have followed Lely's architecture principles. rb2's goal is to complete the conceptual OSC architecture as described in this document, during the discovery and design phase, ensuring that it aligns with your architecture principles.

At this stage, it is possible to develop a conceptual architecture based on the existing situation and future needs of OSC. This conceptual architecture serves as a vision to start discussions about options and ultimately reach a wider and more detailed architecture. However, at this point, we do not have enough information to define all solutions in detail, although some proposals may be made and regarded as potential candidates for the future OSC platform.

### 3.3.2 Development (quality-) standards within rb2

At rb2, we uphold high development standards to ensure the quality of our software solutions. These standards form the basis for consistency, reliability, and maintainability of our solutions. In the following paragraphs, we describe some of the key development standards that we adhere to at rb2:

1. **Code conventions:** We adhere to a set of code conventions to create a uniform and readable codebase. These conventions include agreements on naming, code formatting, commenting, and overall best practices. Adhering to code conventions facilitates understanding and maintaining the code, both for the development team and for any future developers.
2. **Code Review:** We always conduct code reviews to ensure the quality of the code. During a code review, the written code and its associated functionality are scrutinized by other developers within the team. This helps to identify any errors, inefficiencies, or security issues before the code is integrated into the system.
3. **Version Control:** We utilize a version control system such as Git to manage all changes in the codebase. Using branches, commits, and pull requests, we can implement changes in a controlled and traceable manner. This facilitates collaboration, rollback to previous versions, and management of code releases.
4. **Testing:** We emphasize writing automated tests to ensure the quality and reliability of the software. We employ various testing levels, including unit tests, integration tests, and acceptance tests. Running tests automatically as part of our CI/CD pipeline helps us identify regression errors and ensure that new features work correctly.
5. **Documentation:** We place significant importance on documenting our code and systems. Well-written documentation aids in understanding the architecture, functionality, APIs, and configuration of the system, making maintenance and further development easier.
6. **Security:** We integrate security measures into our development processes to ensure the protection of data and the system. This includes adhering to best practices for data security, avoiding vulnerabilities in the code, and conducting security scans and, if necessary, penetration tests.

The development standards described above are part of a comprehensive set of standards that we adhere to at rb2. By following these development standards, we aim to deliver high-quality software that meets the expectations of our customers and users. We believe that adhering to these standards contributes to an efficient development process and ultimately results in robust and well-maintained systems.

Furthermore, we encourage continuous improvement of our development standards. We regularly evaluate new technologies, best practices, and industry standards to ensure that our development processes are up-to-date.

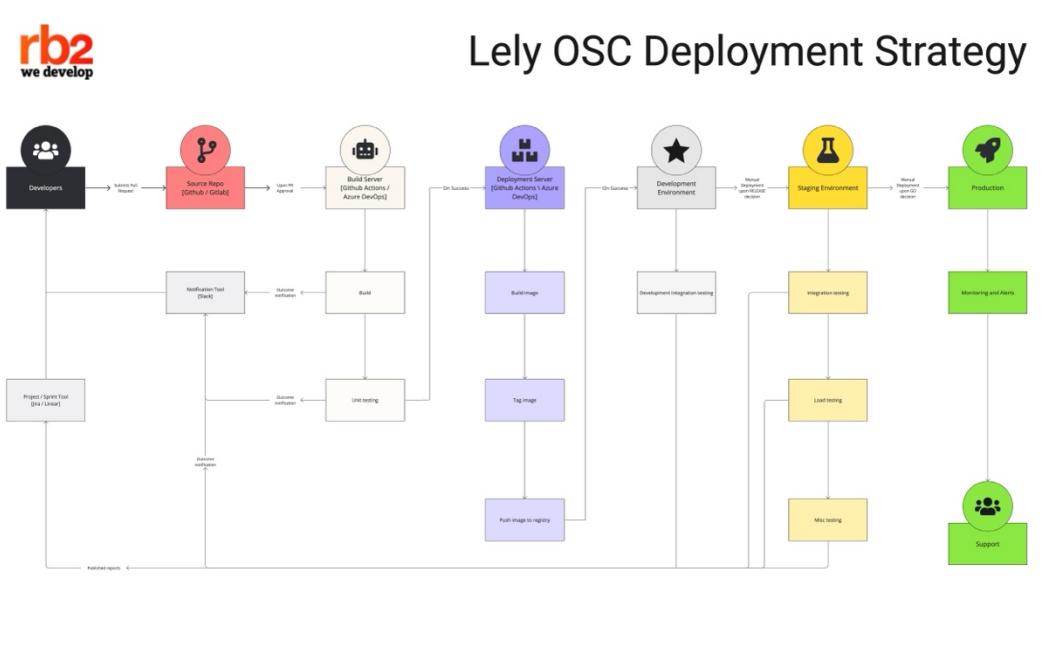
We also promote knowledge sharing and collaboration within our development teams so that everyone stays informed about the latest developments and has the opportunity to grow as a developer.

At rb2, we consider development standards to be an essential part of our work. We are committed to delivering high-quality software solutions that meet our customers' expectations in terms of quality, reliability, security, and maintainability.

### 3.3.3 Devops vision and setup

At rb2, we aim for a DevOps approach that improves the cooperation between development and operations in creating a composable commerce platform. As our motto goes, "You think it, you built it, you run it." This is a simple way to put it, but it captures the essence of our DevOps vision, which consists of the following principles:

- 1. Automation:** rb2 emphasizes automated processes for development, deployment, and operational management. By utilizing automated tests, build and deployment pipelines, and monitoring, we can achieve rapid and reliable releases.



- 2. Continuous Integration and Continuous Delivery (CI/CD):** We aim for a CI/CD pipeline where software development, code integration, automatic builds, testing, and deployment occur continuously and automatically. This enables rb2 to swiftly deliver new features and updates to the composable commerce platform. - default: Github, Github Actions --> Gitlab, Azure DevOps.
- 3. Infrastructure as Code:** rb2 employs Infrastructure as Code (IaC) to automate the configuration and provisioning of infrastructure components. This ensures consistency, reproducibility, and scalability of the infrastructure, enabling rapid and reliable deployments. – Pulumi.

4. **Monitoring and Logging:** At rb2, we implement comprehensive monitoring and logging mechanisms to ensure the performance, availability, and troubleshooting of the composable commerce platform. This allows us to proactively identify and resolve issues. - Grafana, OpsGenie
5. **Collaboration and Communication:** rb2 encourages close collaboration and communication between development, operations, and other stakeholders, with the development team also responsible for operational aspects of the project.
6. **Security and Scalability:** We prioritize security and scalability in all aspects of composable commerce. By incorporating security measures and ensuring an elastic, scalable infrastructure, we not only safeguard data but also meet growing demand in a compliant manner.

## 3.4 Conceptual Architecture

### 3.4.1 Building Blocks Composable Commerce

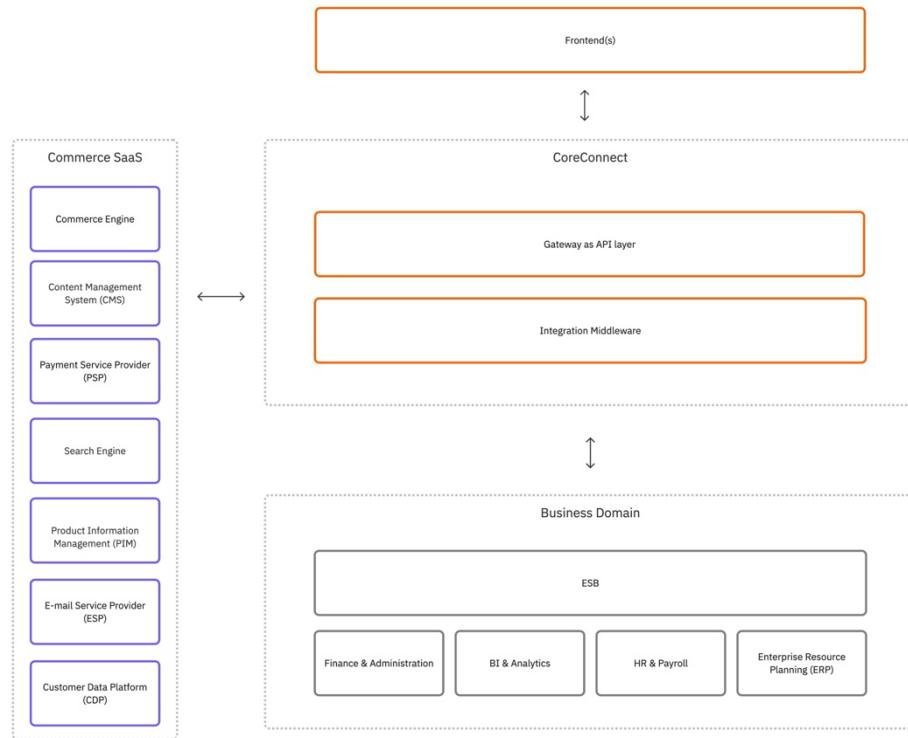
As our vision explains, rb2 recommends a composable commerce architecture. This section describes the components of a composable commerce architecture.

But what does this composable commerce architecture mean, and what are "Building Blocks"? Simply put, Composable Commerce means the approach where commerce solutions are made from separate, modular "building blocks". Each of these building blocks, or components, focuses on a specific area of commerce, such as product information management (PIM), search, payment solutions, content management, etc. These components can be selected, integrated, configured and replaced independently to suit the unique needs of the OSC.

In our view, designing and implementing a composable commerce architecture enables Lely to achieve their business goals, while following their architecture principles.



## High-level Composable Commerce Architecture



### 3.4.2 Front-end

The front-end is the application is the user interface (UI) for Lely Center users and the farmers. This UI supports these users' (customer) journey, by transparently employing the underlying systems and services via the API Gateway. This transparency makes sure the user experience is seamless; the user never feels he/she is interacting with various underlying systems.

The front-end technology stack will be specified and agreed upon during the discovery and design phase. We start with a React/Next.js application that runs on Vercel or Fly.io. CoreConnect's frontend application has features that allow the usual e-commerce flows and is already integrated with Storyblok as headless CMS to handle content blocks on different (landing) pages. We will build this front-end application to match Lely's OSC requirements for features and design. To meet the needs of the various OSC users, we will work with The Valley as our (design) partner. We normally use Figma for designs, Storybook components and Tailwind CSS. We can work with another design system if needed.

### 3.4.3 API Layer

The API Gateway exposes functionalities of the OSC platform as a whole, by consolidating the capabilities of its components supported by their APIs. Subsequently, the API Gateway is used by the front-end to make the functionalities of the OSC platform available to the end users through a user interface.

Given the scale and flexibility required, the API Gateway utilizes GraphQL. This is a flexible, efficient, and powerful way of building APIs that can deliver data in a structured manner.

### 3.4.4 Content Management System (CMS)

A SaaS service for content management by Lely, to create a unique experience for the customers of Lely along with the front-end. We have a lot of experience in this area and we recommend the best solution that matches your needs and setup. Based on our knowledge and experience, we suggest Lely to use Storyblok as the CMS for OSC, as a temporary solution within the OSC project scope and to ensure good online performance for the OSC. We want to test in the Production stage and meet again when the proposed CMS solution for the corporate website is ready and implemented by Lely. Note that Storyblok, as CMS for OSC, can also meet OSC's legal/compliance info requirements.

### 3.4.5 Commerce Engine

commercetools is a SaaS solution that acts as a commerce engine that provides features such as (but not limited to): catalog management, cart management, price and promotion calculations, promotion management, vouchers, shipping methods and order management.

commercetools is the chosen platform for Lely's OSC. Its MACH architecture (Micro-services, API-first, Cloud-native, Headless) makes it ideal for commerce solutions that are flexible, scalable, and ready for the future.

commercetools is a leading provider of composable commerce platforms and has a broad range of functionalities. However, Lely seems to be uncertain about using commercetools B2B or not, which needs to be resolved in the Design Phase of the project and taken into account when creating the detailed designs. Nevertheless, we assume that Lely will only use Composable Commerce (the commerce engine) from commercetools.

Rb2 has a lot of knowledge and experience in integrating commercetools and has done so successfully before for companies like Gadero, Toelevering Online, Europarcs, Goed, Jeans Center and Garcia.

### 3.4.6 Pricing and promotions

commercetools' pricing capabilities offer flexibility to accommodate diverse pricing requirements that match the majority of the usecases Lely is looking for. For example, prices can be set at various levels, including base price, tiered price based on quantity, channel price, customer group price, country/currency price,

and custom prices for MAP or MSRP. Custom Fields on the Price entity enable additional pricing details, while Custom Line Items can represent extra charges unrelated to product catalog items. Therefore, we are confident that commercetools can perform all price and promotion calculations (including those triggered by vouchers), and subsequently provide the calculated final sales prices as part of the order (via Mulesoft) to Infor M3 for storage.

We think ERP can also provide the list prices (per country). These can be converted to customer-specific and wholesale prices (called shopping prices) by using the features of commercetools. Then commercetools can figure out the buying price (also called basket prices) with its cart (or basket) and promotion calculation features, and then the order prices (also called final sales prices) after adding things like tax and shipping costs. This means that we don't need more pricing rules in ERP for phase 1 and 2.

Prices can be set at several different levels in commercetools and can also be retrieved from external systems in real time. Here are the ways you can set separate prices for SKUs:

- Base Price
- Tiered Price - Based on the quantity
- Channel Price - Channels can be stores, regions, or other uses
- Customer Group Price - Used for contract pricing or other customer-specific groups
- Country/Currency Price - Separate for each country and currency
- Custom Prices - Used for MAP or MSRP

Custom Fields can be defined on the Price entity to support additional pricing details. In addition, Custom Line Items can be added to carts which represent additional charges not related to product catalog items.

If needed, you can call out to an external system during cart updates for additional pricing logic via API Extensions:

<https://docs.commercetools.com/api/projects/api-extensions>

### 3.4.7 Product Information Management

We advise Lely not to start with a complete PIM system right away, because there is no easily integrated source for product information, and the consumables catalog is not very large (and there are other important issues that need to be addressed, such as CIAM). We suggest Lely to use commercetools' features first.

Rich product (information) management in commercetools refers to the comprehensive set of tools and functionalities available for managing products within the commercetools platform. This includes robust features such as:

- **Product Catalog Creation:** commercetools allows businesses to easily create and maintain product catalogs, including adding new products, organizing them into categories, and defining product hierarchies;
- **Product Attributes and Variants:** businesses can define and manage various product attributes such as size, color, and material, as well as

create product variants to accommodate different options and configurations.

- **Product Information Management:** commercetools provides powerful tools for managing product information, including descriptions, images, assets, specifications, and pricing details, ensuring accurate and consistent product data across all channels.
- **Product Relationships:** Businesses can establish relationships between products, such as cross-selling or upselling recommendations, to enhance the shopping experience and drive additional sales.
- **Localization and Internationalization:** commercetools supports localization and internationalization, enabling businesses to manage product catalogs, pricing, and content for different regions and languages.
- **Integration with External Systems:** The platform can integrate with external systems such as ERP, CRM, and PIM systems, enabling seamless data synchronization and ensuring a unified view of product information across the organization.

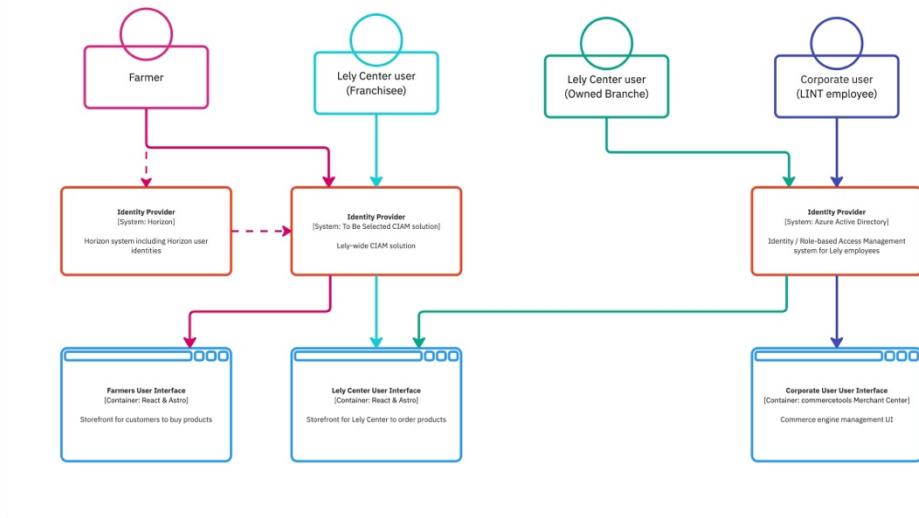
Unlike a complete PIM, commercetools for example does not provide workflows that help the organization to handle (a large) catalog of products' detailed information. We think that this is only required when Lely adds more products such as spare parts to the catalog. When the time comes, we have a lot of experience and commercetools is very compatible with integrating a separate Product Information Management system into the OSC platform.

#### 3.4.8 (Customer) Identity Access Management

The PSA specifies that “the OSC will provide a seamless sign up, registration and sign in experience to visitors” relying on a Lely-wide CIAM solution, to be implemented by a project of the same name. We will integrate this CIAM solution end-to-end, enabling the user interactions managing their identity, as well as user authentication and authorization to enable the appropriate interactions with underlying systems.

As part of the discovery and design phase, we think we need to co-create the service design concerning CIAM. Service design is an approach that considers strategic, system, process, and touchpoint design decisions, ensuring a good user experience. In doing this, we should consider how to deal with existing customer identities and link new identities with existing customer data and how to prevent non-compliant access to and sharing of customer data between legal entities.

# Lely Users & Identities



## 3.4.9 On-site Search

The search function is a key component of any e-commerce solution, as it needs to be quick and accurate. We have a lot of expertise and skills within rb2 for setting up advanced search technologies that offer relevant, fast, and customized search results. These technologies can also work well with other systems such as the commerce engine and the CMS to create a smooth experience for the customer.

We suggest to use Algolia as the search solution for Lely because Algolia is often seen as the best search solution for B2B businesses in combination with commercetools for several reasons: speed and performance, relevance and personalization, scalability, flexibility and customization and developer-friendly, the integration of Algolia's strong search features and Commercetools' adaptable commerce platform will give Lely and other B2B businesses a complete solution to provide quick, relevant, and personalized search experiences to the Lely centers and farmers. Alternatively, commercetools can also handle the search capability in a more simple way.

## 3.4.10 Domain Services

Our main goal at rb2 is to use reliable SaaS solutions to provide the functionalities of the OSC platform, whenever possible. However, some OSC functionalities might need custom backend services. During the discovery and design phase, our focus is on finding these functionalities. If needed, we will design and develop backend services for these functionalities. One example could be a service that handles the business logic to divide orders based on chemical properties and/or stop orders with illegal amounts of chemicals based on local laws and regulations. Note that dividing orders based on availability, size or weight of ordered goods might be done by a high-quality service for flexible shipping and delivery options, e.g. DeliveryMatch.

### 3.4.11 Integration Middleware

The integration middleware will seamlessly connect various systems, regardless of the underlying technology, ensuring consistent data flow between:

- Domains, primarily the back-office and e-commerce domains:
  - Back-office domain: Infor M3, Salesforce CRM, Horizon, IFS/FSM exposed through the Lely Integration Platform (Mulesoft), and;
  - E-commerce: commercetools, CMS, (possibly) search engine, Marketing Automation, Email Service Provider, and (possibly) other external partner systems.
- Systems, within the e-commerce domain (as listed above).

### 3.4.12 Email Service Provider (ESP)

At rb2, we are experienced and skilled in connecting different ESPs to ensure secure and efficient email communication. Whether it's promotional emails, transactional emails, or customer service messages, or more complex marketing automation solutions with Customer Data Platforms (CDP). We recommend Lely to use Twilio Sendgrid as the ESP for transactional messages.

### 3.4.13 Customer Support

Customer Support is crucial for the OSC Lely Center and Farmer experience. Based on the requirements, rb2 can efficiently and effectively integrate customer support systems, including live chat, ticketing systems, and even AI-driven chatbots. Salesforce Service Cloud is the system of choice for the Customer Service Desk (CSD), for which a fit/gap analysis is to be performed.

### 3.4.14 Payment Service Provider (PSP)

Reliable and secure payments are crucial for any online commerce proposition. Depending on the requirements and preferences, we can integrate existing PSPs or brainstorm alternatives. At the moment we already have a narrow integration between CoreConnect and Adyen. CoreConnect already includes an integration with Adyen, enabling online payments as part of the checkout flow. The OSC PSA poses a question as to whether to leverage Infor M3 or Zuora for billing. When payment by invoice is included as a payment option, we could see Zuora fulfilling a role in one-click purchases for Horizon customers and/or Infor M3 for ordering on invoice for (all) other customers. In both cases, bypassing online payment through Adyen, only for customers allowed to pay by invoice.

### 3.4.15 Data & Analytics

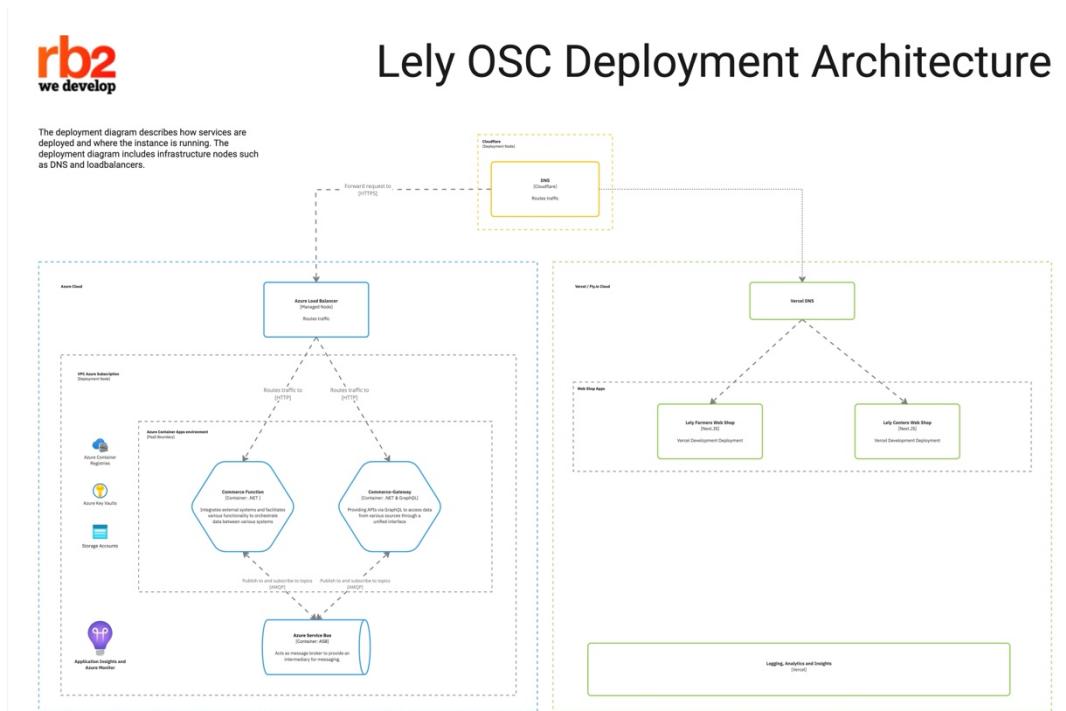
The OSC platform's success depends on knowing the Lely Center users and the farmers and how they act. Data can be gathered at different levels in the landscape, always being mindful of GDPR rules, to give insights into customer behavior, marketing efficiency, and other key business metrics. This data can be sent to Lely's data warehouse (DWH), but we know that initially the DWH will only receive data from M3.

As for web analytics, we have a standard setup in CoreConnect for Google Analytics/Google Tag Manager. This standard setup will be adjusted to Lely's requirements (maybe given by their marketing agency). Additionally, for Lely's OSC we'll include your CDP to collect behavioral data, enabling customer segmentation and marketing automation.

### 3.4.16 Infrastructure & Application Architecture

As stated in the introduction, the current goal is to define a conceptual architecture. A detailed infrastructure and application architecture is not needed at this point and is part of the discovery and design phase. This section will concentrate on some key elements of infrastructure and application architecture for now and matches with the open issues and ideas in the PSA.

The OSC platform's successful implementation depends on a well-designed infrastructure and application architecture. It covers the right combination of cloud platforms, scalability mechanisms, security measures, monitoring and logging, High Availability, and Disaster Recovery strategies, network architecture, and cost optimization.



### 3.4.17 Cloud Platform

Rb2 suggests using a cloud-native approach that depends on managed cloud services. The OSC platform uses Microsoft Azure for backend services, and Vercel or Fly.io for serverless frontend hosting, which gives it scalability, flexibility, and reliability. With a cloud-native approach, the infrastructure can be easily adapted to the requirements of the OSC platform.

### **3.4.18 Scalability and Elasticity**

One of the key advantages of the OSC platform is its capability to manage increasing demand and high loads during busy times. By using flexible and scalable infrastructure, capacity can be modified according to demand. This guarantees a great user experience even during high peaks and offers a cost-efficient solution during quieter times.

### **3.4.19 Security and Compliance**

Security is a crucial aspect of the infrastructure. By implementing various security levels, data protection, and system integrity can be ensured. This includes implementing advanced firewalls, encrypting data in transit and storage, implementing access controls, and regularly conducting security scans and penetration tests. rb2 follows best practices in data security and ensures that the OSC platform complies with applicable compliance requirements, such as the General Data Protection Regulation (GDPR).

### **3.4.20 Monitoring, Logging and Alerting**

To ensure the performance and availability of the OSC platform, we implement comprehensive monitoring, logging and alerting mechanisms, using Azure Insights, Azure Monitoring and OpsGenie Alternatively, we could (also) employ Grafana and Checkly. This allows us to monitor the system status in real-time, collect key statistics, and proactively identify and resolve issues.

### **3.4.21 High Availability and Disaster Recovery**

To ensure high availability of the OSC platform, we implement high availability (HA) and disaster recovery (DR) strategies. This includes designing an architecture that is resilient to single points of failure and implementing redundancy at various levels.

### **3.4.22 Network Architecture**

A solid network architecture is essential for the OSC platform. With the architecture defined, attention will be paid to the right way of securing the landscape. This will include implementing network security measures, network firewalls, etc., for platform access. In addition, monitoring and alerting systems will be integrated into the network architecture to monitor network performance and security.

### **3.4.23 Cost Optimization**

By integrating cost optimization into the infrastructure architecture, we ensure that the OSC platform operates efficiently and cost-effectively, resulting in maximum value for the OSC platform.

In summary, a solid infrastructure and application architecture will provide the necessary foundation for the OSC platform to be flexible, scalable, secure, and

reliable. It will enable the OSC platform to provide high-quality experiences to end users, even during peak moments, and ensure stable and cost-effective operation of the platform.

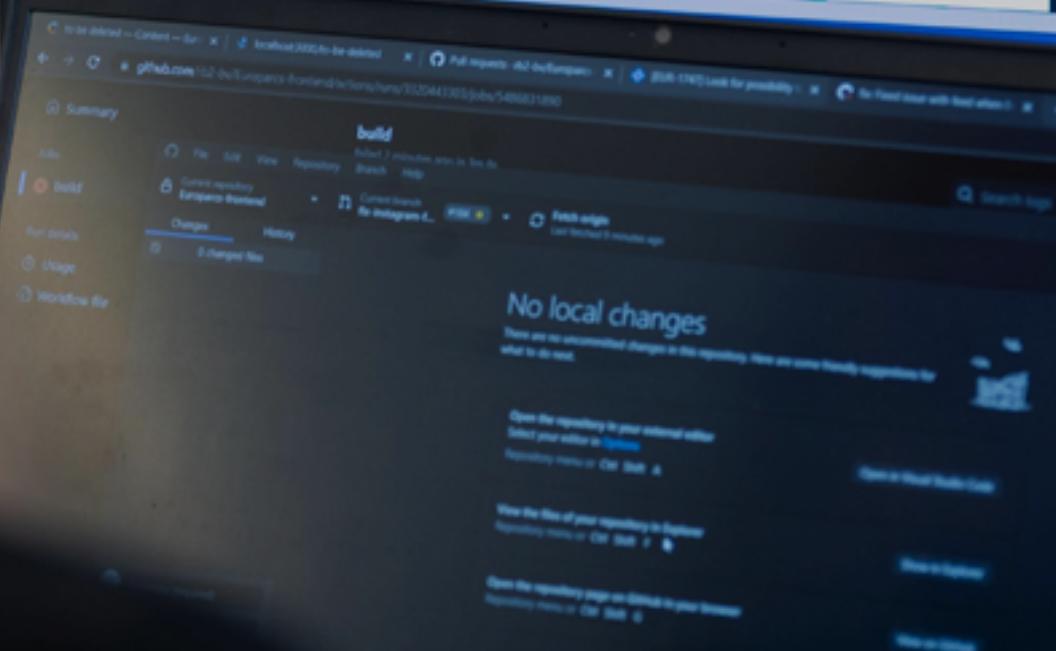
# 4. Implementation, run and support

# Implementation, run support

The screenshot shows a developer's workspace with a large title "Implementation, run support" overlaid. The code editor displays a file named `tailwind.config.js` with the following content:

```
module.exports = {
  purge: [
    './src/**/*.{js,jsx,ts,tsx}' // Purge CSS from source files
  ],
  theme: {
    extend: {} // Extend the theme with additional properties
  },
  variants: {
    extend: {} // Extend the variants with additional types
  },
  plugins: [
    require('tailwindcss-animate'),
    require('tailwindcss-easing'),
    require('tailwindcss-preset')
  ]
};
```

The terminal window below shows the message: "No problems have been detected in the workspace."



## 4 Implementation, run and support

### 4.1 Approach to deliver MVP 1 and MVP 2 with certainty

#### 4.1.1 De-risk and certainty on delivery

To assure a certain delivery of the project milestones and implement control mitigation measures that have been described in more detail in the following chapters:

- **Risk Identification and Assessment:** Implement thorough risk assessment for the e-commerce project, covering technology integration, vendor dependencies, project scope and resource constraints.
- **Vendor Management Strategy:** Develop a robust strategy to manage vendors effectively, including clear expectations, regular meetings, and escalation procedures for Commercetools, Storyblok and other related vendors.
- **Project Scope Management and clear governance:** Utilize agile methodologies to manage project scope, breaking deliverables into sprints, conducting regular reviews, and prioritizing features for business value to prevent scope creep while introducing solid stakeholder management.
- **Using best practices and predefined templates:** CoreConnect will act as a best practices framework and solution that will speed up the project, implement the infrastructure rapidly and connect to the Lely data structure and backend systems.

#### 4.1.2 Introduction rb2 Approach

rb2 is known for being consistent and giving fair and independent recommendations on the best strategy, the best technology, a realistic timeline, and a sensible budget. We are honest but firm in this respect. This is why we write the response to the RFP in this kind of document. We acknowledge that there is a preferred plan with a budget. In the next section, we will try to adhere to the new solution, the preferred plan, and the budget as much as possible.

We could opt for an easier route and say that your request can be achieved within budget, scope, and time. That's not our style. We strive for success and dare to be creative. At the very least, we would like to invite you to consider our viewpoint. We have to realize together that there are some very important unresolved issues regarding the frontend and CMS and other functionalities that are not clear at the moment, and therefore, we cannot provide a detailed proposal knowing exactly what is and what is not in scope or chosen in the wider setup of this RFP.

To achieve a successful delivery of (partial) projects, rb2 typically follows the following phases:

- Think-it (& Design it)
- Build-it
- Run-it

### **1. Think-it Fase:**

The Think-it phase of rb2 ensures that within a short period, enough work is prepared so that the development team can start building. Typically, rb2 will involve various people in this, including a Business & Technical Consultant, UX/UI designers from The Valley, a Lead Developer, and a Solution Architect.

rb2's knowledge and experience with integrations within the domains of loyalty and e-commerce will be a significant added value for the successful realization of the OSC platform. During this Think-it phase and design phase, rb2 will work together with the Lely team and The Valley to gain insight into the required features of the demo shop and the necessary integrations on the backend side. These iterations can range from one-hour sessions (also known as refinements) to sessions lasting one or more hours (also known as discovery sessions).

### **2. Build-it Fase:**

The development phase of rb2 encompasses the period following the Think-it phase up to the intended (first) release of the project. During this period, the development team will proceed with building the intended delivery. This may involve working in multiple releases, divided into numerous sprints, within which sets of functionalities (based on priorities) are delivered. Even after Go-live, this phase can continue indefinitely.

The overarching philosophy is always based on Agile principles, with the Scrum framework as the recognized modus operandi.

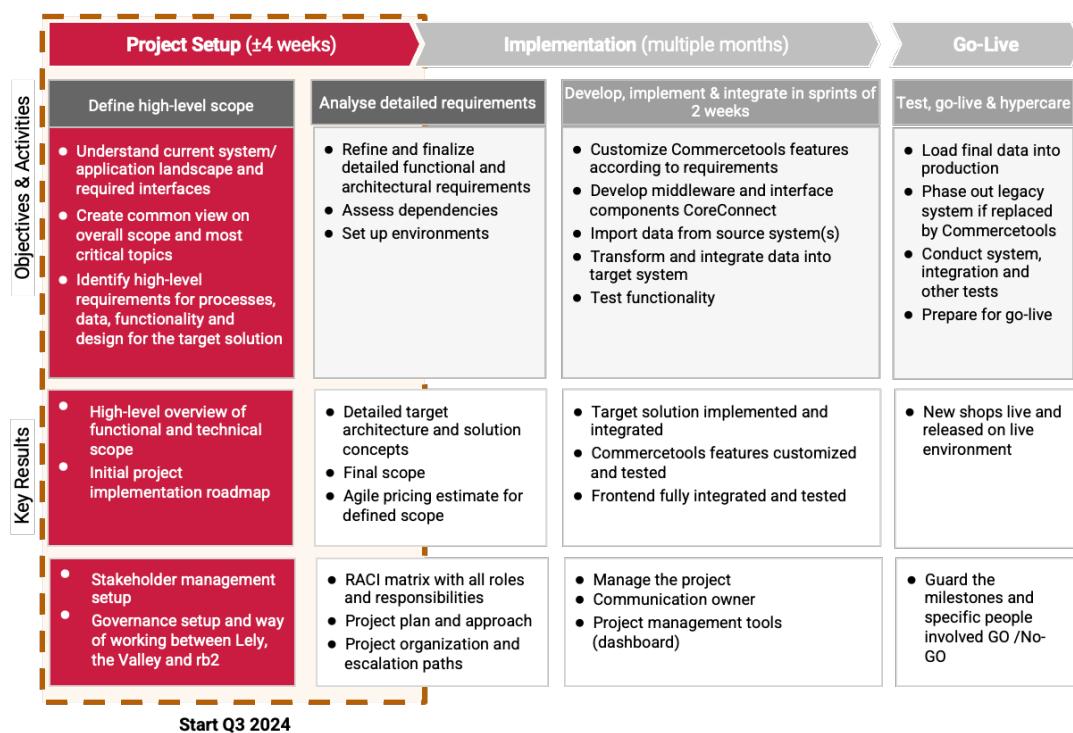
### **3. Run-IT Fase:**

After the application has been put into production, rb2 is capable of (extra) managing the application. By this, we mean that availability can be scheduled outside of office hours so that, in case of outages and application-critical events, a developer can address the issue and, if possible, implement (quick) fixes. Subsequently, the development team can thoroughly examine the situation at the next opportunity and incorporate improvements into the (regular) team.

## **4.2 Think-it phase**

To streamline the platform setup and demonstrate its effectiveness, rb2 has developed this proposal to guide Lely through our approach and plan. Recognizing your need for speed, as evident from the timeline, we suggest moving directly into development after delivering the discovery phase. In essence, rb2 recommends three steps:

1. Discovery Phase and Project Setup (sprint-0).
2. Use the existing functionality of our Accelerator CoreConnect.
3. Enrich functionality based on customer requirements.



### 1. Step 1 - Discovery and design Phase (Sprint 0)

- Begin with a brief but discovery Phase to gain a deeper understanding of project needs, challenges, and requirements. Determine what we could aim to prove with the optional PoC and identify key focus areas.
- Design definition phase wherein all requirements are determined. This is followed by deriving a roadmap outlining the deliverables of subsequent sprints.<sup>1</sup>
- Challenge and validate the Business and Product vision of the project.
- Collaborate with Lely's technical team in this phase to detail and align with Lely's current systems and establish teamwork agreements.
- Optional, but advised is the Project Management stream to set up the governance and guide Lely through the process.

In this phase, we also include other people/roles, such as a Business Analyst and a Tech Lead. We engage these individuals to prepare for the implementation phase, to collect their feedback and communicate information early. These individuals are part of the cost for the discovery Phase.

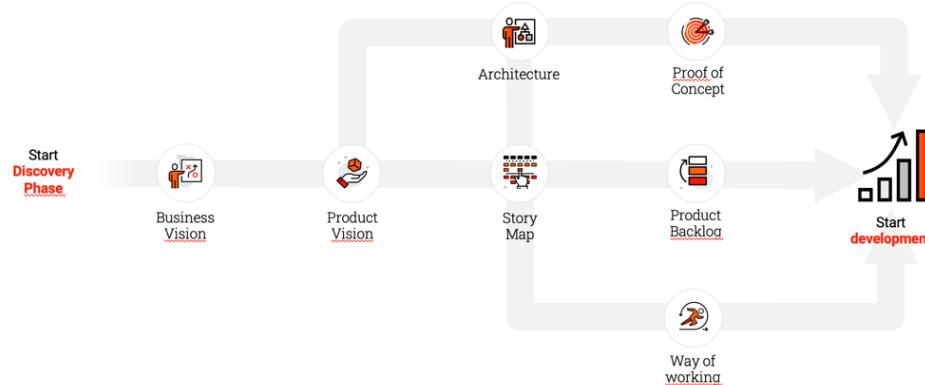


Figure 1 Our approach: discovery Phase, Proof of Concept and Development

The deliverables in the discovery phase are included in the following table:

DELIVERABLE	TOELICHTING
	Business Vision The Business Vision outlines the company's future proposition. Understanding this provides us with a shared context of "why" we are realizing something.
	Product Vision Based on the elaborated strategy, some parts of the Product Vision have already been filled in, such as personas ("wants," "needs"). It is important for all of us to complete the Product Vision by adding elements such as key metrics, competing alternatives, and channels.
	Story Map A Story Map identifies and prioritizes desired product features within customer and employee journeys. We will create a Story Map that transcends teams to plan all features into milestones. This will form the basis for the backlogs of various teams.
	Target architectuur The target architecture is developed in concept; further detailing is required to work together with you on the levels of application, integration, infrastructure, and data. Preliminary solution choices are made based on your requirements, preferences, and our experience.
	Roadmap We will create a roadmap together, outlining the technical and functional steps to be taken in alignment with the specified milestones/deadlines.
	Way of Working With the Way of Working, we ensure that all stakeholders know how we will collaborate. We will enrich the SCRUM methodology to ensure that we deliver one working landscape with the various development teams, parties, and SMEs.

For a comprehensive overview of the deliverables for this part, please refer to [Appendix 1](#).

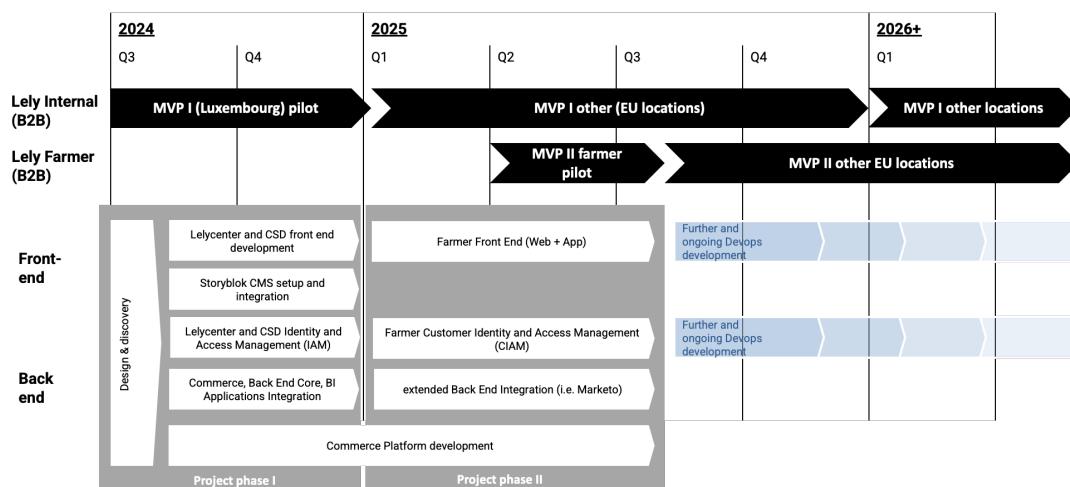
## 4.3 Build-IT phase (Project phases, planning and budgets)

### 4.3.1 Start Development of the new Lely OSC commerce platform

- We will use the outcome of the sprint 0 phase for the development start
- Development of the userstories\* as defined by Lely, with sprint for 2 weeks, including Demo & a 1-week 'rest' period for sprint preparation and incorporating feedback from the previous sprint demo. Depending on required resources/disciplines, the sprint is conducted. This may involve a combination of UX designers, visual designers paired with developers, etc.
- We will develop based on the SCRUM framework. This will offer Lely an early start on the realization without having to create everything in detailed level. The developers will deliver working software on a two weeks' notice (factually even daily) that will give the latest insights and new information to the Lely Product Owner. This will deliver continuous insights and control on the delivery of business needs and ideas.

As requested, we will split up into two parts of the project:

- Project 1 discovery and Design.
- Project 2 aligns with the defined 'MVP 1 phase' Lely internal (B2B).
- Project 3 aligns with the defined 'MVP 2 phase' Lely Farmer (B2C).



We will launch MVP 1 in January 2025 for the chosen Lely center in Luxembourg and then we will proceed with the Commercial Roll Out in 2025 for the other 16 European Union (EU) Countries and later the 27 EU Countries and the other regions. The first phase of the subproject will involve a design sprint with The Valley and a discovery phase, where we will develop the visual and functional design of the platform. Until January, our main priority will be to build the pilot for the Lelycenter in Luxembourg in a front-end environment, linked with most of the Back End applications connected to Commercetools, CoreConnect and Mulesoft.

The scope of the MVP I phase will be for the Lely Centers and CSD:

- Employee sign in
- Browse Catalog
- Create Cart
- Finalize Order
- Track Order
- Reporting

Subproject 2 focuses on the development of the back-end platform, integration with the front-end, extensive testing, and migration of farmers data to the new platform. The objective is to have an operational platform for all customers by August 1, 2025. With the following scope:

- Customer sign in and sign up
- Payment
- Interaction
- Browse Catalog
- Prepare for order
- Lead generation

#### 4.3.2 Out-of-scope

Activities that are out of scope for this RFP are:

- Creative Design
- Digital Marketing (excluding search)
- Data Migration
- 1<sup>st</sup> line Support

Projects that are specifically named and still to be decided on and created or integrated:

- CIAM
- PIM
- Search (standard Commercetools Elastic Search vs Algolia)
- External Content Management System (CMS) other than the proposed solution

Both 'projects' can have a proposal from rb2 by then. Many issues that might not be resolved in the first two phases can be continued in later development. However, the budget for this requires more information.

### 4.3.3 Ecosystem, Roles and responsibilities

The Product Owner, Scrum Master, and cross-functional Scrum team are essential roles in an Agile software delivery model. rb2 has an extra factor in this by doing development offshore. This needs an extra professional and detailed setup. Luckily, rb2 has been doing this since the company started, and we are used to it. Our approach makes sure that offshore feels like onshore.

	rb2 - Project Manager	rb2 - Business Analyst	rb2 - Solution- and Architecture specialist	Lely - With The Valley as design partner
Project Planning				
Key Tasks	<ul style="list-style-type: none"> <li>Definition of the working groups &amp; way of working</li> <li>Assigning roles and responsibilities</li> <li>Definition of the meeting structure &amp; tooling</li> </ul>	<ul style="list-style-type: none"> <li>Definition of the basic requirements for back end and front end</li> <li>Definition of technical core and subprocesses</li> </ul>	<ul style="list-style-type: none"> <li>Identification of systems, interfaces and processes as well as their dependencies, including data flows</li> <li>Determination of requirements for the target architecture</li> </ul>	<ul style="list-style-type: none"> <li>Create a new design</li> <li>Worksession design / kick-off</li> <li>Data analysis of existing system to see where improvements can be made</li> <li>Updated Design system based on existing material</li> </ul>
Key Deliverables	<ul style="list-style-type: none"> <li>Project organization (chart)</li> <li>Project timeline</li> <li>Communication plan</li> <li>Shared project management tool set</li> </ul>	<ul style="list-style-type: none"> <li>Definition of detailed project requirements &amp; scope</li> <li>Assignment of functional responsibilities to core processes</li> </ul>	<ul style="list-style-type: none"> <li>Target architecture</li> <li>High-level requirements for necessary integrations between client, CT systems and Mulesoft</li> </ul>	<ul style="list-style-type: none"> <li>Visual design <ul style="list-style-type: none"> <li>Design is ready and delivered in Figma</li> <li>Can go in parallel with scoping phase</li> </ul> </li> <li>Interaction design team alongside development</li> </ul>

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The base setup that we use and the associated roles that we expect from Lely are:

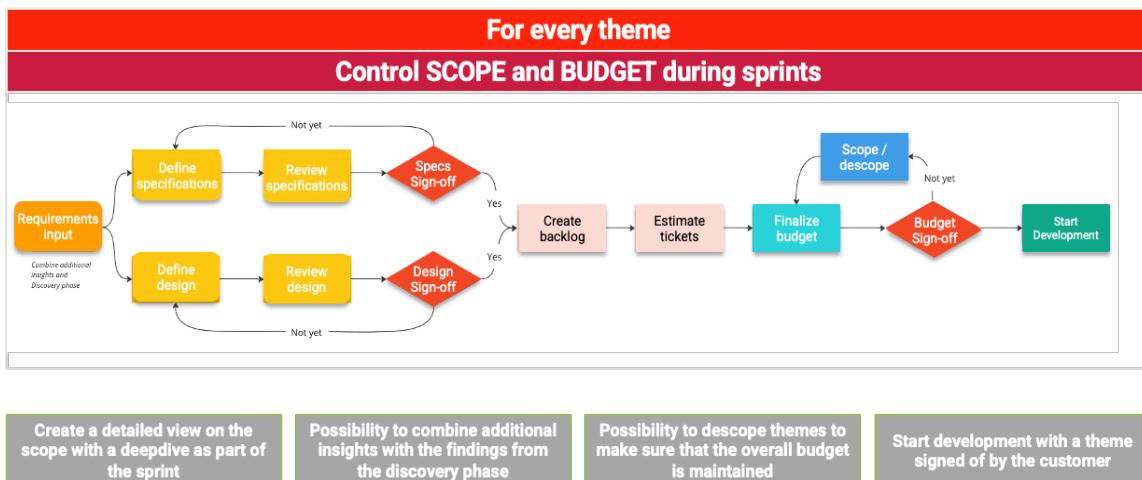
- **rb2 – Project Manager / Product Owner:**  
Manages stakeholders and all related parties.
- **rb2 - Business Analyst**  
Creates understandable stories for developers.
- **rb2 - Solution Architect**  
Oversees the overall landscape and alignment with Lely's SA.
- **rb2 - Technical Lead**  
Monitors quality and leads the (scaled) Scrum team.
- **rb2 - Scrum Master**  
Ensures optimal processes and keeps everyone engaged.
- **TV - Designer The Valley**  
Aligns all elements of KJC and ensures a strong customer experience with the wow factor. Realizes prototypes, creates animations, and provides all necessary design elements.
- **TV - UX Designer The Valley**  
Ensures the right copy, including dialogue for the experiential concept.
- **Lely – Product Owner**  
Defines the product vision through a scoped and prioritized backlog.
- **Lely – Solution Architect**  
Focuses on the alignment and integration with the Makro landscape.
- **Lely – Stakeholders, including the E-commerce manager**  
Overall governance and steering of the product vision.

Role	High level tasks
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Scope definition and ensurement of project success</li> <li>• Establishment of coordination and escalation structures</li> <li>• Reporting incl. risk management</li> <li>• Stakeholder management</li> <li>• Timeline organization</li> <li>• Work Package structuring</li> <li>• Planning and coordination of implementation topics</li> </ul>
<b>Solution Architect</b>	<ul style="list-style-type: none"> <li>• Technical integration concept creation</li> <li>• Concept review and presentation with client</li> </ul>
<b>Business Analyst</b>	<ul style="list-style-type: none"> <li>• Requirement definitions</li> <li>• Data model concept</li> <li>• Commercetools configurations</li> <li>• Concept review and presentation with Lely</li> </ul>
<b>Development team (FE + BE techleads and developers)</b>	<ul style="list-style-type: none"> <li>• Delivery of the product backlog</li> <li>• Ensuring that all test data &amp; environments are available</li> <li>• Performing unit &amp; functional tests</li> <li>• Quality assurance</li> <li>• Merging code and releasing to the designated environments</li> </ul>

The degree of involvement of each of these roles may change depending on the role and the stage of the project. We will explore this in depth later. The (offshore) development team is left out of this paragraph because it relates to project management, not to the performance of development tasks yet.

#### 4.3.4 Deliver with certainty and on budget

To ensure a continuous delivery process during the MVP I and II we have a proven Agile project process with the introduction of the Project Manager role in the project.



The following table provides a structured overview of the steps involved in defining functional requirements, specifications, design, and managing the backlog, estimating tickets, finalizing budget, and scoping and de-scoping in a project.

Activity	Description
<b>Define Functional Requirements</b>	<ul style="list-style-type: none"> <li>Document essential features such as product catalog management, shopping cart functionality, order processing, payment gateways, user authentication, and role-based access control.</li> <li>Capture non-functional requirements including performance metrics, scalability needs, security requirements, and integrations with third-party systems.</li> <li>Analyze regulatory compliance to ensure adherence to relevant laws and regulations.</li> </ul>
<b>Define Specifications</b>	<ul style="list-style-type: none"> <li>Detail functional specifications, technical architecture, data model, integration requirements, security specifications, and performance requirements.</li> <li>Specify user stories, use cases, acceptance criteria, and overall system architecture.</li> </ul>
<b>Review Specifications</b>	<ul style="list-style-type: none"> <li>Conduct cross-functional, technical, compliance and reviews to validate requirements and ensure alignment with business goals.</li> </ul>
<b>Define Design</b>	<ul style="list-style-type: none"> <li>Define UI design, functional design, integration design, data model design, security design, scalability design, and performance design.</li> <li>Prioritize usability, clarity, and consistency in UI design to meet the needs from Lely CSD employees and farmers.</li> </ul>

<b>Review Design</b>	<ul style="list-style-type: none"> <li>Conduct cross-functional, technical, security, compliance and performance testing reviews to evaluate the design's feasibility, security, and performance.</li> </ul>
<b>Sign-off for Specs and Design</b>	<ul style="list-style-type: none"> <li>Obtain formal approval from stakeholders and establish change management processes to manage modifications during development.</li> </ul>
<b>Creating the Backlog</b>	<ul style="list-style-type: none"> <li>Communicate finalized specifications and designs to all project stakeholders for alignment and understanding.</li> </ul>
<b>Estimating Tickets</b>	<ul style="list-style-type: none"> <li>Prioritize, refine, plan sprints, and groom backlog items regularly based on business value, stakeholder feedback, and project goals.</li> </ul>
<b>Finalizing Budget</b>	<ul style="list-style-type: none"> <li>Use story points, planning poker, historical data, and buffers for uncertainty to estimate the effort required for each backlog item accurately.</li> </ul>
<b>Scope and De-scope</b>	<ul style="list-style-type: none"> <li>Estimate costs, allocate contingency reserves, obtain stakeholder approval, and implement robust budget tracking mechanisms to monitor actual spending.</li> </ul>
<b>Start development phase</b>	<ul style="list-style-type: none"> <li>Define project scope, implement change control processes, identify and prioritize essential deliverables, and conduct impact analyses for scope changes and de-scoping.</li> <li>After this process we have defined the design and functional backlog and related requirements and start with the sprint teams of the development team.</li> </ul>

#### 4.3.5 Way of working and Agile principles:

We use the Scrum framework to guide our work process and deliver digital solutions efficiently.

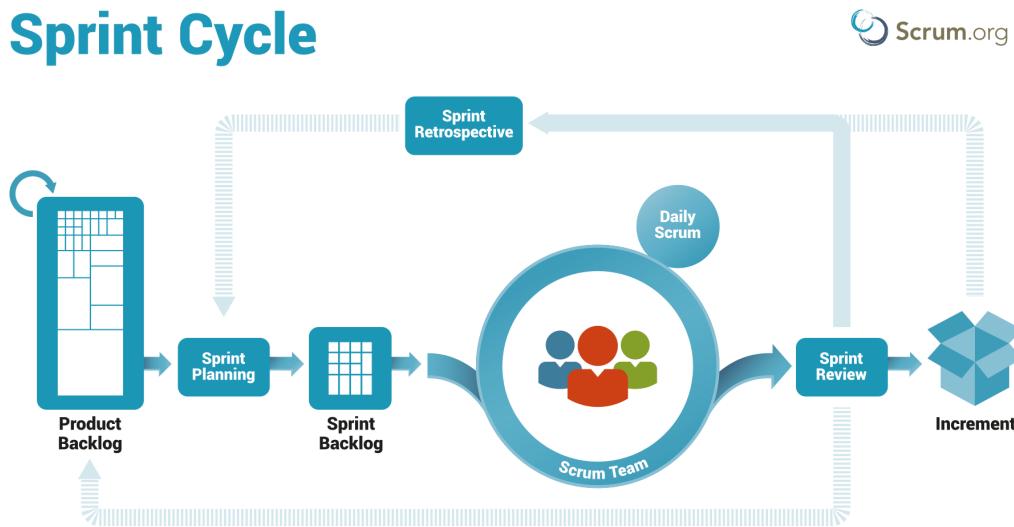
- Scrum Roles:** We adhere to the Scrum roles of Project Manager, Scrum Master, and Development Team. The Product Owner represents the client's interests, defines project requirements, and prioritizes tasks. The Scrum Master facilitates the Scrum process and ensures that the team adheres to Scrum principles. The Development Team comprises professionals responsible for implementing the client's requirements.
- Backlog Management:** We maintain a Product Backlog, a prioritized list of tasks, features, and enhancements requested by Lely. The Project Manager collaborates with stakeholders to refine and prioritize items in the backlog based on business value and customer needs.
- Sprints:** Our work is organized into time-boxed iterations called Sprints of two weeks. During each Sprint, the Development Team focuses on delivering a potentially product increment, guided by the prioritized items from the Product Backlog.
- Sprint Planning:** At the beginning of each Sprint, we conduct Sprint Planning sessions where the Development Team selects items from the

Product Backlog to work on during the Sprint. The team collaborates with the Product Owner to understand the requirements and define the Sprint Goal.

- **Daily Stand-ups:** We hold daily stand-up meetings, also known as Daily Scrums, where team members discuss their progress, plans, and any impediments they're facing. These meetings promote transparency, collaboration, and alignment within the team.
- **Sprint Review:** At the end of each Sprint, we conduct Sprint Review meetings to demonstrate the completed work to the client and gather feedback. The client provides input on the delivered features, which informs future iterations and product enhancements.
- **Sprint Retrospective:** We conduct Sprint Retrospectives after each Sprint to reflect on the team's processes and identify areas for improvement. The team discusses what went well, what didn't, and actions to take to enhance their efficiency and effectiveness in the next Sprint.
- **Continuous Integration and Delivery:** we emphasize continuous integration and delivery practices to ensure that software is always in a releasable state. This enables frequent feedback from the client and allows the team to respond quickly to changing requirements.
- **Adaptation:** Like Scrum, we embrace the principle of inspect and adapt. The team regularly reviews its performance, processes, and outcomes, adjusting to optimize its performance and deliver value to the client effectively.
- **RACI model:** We use this framework to clarify roles and responsibilities in the project organization, by clearly defining them the model helps ensure clarity, accountability and effective communication with the project team and stakeholder. An example RACI has been included in Appendix 3 – Example RACI setup

Our way of working based on Scrum emphasizes collaboration, transparency, and iterative development to deliver high-quality digital solutions that meet Lely's needs and expectations.

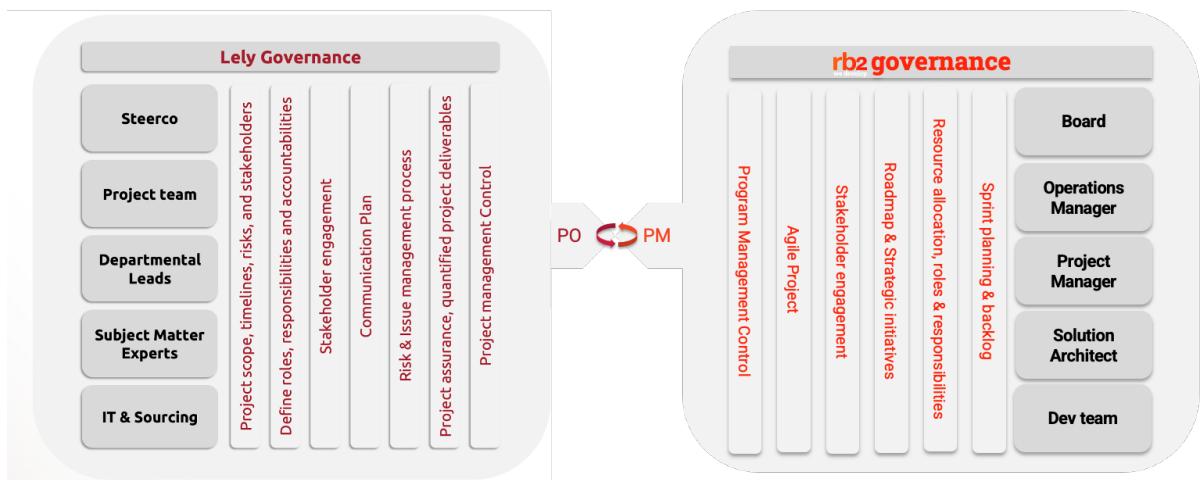
#### 4.3.6 Scrum approach



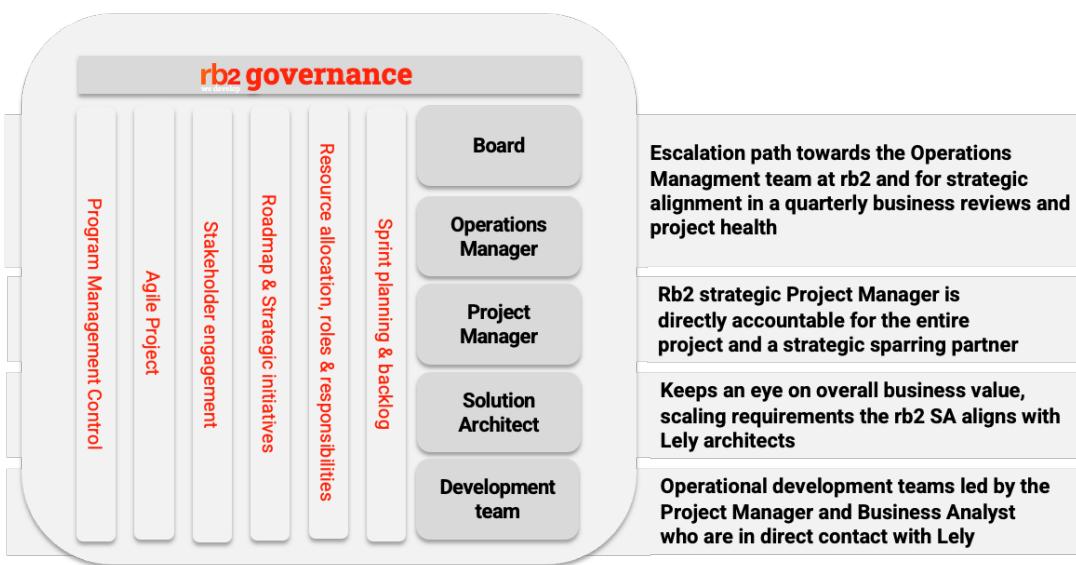
By incorporating these elements into our Scrum framework, teams can effectively manage project roles, cycles, testing, and quality to deliver high-quality products that meet Lely's stakeholder needs and expectations.

#### 4.3.7 Governance approach

The figure below shows how the Lely Governance is mapped:



To meet the Lely organizational and main project controls needs, rb2 has aligned its governance model to provide the following core roles and activities:



The governance approach for the project is structured as follows:

- Project Manager:** The rb2 Strategic Project Manager holds direct accountability for the entire project and serves as a strategic sparring partner. This role ensures that the project is aligned with the overarching objectives and goals of the organization.
- Delivery Team:** The delivery management team consists of the Solution Architect. He oversees the strategic delivery of the project, ensuring that it remains aligned with business objectives and scaling requirements. The Solution Architect collaborates closely with the Domain Architect of Lely to ensure alignment with organizational standards and guidelines.
- rb2 Development Team:** The rb2 Product Owner and Business Analyst and the rb2 development team are responsible for the operational aspects of the project. The POs serve as a liaison between rb2 and Lely, leading development teams and ensuring that project requirements are met. They work closely with the delivery management team to translate business needs into actionable development tasks.

Overall, this governance structure ensures clear accountability, effective communication, and alignment with strategic objectives throughout the project lifecycle.

## 4.4 Adoption of the solution by Lely (why, how, what)

### 4.4.1 Why should Lely adopt to the MACH setup with rb2:

**Smooth Transition:** Adopting a composable MACH solution involving Commercetools, Storyblok, and CoreConnect from rb2 ensures a smooth transition during implementation and management phases. This ensures minimal disruption to ongoing operations while maximizing the benefits of the new solution.

**Efficient Operations:** By leveraging rb2's expertise in managing MACH solutions, Lely can ensure efficient operations throughout the implementation and management phases. This includes optimizing workflows, resolving issues promptly, and ensuring seamless integration between components.

**Maximized ROI:** rb2's services enable Lely to maximize the return on investment (ROI) from the MACH solution by effectively utilizing its capabilities, minimizing downtime, and continuously improving performance and functionality.

### 4.4.2 How can this be achieved with the help of rb2:

**Project and stakeholder Management:** rb2 provides comprehensive project management services to oversee the implementation and management of the MACH solution. This includes planning, resource allocation, risk management, and ensuring timely delivery of milestones.

**Integration Services:** rb2 offers integration services as part of CoreConnect to seamlessly connect Commercetools, Storyblok, and CoreConnect within Lely's ecosystem. This involves designing and implementing robust integration strategies to ensure smooth data flow and interoperability between components.

**Custom Development:** rb2 offers custom development services to tailor the MACH solution to Lely's specific requirements. This includes developing custom features, workflows, and integrations to enhance the functionality and performance of the solution.

### 4.4.3 What is the approach rb2 offers to facilitate this:

**Implementation Services:** rb2 assists Lely in implementing the MACH solution, including deploying Commercetools as the commerce engine, integrating Storyblok as the CMS, and leveraging CoreConnect as an external accelerator.

**Customization Services:** rb2 customizes the MACH solution to meet Lely's specific requirements, ensuring it aligns with the organization's business goals and objectives.

**Optimization Services:** rb2 continuously optimizes the roadmap and future business and product vision to improve performance, scalability, and via the Valley user experience. This involves analyzing data, identifying areas for improvement, and implementing enhancements to maximize ROI.

#### 4.4.4 Training and education

**rb2's training and support:** rb2 offers on-the-job training and support services to equip Lely's teams with the necessary knowledge and skills to use and manage the MACH solution effectively. This includes training sessions, documentation, and ongoing support to resolve any issues or challenges. Also we will show functionality as part of the sprint cycles and present the functionality and record it for training and onboarding.

CoreConnect will be clarified during the project by the Project Manager and to the Lely Product Owner and wider team, documentation is available in the portal for management purposes, extensive demonstrations will be part of the project, video tutorials.

<https://docs.core-connect.io/>

#### Vendor training

Furthermore, commercetools offers basic training that covers fundamental concepts and functionalities of the Merchant Center, providing users with a solid understanding of navigation, product management, order processing, and other essential features, advanced training for users who want to deepen their knowledge and skills in utilizing the advanced capabilities of the Merchant Center. This may include topics such as advanced product configuration, pricing strategies, promotions, and integrations.

And combines these training with online resources and documentation, and tutorials to support users in learning how to navigate and utilize the features of the Merchant Center effectively. This includes user guides, video tutorials, FAQs, and knowledge base articles.

**Storyblok** provides a variety of training resources to assist users in effectively utilizing its platform. These include comprehensive documentation covering all aspects of platform usage, video tutorials demonstrating key functionalities, webinars for in-depth training, online courses offering structured lessons, workshops and events for hands-on learning, and a community forum for collaboration and support. Storyblok offers a diverse range of resources to empower users in maximizing their proficiency and success with the platform.

## 4.5 RUN IT - Support and SLA

The service offered by rb2 is called RUN-IT and has the following characteristics:

rb2 guarantees the availability of skilled personnel to respond to reported disturbances. Each employee can determine the severity of a disturbance and, in most cases, able to perform a HOTFIX or commence repair of more complex disturbances to the best of their ability.

We distinguish between two forms of availability:

- "Office hours": 5 days per week, throughout the year. During these times, between 08:30 and 17:30, at least one employee is available to collaborate with Lely on assessing and prioritizing the disturbance.
- "Support hours":
  - 14 hours on weekdays, from 8:00 a.m. to 10:00 p.m. (CET),
  - 12 hours on weekends, from 8:00 a.m. to 8:00 p.m. (CET). During this period, at least one person is available to respond within 60 minutes of receiving a notification.

### 4.5.1 Notification During Office Hours

During office hours, the Lely development team is available to handle and execute any type of task, including disturbances (on the OSC environment). Notifications of disturbances can reach the development team through various channels and will be promptly inspected by the development team. In consultation with the Product Owner, and depending on which environment the disturbance occurs, action will be taken. This document does not focus on the process flow during office hours, but on the special circumstances during support hours.

### 4.5.2 Notification During Support Hours

Disturbances can also occur outside of office hours. For this, rb2 will be arranged a specific process flow. The characteristics of this are:

If a disturbance is detected on the PROD environment during support hours, it is reported by an (Lely-) user on rb2's Jira Service Desk via a short online form or an email message to Jira Service Desk.

The notification immediately reaches one or more "On-Call" employees of rb2, via the On-Call mobile app notification. It is the task of the employee to identify and reproduce the disturbance, and to confirm its classification.

Based on the classification, the employee either initiates a 'hotfix' (a repair for quickly and easily fixable disturbances), or a more extensive repair of the disturbance, while keeping the notifier informed of progress at 30-minute intervals. If a repair is successfully executed and deployed, the notifying user is informed of this.

#### **4.5.3 Conditional - Environment:**

Before an issue or incident can be reported, it is important to determine under what conditions a disturbance can be reported to initiate the support process outside of office hours. We distinguish multiple environments in which incidents can occur:

- Development (DEV) environment.
- Acceptance (ACC) environment.
- Production (PROD) environment.

In the support setup, incidents in the PROD environment during service hours (18 hours per day) will be addressed. All other environments will be addressed during regular working/office hours in close collaboration with the Lely Service organization and the Product Owner.

#### **4.5.4 Conditional – disturbance classification:**

An incident is classified based on how it affects user experience. The following table is commonly used across sectors to classify disturbances.

Impact on Usability	Disturbance Classification	Explanation	Example
Affects usability but not functionality	P3	Low – somewhere on backlog	Prevents functionality for the user is not significant, minor impact on user experience,
			popup in incorrect language
Significant deviation from core functionality	P2	High – Top of backlog or via temporary workaround	An issue that a platform functionality does not meet its requirements, and thus is not functional for the user
Completely derails core functionality or renders core functionality unusable	P1	Critical - immediate action required	An issue so severe that (testing or) use of the platform becomes impossible to very inconvenient. Emergency situation.

With core functionality, we mean:

- The application is down.
- The application is unable to accept an order (checkout flow impact).

#### 4.5.5 Conditional – Act based on Disturbance Classification

Classification is handled either during 'support hours' or during 'office hours'.

Environment	Classification Incident	Support times	Office Hours
NON-PROD	All	Check for prevention of disturbance in PROD	
	Trivial/Minor	No action	Classification and prioritization with PO within regular sprints
	Major		
	Critical		
PROD	All	Identification, recording, and classification	
	P3	P3: Describe disturbance and create 'issue' in Jira	Evaluation & prioritization fixes with PO
	P2	P2: Describe disturbance, create issue, and apply HOTFIX if possible	Evaluation & prioritization fixes with PO, conduct HOTFIX
	P1	P1: Describe disturbance, create issue, and apply HOTFIX in all cases	Finalizing repair and coordinating the impact of the repair on the schedule with the Purchase Order.

#### 4.5.6 Special Provisions

A disturbance in platform functionality on the PROD environment cannot be classified as a disturbance if it arises from:

- An error, defect, fault, or error caused by unclear/conflicting specifications within one or more task descriptions ("epic" or "user story").
- An error, defect, fault, or error caused by changes, updates, malfunctions, or any other reason in the hosting environment (e.g., Azure).
- An error, defect, fault, or error caused by third-party components or frameworks integrated with the CLIENT application (e.g., Payment provider, personalization service, AWS, etc.).
- An error, defect, fault, or error caused by incorrect settings managed by the application management department.

## 4.6 Risk / opportunities

<b>Opportunity 1</b>	<b>A POC as part of the process after the discovery, visibility for stakeholders</b>
Why is this an opportunity and what effect does this have on costs and / or lead time of the project?	<p>Proof of Concept (PoC)</p> <p>As a step after the discovery phase we propose a PoC, that can be defined together during the discovery Phase. We do this to prove the proposed (composable e-commerce) architecture to Lely and demonstrate working software.</p> <p>Steps in the PoC will be:</p> <ul style="list-style-type: none"> <li>▪ Initiate the PoC as soon as possible to demonstrate that the chosen direction will yield the intended results. The technical team from Lely will be part of the PoC team.</li> <li>▪ Implement CoreConnect and begin integration into the Lely landscape.</li> <li>▪ Start integrating the relevant existing building blocks such as Mulesoft together with commercetools, StoryBlok, and Vercel/Fly.io.</li> <li>▪ Define the responsibilities of the various systems.</li> <li>▪ Collaboratively select the composable ecosystem and incorporate it into an architecture.</li> <li>▪ Build in an agile project setup, where an initial use case is brought live.</li> <li>▪ Scale up the PoC setup as the start of the implementation to speed up the process with 3-5 weeks and lower the costs of the MVP.</li> </ul>
<b>Opportunity 2</b>	<b>OSC as marketplace for other vendors / product range expansion</b>
Why is this an opportunity and what effect does this have on costs and / or lead time of the project?	<p>Setting up OSC allows Lely to establish a new marketing and supply channel with its customers. This could not only benefit Lely directly, but also partners. Lely could leverage the OSC as a supply channel that other vendors could benefit from. Becoming a marketplace; growing the number of products on offer, and increasing the value created for their customers. Thus strengthening their customer relationships.</p> <p>Adding products from external suppliers to an internal marketplace offers numerous advantages for Lely. It enhances product variety, providing customers with a wider range of options, thus attracting new customers and better serving existing ones. Access to specialized products allows catering to specific customer needs and tapping into new market segments. Leveraging external suppliers enables scalability without extensive in-house development, facilitating rapid expansion into new markets. Cost savings and improved profit margins are achievable through competitive pricing and economies of scale offered by external suppliers. Diversifying suppliers reduces the risk of supply chain disruptions, ensuring continuity of product availability. Furthermore, collaboration with external suppliers</p>

	fosters innovation, driving ongoing customer interest and loyalty. Strategic partnerships forged with suppliers lead to mutual growth opportunities, expanded resources, and access to new markets or distribution channels.
<b>Opportunity 3</b>	<b>Guided Selling</b>
Why is this an opportunity and what effect does this have on costs and / or lead time of the project?	<p>Guided selling provides a structured and personalized buying journey for customers, simplifying the buying process and addressing specific needs. Customers are educated about Lely's offerings, building trust and confidence in the brand.</p> <p>By guiding farmers and recommending relevant products, guided selling boosts sales conversion rates so Lely can offer tailored solutions to meet each customer's unique requirements, leading to higher satisfaction and loyalty.</p> <p>Guided selling presents opportunities for additional sales based on customer data like preferences and history, maximizing revenue potential and it also offers data-driven insight because guided selling tools capture valuable customer data, which can be used to refine product offerings and marketing strategies.</p> <p>Guided selling enables Lely to deliver a more engaging, efficient, and customer-centric buying experience, driving business growth and success in the competitive B2B manufacturing industry.</p>
<b>Opportunity 4</b>	<b>Integrate subscription based with OSC</b>
Why is this an opportunity and what effect does this have on costs and / or lead time of the project?	<p>Integration with Zuora to create a seamless flow between the onetime purchases and the subscription model as offered by Zuora towards Horizon and the farmers. Because we have a solid partnership with subscription factory that have implemented the full subscription solution, we can integrate this in the checkout flows and unify data and reporting, create more cross- and upsell opportunities, enhance the customer experience and streamline operations.</p> <p>This is a future opportunity and will not affect the project directly.</p>

<b>Risk 1</b>	<b>Related projects that impact OSC</b>
Why is this a risk and what effect does this have on costs and / or lead time of the project?	<b>Related projects during OSC implementation</b> Short timelines with a lot of open projects that are currently active within Lely and the important roles of those projects related to the OSC, like CRM (Compass), CIAM
Counter measure	
<b>Risk 2</b>	<b>E-commerce experience within Lely</b>
Why is this a risk and what effect does this have on costs and / or lead time of the project?	The absence of E-commerce experience in the Lely organization, we have experienced a lot of technical architectural and IT knowledge, but the availability of a Product Owner, Project Management, E-commerce management, marketeers, ie is missing as Lely employees

	<p>do not have this experience or are external resources that have a long onboarding journey to truly understand the Lely business.</p> <p><b>Example</b> is the selection process for a CMS and the front-end hosting that is significantly different for a corporate website instead of an transacting e-commerce channel.</p> <p>Risks we see is decision making based on more technical and IT architectural perspectives that conflict with the effects and approach of E-commerce projects with a big functional component. Slower decision making and longer leadtimes due to a lot of in-depth conversations that implies direct higher costs.</p>
Counter measure	<p>Chose best practices hosting in combination of predefined and integrated CMS (Storyblok) and include the Project Manager / PO on the side of rb2, this will directly speed up the process and keep the costs under control.</p>
<b>Risk 3</b>	
Why is this a risk and what effect does this have on costs and / or lead time of the project?	<p>No insight in created orders because there is no two-way flow between the WMS and the front-office, we suggest including the WMS and create an API with the WMS directly into CoreConnect.</p> <p>This will deliver a better and more efficient way to Insights in consumables availability via the Warehouse Management System that is used by Mainfreight. Integrating directly into the WMS offers greater operational efficiency, better realtime insights, improved inventory management, enhanced order fulfillment capabilities, better traceability and compliance, efficient resource utilization, and scalability for the Lely's warehouse operations.</p>
Counter measure	Integrate the WMS directly into CoreConnect.

## 4.7 Reference cases

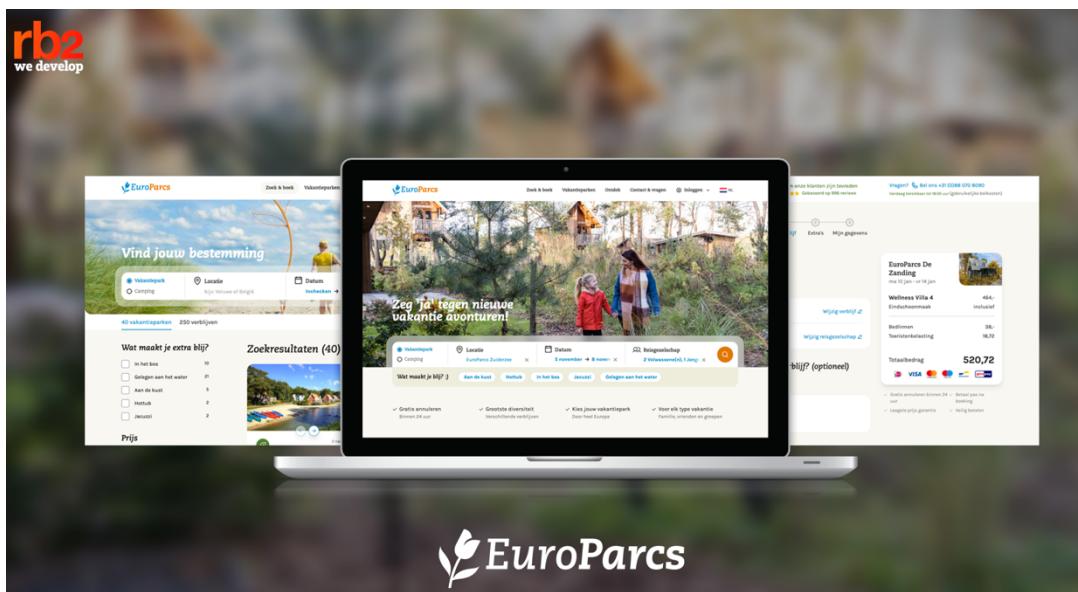
To provide insight and proof in the match between the Lely OSC request and the success factors rb2 has delivered, we have included a couple of comparable reference cases. All projects have been done within the time set for the project and associated budgets.

### 4.7.1 EUROPARCS

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<https://www.rb2.nl/cases/europarcs>

#### Summary:

EuroParcs, with aggressive growth ambitions, partnered with rb2 to develop a fully integrated and easily bookable platform within a few months. Despite the challenges of merging multiple reservation systems and tight deadlines, rb2 successfully delivered a high-performance booking platform. The platform offers advanced search functionality and personalized content-rich pages, ensuring an excellent user experience for guests and owners. It is also scalable to support international growth and efficiently connect new holiday parks. Through close collaboration and agile development, rb2 and EuroParcs achieved their goals, laying the foundation for continued success.

#### Key highlights:

- EuroParcs aimed to enhance the digital guest experience by developing a proprietary rental and acquisition platform.
- The complexity in this project was the challenge of integrating multiple reservation systems and meeting tight deadlines.
- The resulting platform offers advanced search functionality and personalized content-rich pages.
- It is highly scalable to support international growth and efficiently connect new holiday parks.

- Close collaboration and agile development methodologies enabled rb2 and EuroParcs to achieve their goals within the timeframes and deadlines.

### **Highlighted Features:**

- Advanced search functionality powered by Elasticsearch.
- Content-rich pages providing relevant information for an optimized guests experience.
- Agile development approach with sprint reviews and delivered working software every two weeks.
- Scalable architecture supporting rapid international growth.
- Partnership with onshore and offshore development teams to ensure successful delivery.
- EuroParcs and rb2 have established a strong foundation for further growth and innovation, ensuring an exceptional experience for guests across their holiday parks.

### **Match between Lely and Europarcs:**

Identified strategic match between the Lely RFP and the Europarcs case, we have summarized the strategic alignment between the two:

***"The proven approach, the agile way of working, the plan with which rb2 came up and nevertheless the click with the people, appealed to us."***



**Martin de Boer**

Director Rental, Europarcs

#### **1. Objectives and Benefits:**

- Both Lely and Europarcs aim to enhance customer experience and increase loyalty.
- Europarcs seeks to develop a digital platform to enhance guest experience, while Lely aims for a unified digital experience for farmers.

#### **2. Technology and Integration:**

- Both projects require integration of a wide variety of systems and technologies to provide a seamless user experience over a number of devices to represent an unique seamless buying experience.
- Lely needs an integrated e-commerce platform, while Europarcs works on a booking platform integrating multiple reservation systems.

#### **3. Agile Methodology:**

- Europarcs and rb2 worked in short sprints to deliver functional parts of the platform quickly, aligning with Lely's need for a fast time-to-market for their product.

#### **4. Customer Focus:**

- Both projects focus on improving user experience: farmers for Lely and guests for Europarcs.
- Europarcs emphasizes improving booking conversion, while Lely aims for strong customer relationships and loyalty.

#### **5. Scalability:**

- Solutions must be scalable to accommodate growth and expansion, both nationally and internationally.

#### **6. Expertise and Collaboration:**

- Lely seeks a consultancy partner with experience in innovative solutions and successful implementations for similar clients, aligning with rb2's experience in delivering solutions for Europarcs.

## 7. Support and Maintenance:

- Both projects require post-implementation support and maintenance to ensure operational efficiency and address any issues.

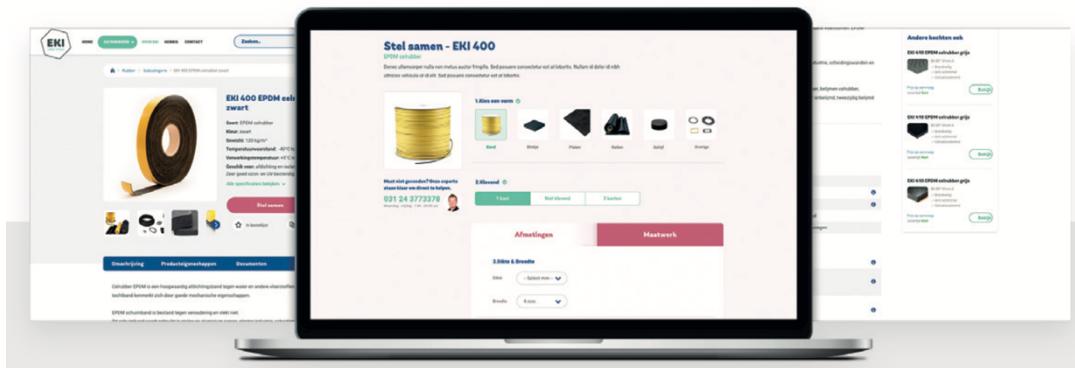
The similarities in objectives, requirements and approaches between both projects, are a match that proves the desired outcomes for both Lely's farmers as for Europarcs' guests.

### 4.7.2 EKI B2B case

**Contact details:** Bart van der Tol, General Manager

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EKI offers b2b customers technical solutions in rubber and foam that are very well suited to their specific needs. EKI processes rubber and foam into the desired shapes for industry, construction and wholesalers. Being a manufacturer with full in-house production, EKI is able to offer full customization. The company is a specialist in this field and sells and delivers to customers throughout Europe.

EKI wanted to provide customers with a self-service order system for the 250 most common products. This would reduce the order processing time for both customers and EKI's back office, as this would significantly eliminate the need for customers to call to put in their orders.

The real technical challenge was to deal with the magnitude of different outcomes (products that customers can choose from) as a result of the different product attributes. Also, to enable self-service, rb2 needed to build two modules: one to provide the right pricing information and the other to calculate order delivery times.

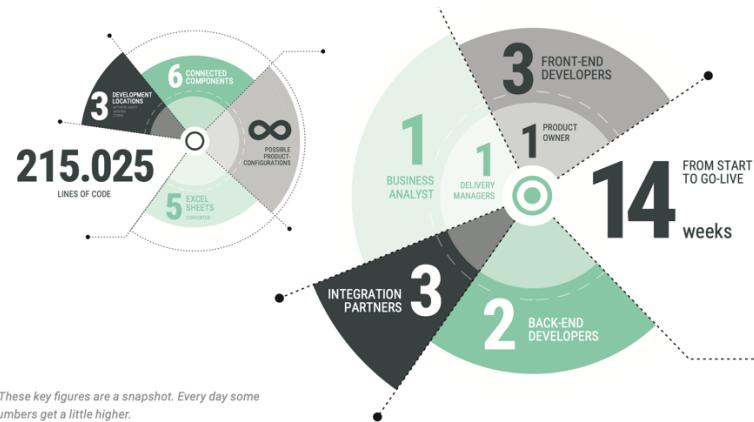
**"The configuration tool has given us a lot of new insights that we now use together with rb2 to come up with new features."**



Bart van der Tol  
CEO & Eigenaar, EKI

The real technical challenge was to deal with the magnitude of different outcomes (products that customers can choose from) as a result of the different product attributes. Also, to enable self-service, rb2 needed to build two modules: one to provide the right pricing information and the other to calculate order delivery times.

In the first project the configurator was created in just 14 weeks with three custom integrations, one of them being the Magento e-commerce platform.



The next phase for EKI was to replace the current Magento solution, also done by rb2. In this project the following has been achieved:

#### 1. Business Vision:

EKI aimed to empower customers to navigate through a vast array of materials, shapes, and dimensions effortlessly. They plan to transition from a pull to a push strategy by leveraging their website as a primary information source and utilizing structured data.

#### 2. Product Vision:

The goal was to bring the configurator closer to the E-commerce solution, making it easier for users to find the right material, shapes, and dimensions. Control over data is essential to ensure user-friendliness for both customers and employees.

**The main goal that has been achieved is user friendliness for the customers and employees – this matches with the Lely goals**

#### 3. Business Capabilities:

EKI transitioned to a new headless platform to provide an easy-to-use, self-service experience with straightforward access to sales, customer service, and marketing functions. They offer customized manufacturing solutions, an extensive product range, in-house production, quality control, quick delivery, digital presence, and a configurator tool. **Market Leadership:** Aiming to be the leading company in the foam, rubber, foam rubber, and sponge rubber markets by continuously refining materials and tackling new projects and challenges.

#### 4. Business Drivers & Goals:

EKI's key drivers and goals included:

- **Customer Satisfaction:** Prioritizing customer satisfaction by providing tailored solutions, rapid response, and pleasant cooperation experiences, ensuring that the company remains the top choice for customers.

- **Product Innovation:** Continuously innovating and expanding the product range to meet the evolving needs of customers, industries, and market trends, maintaining a competitive edge in the market.
- **Quality Control:** Maintain strict quality control measures throughout production to guarantee the best quality products, ensuring customer trust and loyalty.
- **Digital Transformation:** Leveraging digital technologies and data management to improve customer experience, streamline internal processes, and expand the company's online presence.

## 5. Key Business Requirements:

The key business requirements for the new headless EKI platform included enhancing usability and accessibility, reducing dependency on licenses, future readiness, and simplifying platform complexity. Specific requirements involved improving account creation, leveraging data insights, enhancing B2B functionalities, optimizing product content experience, and refining search capabilities.

More detailed requirements that have been accomplished and match with the Lely requirements and objectives are:

- **Accounts**
  1. A new and improved account creation, even for B2B customers. → Current account creation leads to duplicate organisations inside Odoo. → Many fields required for account setup. → Improve sales and move from pull to a push strategy.
- **Data**
  1. Gaining insight into how visitors are using the website and the behaviour can be related to industries and product / product variants → Leveraging the industry specific data and transform into information that the business can use to adapt marketing strategies.
  2. Gaining insight into b2b sales processes and being able to bring a more customized experience during lead followup or after sales → Providing better pre-configured and selected products for specific industries to provide more customized product offer via marketing channels and frontend.
- **B2B**
  - Customer specific pricing & Discounts after account creation and being b2b approved. → Although the functionality already exists, the new platform should make it more easy to provide customer specific pricing and discounts. Bringing more customized experience to the customers.
  - Showing existing orders in my account and show order progress
  - Automated recurring orders
  - Sharing shopping carts.
  - SKU cards for products, categories [new functionality]
  - Restricted Access Control.
  - B2B portal for customers to overview other organization members, company orders.
  - One-click reordering → Reordering is quite a repetitive and routine task. By enabling the one-click reordering feature, your customers' previous

order information will be saved so their next purchase can be completed in one click.

- **Product Content Experience**
  - 1. Bringing options to customize the site with content by Marketing business users
- **Search**
  - 1. Find the right material: material structure, SEO pages, knowledge banks, industries.

### Key Business Processes

1. Converting visitors (potential new customers) into (validated) B2B customers;
2. Offer B2B customers quoting functionalities for highly customizable product configurations;
3. Overseeing sales activity related to quotes, sales opportunities.

The functional solution and design covers the following B2B functionality::

1. **Configurator on a focused page:** The configurator, with a 3D view, will be on a separate page. When users return or escape, they'll go back to the material page.
2. **Re-order ability from Line Items on My Orders page:** Clicking reorder opens a popup with articles for re-ordering. Users can edit quantities before confirming and adding to the cart. The orders page will be condensed to display more items per page, and filters will be introduced.
3. **Pricelist:** Ordering a configured product from "my pricelist" will allow editing quantities similar to re-ordering. The pricelist page will display various details including rendered picture, client code, EKI-code, quantity per order, price per piece, packaging details, stock availability, and estimated delivery time. An indication will show if an item is already in the cart.
4. **SKU pages:** Dedicated pages for configured materials, accessible through Google Shopping, Industry pages, and Material pages. Users can add products to the cart or reconfigure, with the option to visit the material page opening in a new tab. These pages will display similar properties as the pricelist item.

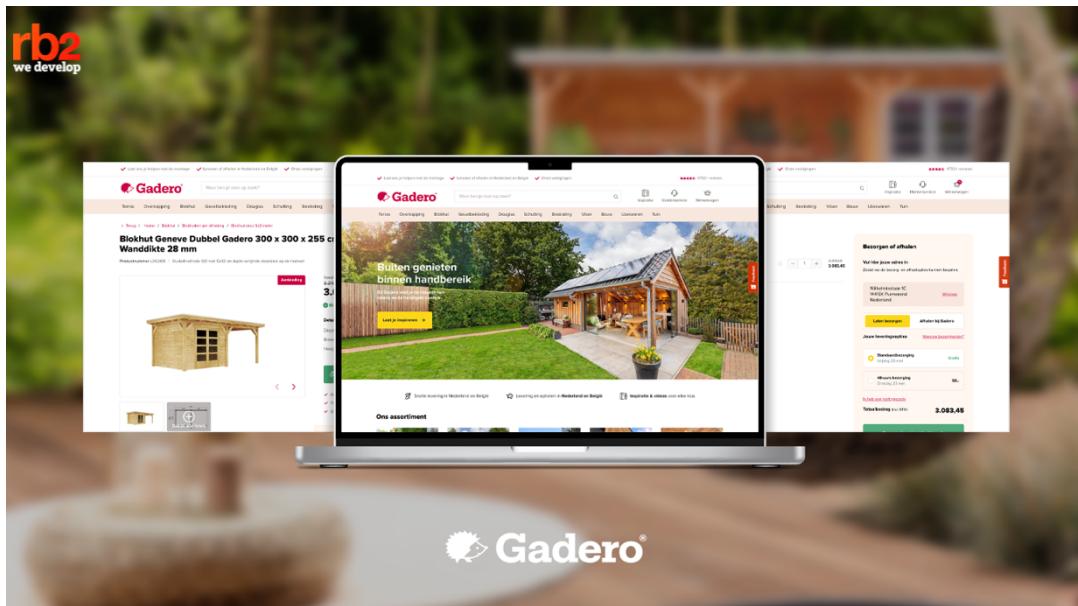
Regarding re-ordering from the My Orders page, two options were considered: reordering at the order level or order line level. It was decided to allow reordering at the order line level rather than the order level due to the complexity and frequency of orders with multiple lines.

### 4.7.3 GADERO

**Contact details:** Niek Hindriks, CMO

**Phone number:** +31 6 20 99 47 70

<https://www.rb2.nl/cases/een-composable-e-commerce-platform-voor-gadero>



#### Summary:

Gadero, initially a garden center, has evolved into the largest online timber merchant in the Benelux since 2013. With a wide range of products including decking, fences, garden sheds, and paving stones, Gadero has experienced significant growth and international success. To support its expansion, Gadero required a flexible and scalable e-commerce platform.

#### 1. Platform Upgrade Necessity:

Gadero's outdated bespoke webshop hindered growth rather than facilitating it. They needed a platform that could accommodate various unique and configurable products, such as decking and sheds, offered in different materials, sizes, and price ranges.

#### 2. User Experience Enhancement:

Offering a seamless user experience was crucial for Gadero, considering the diverse product range and customization options. Integration of systems for inventory management, order picking, and planning was necessary for efficient operations.

#### 3. Multi-country Expansion Strategy:

Gadero's growth strategy involved expanding into multiple countries, including Belgium, Germany, and France. Hence, their new e-commerce platform needed to support multiple languages, currencies, and tax regulations to cater to European customers effectively.

**4. Collaborative Approach with rb2:**

Gaderو partnered with rb2 to revamp its e-commerce platform. The collaboration began with a discovery Phase to outline project goals and future plans. Working together, they designed the technical architecture and rolled out the platform in phases across different countries.

**5. Benefits of Composable Platform:**

rb2 developed a composable e-commerce platform for Gaderو, leveraging solutions like commercetools, Contentful, and Akeneo. This platform provided scalability, flexibility, and modularity, enabling Gaderо to accommodate future growth and add new products and services easily.

**6. Middleware Integration with CoreConnect:**

Gaderо utilized CoreConnect, rb2's middleware layer, to integrate various components of the e-commerce platform seamlessly. This approach allowed Gaderо the freedom to choose the best applications for each architectural element, ensuring adaptability for future needs.

**7. Technical Highlights:**

The project involved integrating best-of-breed solutions like commercetools and Akeneo with rb2's in-house API, SOAPI, for delivery options. Additionally, rb2 leveraged GraphQL API and Azure-container apps for microservices, ensuring efficient execution and scalability.

**8. Collaborative Development Approach:**

The development team consisted of onshore IT architects, lead developers, and delivery managers, supplemented by offshore development teams in Portugal, China, and Nigeria, emphasizing a collaborative and globally distributed approach.

Overall, the partnership between Gaderо and rb2 resulted in the successful implementation of a modern, scalable, and customer-centric e-commerce platform, enabling Gaderо to continue its growth trajectory and better serve its expanding customer base across Europe. Gaderо went live with a complete replatforming in 8 months and within defined budget!

**Match between Lely and Gaderо:****1. Objectives:**

- Both Lely and Gaderо aim to enhance customer satisfaction, loyalty, and interaction with their respective brands.
- Lely seeks to provide a unified digital experience for farmers, while Gaderо desires a flexible and scalable e-commerce platform to meet the diverse needs of its customers.

**2. Digital Transformation and Integration:**

- Lely requires integration of various systems and technologies to provide a seamless digital channel for farmers, similar to Gaderо' s need for a composable e-commerce platform integrating multiple solutions like commercetools, Contentful as a CMS, and Akeneo PIM.
- Both projects emphasize the importance of seamless customer experiences and the integration of back-end systems with front-end interfaces.

**3. Focus on Customer Experience:**

- Both Lely and Gadero prioritize customer-centricity by aiming to provide differentiated customer experiences and personalized services.
- Lely aims to empower farmers and strengthen relationships with Lely Centers, while Gadero focuses on presenting a diverse product range and offering customized solutions.

**4. Agile Development Methodology:**

- Lely's approach to rapid time-to-market aligns with Gadero's agile development process, as demonstrated by their collaborative efforts during the discovery phase and iterative development cycles.

**5. Technology Stack and Architecture:**

- Both projects require robust technology architectures to support their business objectives, with Lely emphasizing the adoption of a standardized technology stack for CRM, CPQ, and field service scheduling, while Gadero opts for a composable architecture to facilitate future growth and flexibility.

**6. Business Model Innovation:**

- Lely's introduction of an e-commerce platform with a B2B2C model resonates with Gadero's transition from a legacy webshop to a composable platform facilitating direct-to-consumer sales and partnerships with suppliers.

**7. Implementation Partnership:**

- rb2's expertise for Gadero in developing and integrating complex e-commerce solutions aligns with Lely's search for a consultancy partner capable of providing end-to-end services, including design, development, implementation, and support.
- Both projects required a collaborative approach and expertise in stakeholder management to ensure successful adoption of the new solutions.

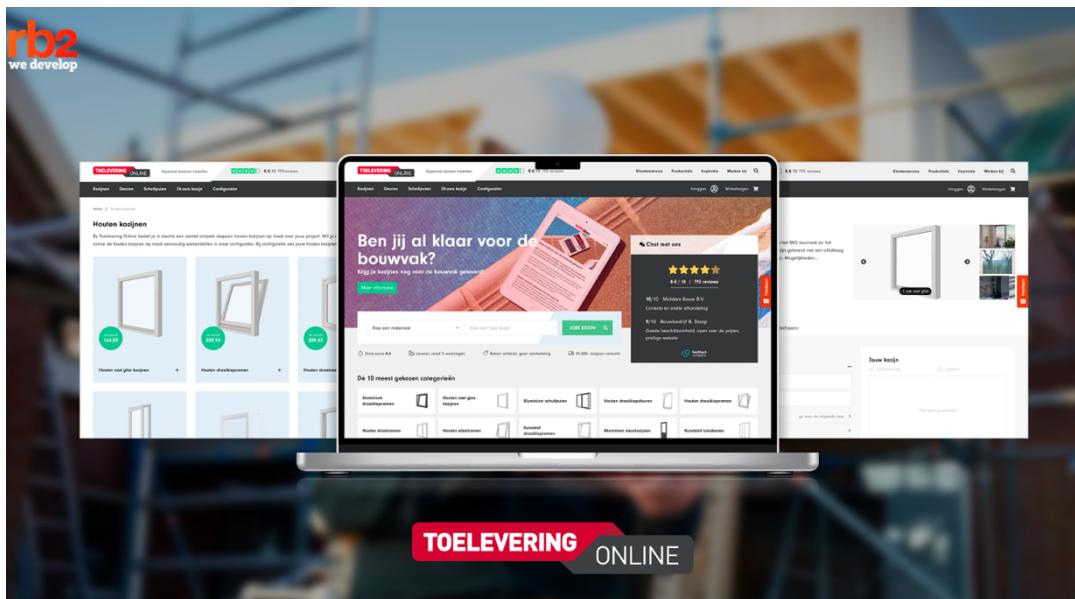
**8. Long-term Support and Maintenance:**

- Post-implementation support and maintenance are critical for both Lely and Gadero to ensure the operational efficiency and ongoing success of their digital platforms.
- rb2's proposed maintenance and support offerings, along with their proposed Service Level Agreement and KPIs, address Gadero's need for ongoing support and optimization.

The strategic match between Lely's Request for Proposal and rb2's customer case description for Gadero lies in their shared objectives of enhancing customer experience, leveraging technology for business innovation, and forming a collaborative partnership to achieve their digital transformation goals.

#### 4.7.4 TOELEVERINGEN ONLINE

**Contact details:** Niek Meijer, CTO  
**Phone number:** +31 6 24 56 19 36



#### Summary:

Toelevering Online is a producer of tailor-made window frames that are delivered in only 5 working days. As if that wasn't enough, they now also delight their customers with window frames that arrive within 24 hours.

#### Who is Toelevering Online?

Toelevering Online is made up of different teams that work daily to provide you with custom window frames. They have evolved from a startup to a scale-up and are striving for even quicker and easier service for their customers.

#### Technology match with Lely

Their customers, who are private builders and project construction firms, need to adapt to the changing needs of their clients and the strategy they follow. To do this, they bring together the wood crafting factories' capacity and provide them with a B2B2C channel for quick delivery of custom window and door frames, to be the only and most distinctive supplier in the market. They needed a strong platform to integrate with their self-developed custom configurator (the most crucial pillar of the business).

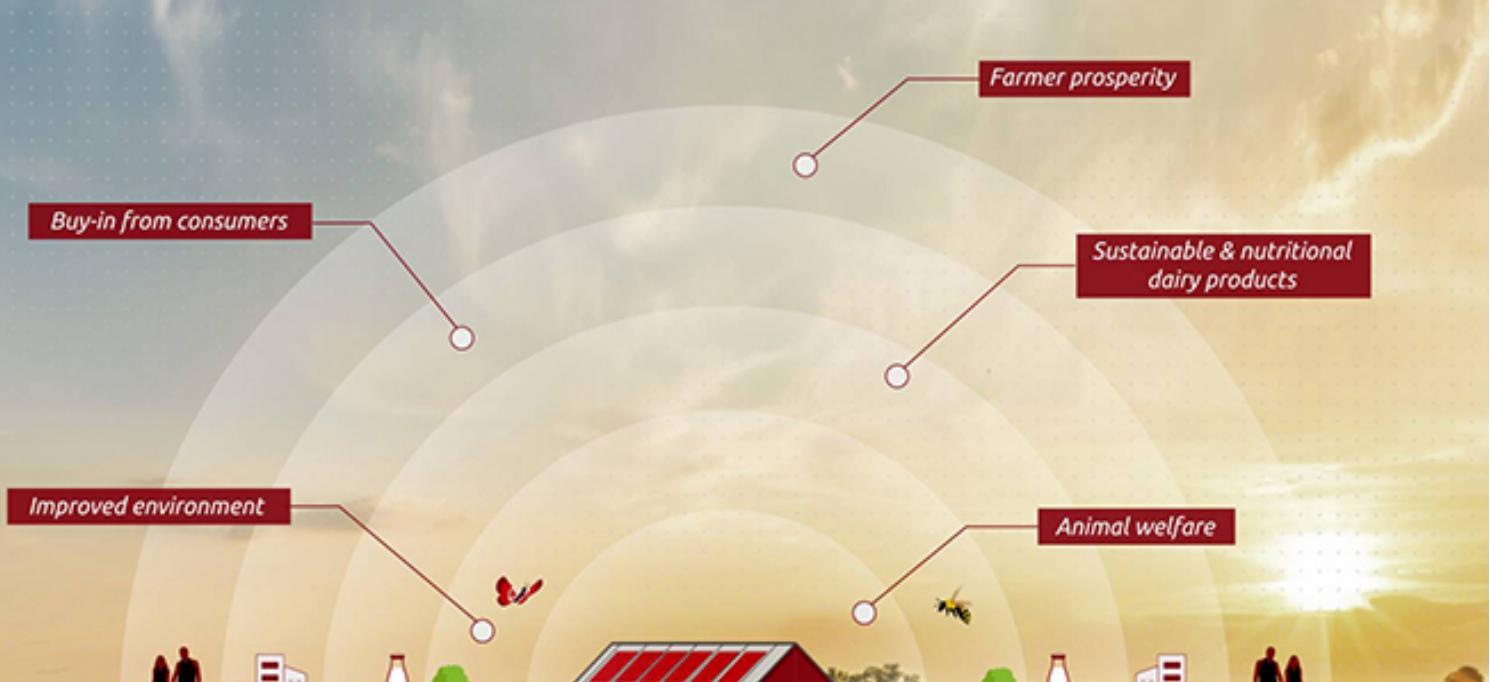
#### Objectives that overlap with Lely

To provide a smooth and consistent experience for the different customer segment in an international setting for different international expansion areas, Germany, France and Scandinavia. A composable setup composed of commercetools, Storyblok was used to accommodate the different journeys and adjust the dynamic product and delivery costs, complicated logistics while adding more services and advice to transform into guided selling.

# Commercial proposal



## Farm of the Future



## 5 Commercial

### 5.1 Management summary and detailed outline

rb2 has suggested a budget for MVP 1 and the sprint-0. After we complete the sprint-0, we can arrange the actual team for Lely. There is one factor that we need to mention, the Project Manager who will cooperate closely with Lely is an additional cost, but we believe this is a vital role in the Lely Project for the Lely organization and external parties involved.

A				
TCO INVESTMENT	2024	2025	2026	TOTAL
<b>1. Implementation costs</b>	<b>CAPEX</b>	<b>CAPEX</b>	<b>CAPEX</b>	<b>CAPEX</b>
▪ Design - <i>high level and detailed design</i>	€ 20.208	€ 0	€ 0	<b>€ 20.208</b>
▪ Build/ Execution - <i>development build phase (incl. back-end integration)</i>	€ 345.032	<b>€ 872.832</b>	<b>€ 872.832</b>	<b>€ 2.090.696</b>
▪ Transition - <i>implementation run, maintenance and support (incl. roll-out, post go live support)</i>	€ 0	€ 0	€ 0	<b>€ 0</b>
▪ DevOps - <i>ongoing development support post MVP</i>	€ 0	€ 0	€ 0	<b>€ 0</b>
▪ Discovery phase	€ 20.208	€ 0	€ 0	<b>€ 20.208</b>
▪ Project and stakeholder management setup during the discovery phase	€ 12.672	€ 0	€ 0	<b>€ 12.672</b>
▪ Designs to be determined together with The Valley t.b.d.	€ 0	€ 0	€ 0	<b>€ 0</b>
▪ Project and stakeholder management setup during MVP	€ 44.880	<b>€ 126.720</b>	<b>€ 126.720</b>	<b>€ 298.320</b>
	€ 0	€ 0	€ 0	<b>€ 0</b>
<b>Subtotal 1 Implementation costs</b>	<b>€ 443.000</b>	<b>€ 999.552</b>	<b>€ 999.552</b>	<b>€ 2.442.104</b>

## 5.2 Overview commercial model for delivering MVP 1, MVP 2 and post MVP

### 5.2.1 Discovery phase (Sprint-0)

We have a fixed budget for this 'discovery phase', where we will use the existing information to evaluate your status on the components within our 'discovery Phase'. We estimate that we will need about 6-8 sessions together to finish the 'discovery phase.' We will decide together whether to have these sessions online or face-to-face.

PROJECT	BUDGET
Discovery Phase Lely	€ 40.416,-
Project Management (optional)	€ 12.672,-

### 5.2.2 Start Development OSC MVP 1

From the discovery phase, we can proceed directly to the Development phase with the development team and needed roles. The activities of rb2 will be carried out by the roles described below with their corresponding rates. The start of the development team is planned around June 2024.

Engagement of the development team:

TEAM	HOURS PER WEEK	PRICE
Business Analyst	24	€ 3.168,-
Solution Architect	24	€ 3.168,-
Lead developer Frontend	20	€ 2.640,-
Lead developer Backend	20	€ 2.640,-
Frontend Developer (sr)	40	€ 3.168,-
Backend Developer (sr)	40	€ 3.168,-
Frontend Developer (mr)	20	€ 1.220,-

Backend Developer (mr)	20	€ 1.220,-
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#### Engagement of the Project Manager:

ROLE	HOURS PER WEEK	PRICE
Project Management (optional)	20	€ 2.640,-

We would like to point out that the Business Analyst's hours can be cut down if Lely assigns a committed Product Owner who is engaged and delivers the expected quality and experience. Likewise, the Solution Architect's hours will go down as the project moves forward.

Based on the above team, the following investment is the price per week.

TEAM	WEEKLY PRICE
Deployment of development team	€ 20.296,-
Project Management (optional)	€ 2.640,-

According to the data collected and our understanding of Lely, our initial rough estimate is that the development of the new OSC platform MVP I in 2024 will need between 8 and 10 sprints. If this team works until the beginning of January 2024 (the launch date), the budget needed will be around Euro 345.032 (8,5 sprints, 17 weeks) and EUR 44.880 for the Project Manager. For a detailed breakdown, please see the TCO template.

Besides this budget for the development of the new platform and the budget for the discovery phase, we recommend having some extra budget for post-launch support with a smaller, more efficient team.

In coordination with Lely, rb2 can advise on increasing or decreasing the team size during the development phase, which would affect the weekly budget but also ensure a quicker launch and earlier cost savings and focus on the current platform. Through our Agile approach, we can jointly agree to add and/or reduce sprints.

#### 5.2.3 Further Development in the coming years (estimate)

Once the first MVP is done, we can move on to the Development phase with the development team and required roles. The roles below with their respective rates will perform the activities of rb2. These costs and estimates need to be confirmed in the discovery phase, so this is a provisional statement of work for now.

#### Engagement of the development team for 2025:

TEAM	HOURS PER WEEK	PRIJS
Business Analyst	24	€ 2.112,-
Solution Architect	24	€ 2.112,-
Lead developer Frontend	20	€ 2.640,-
Lead developer Backend	20	€ 2.640,-
Frontend Developer (sr)	40	€ 3.168,-
Backend Developer (sr)	40	€ 3.168,-
Frontend Developer (mr)	20	€ 1.220,-
Backend Developer (mr)	20	€ 1.220,-

#### Engagement of the Project Manager:

ROLE	HOURS PER WEEK	PRICE
Project Management (optional)	20	€ 2.640,-

Based on the above team, the following investment is the price per week.

TEAM	WEEKLY PRICE
Deployment of development team	€ 18.184, -
Project Management (optional)	€ 2.640,-

The required number of sprints for the development of the new OSC platform in 2025 and 2026 will range between 24 and 25sprints. If this team is fully deployed after January 2025, the required budget will be approximately Euro 872.832 = and EUR 126.720 for the Project Manager. For a detailed overview, please refer to the TCO template.

#### 5.2.4 Other TCO costs to take into account

**Based on initial estimates, the running costs for the various services are expected to be as follows:**

**Front-end hosting on Vercel or Fly.io:**

CoreConnect utilizes the full-stack framework Next.js, developed by Vercel, a frontend cloud provider. Based on current insights, the proposal is to host the frontend on Vercel. An estimated cost would be around 120 EUR per month. These costs mainly consist of the number of accounts within a Vercel Pro plan and cover both development and production environments. It is important to validate the choice of Vercel at the start of the project.

**Storyblok as CMS:**

Based on discussions, it has been determined that the new platform would benefit from a good CMS with solid end-user functionalities and integration capabilities on the frontend. Storyblok is a headless CMS that offers best-of-breed CMS functionalities suitable for a composable commerce stack and integration possibilities in 2024.

**Backend hosting on Azure:**

The backend to be developed will be hosted on Azure. An estimate of the cost depends on the eventual application landscape and infrastructure setup. However, a cost range would be between 150 and 400 EUR per month based on the currently available information and rb2's experience with other projects where similar CoreConnect setups have been implemented.

## Appendix 1 – Discovery phase

The purpose of the 'discovery phase' is to create sufficient mutual understanding of the requirements and solutions between Lely and rb2 through co-creation. We propose an approach that leads to a set of 'deliverables' that give Lely confidence that rb2 will deliver the right solution(s) and provide rb2 with enough context to realize the right solution(s). This is the right start for the 'Execution Phase' where we can start developing the intended solution.

During this phase, other people/roles will also participate, such as a Delivery Manager and a Tech Lead. We involve these individuals in anticipation of the implementation phase to gather their input and share information in advance. These individuals are part of the budget for the 'discovery phase'.

To ensure efficient deliveries to Lely, we expect the following tasks to be fulfilled by Lely during the 'discovery phase':

- **Technical ownership:** representative and decision-maker from 'the business' towards the project team.
- **Business ownership:** acts as a sponsor of the initiative, owns the business case (objectives and budgets).
- **Product ownership:** representative and decision-maker from 'the business' towards the project team.
- **Project management:** responsible for aligning the Lely organization with the project, managing dependencies outside the project team, internal planning, and budget.

Of course, some roles can be performed by the same person.

Within the 'discovery phase', we will organize several working sessions to bring knowledge and information from both sides together, thereby delivering the following deliverables:

DELIVERABLE	EXPLANATION
Verified Business Vision	The Business Vision outlines how Lely envisions its proposition and company in the future. Understanding this provides us with a shared view of the direction and goals.
Verified Product Vision	From the already developed strategy, some components of the Product Vision have been filled in, such as your core customer persona. It is desirable for both parties to complete the Product Vision, including elements such as key metrics, competing alternatives, and channels.
Story Map	A Story Map is a framework that identifies and prioritizes the desired features of the product within the user journeys (customer/employee). We will create a Story Map that transcends the different teams to establish a release plan for all features, based on the

	determined milestones. The Story Map will then serve as a source for the backlogs of the various teams
Target architecture	The target architecture has been conceptually developed but needs to be made concrete in collaboration with your architects at the application, infrastructure, and data levels. The layered structure of the landscape (frontends, API Gateway, back-office integration middleware) that you have included as a principle in the briefing will be applied in designing the architecture. Internationalization will be an important topic to clarify in the design. We have identified that further research is needed in some areas to develop a design, such as for the aforementioned API Gateway and back-office integration middleware. Additionally, we want to make some preliminary choices in solutions. To make these choices effectively and efficiently, we will purposefully bring together your (core) requirements, everyone's preferences, and our experience.
Roadmap	Together, we will create a roadmap that outlines which technical and functional steps will be taken in what order in line with the established milestones/deadlines.
Way of Working	With the Way of Working, we ensure that all stakeholders understand how we will collaborate. We will enrich the SCRUM methodology with a scrum-of-scrums extension to ensure that we deliver one working landscape with the different development teams and SMEs.

We will start by outlining and planning the sessions so that all involved parties know what is expected of whom and when. Following this, the working sessions will take place, leading to the aforementioned deliverables. At the end of this series of working sessions, time will be needed to document insights and present everything in a presentable format.

With these deliverables, we are confident that we are laying the right foundation to collaboratively realize your new landscape.

## Appendix 2 – Example user stories

Persona	Goal / Objective	Benefits / results
Farmer	As an unauthenticated visitor, I can access the OSC and view limited product information.	<ul style="list-style-type: none"> <li>Explore available offerings - Make informed decisions</li> </ul>
<b>Lelycenter User, Farmer</b>	Clear guidance and prompts are provided throughout the OSC interface, encouraging me to sign up/in for enhanced features.	<ul style="list-style-type: none"> <li>Receive clear guidance and prompts for sign up/in</li> </ul>
<b>Lelycenter User, Farmer</b>	The OSC can provide specific product advice for consumables based on my machines and consumption rates, leveraging data from the Customer Data System.	<ul style="list-style-type: none"> <li>Receive tailored recommendations for consumables</li> </ul>
<b>CSD User, Lelycenter User, Farmer</b>	Automated insights in consumables usage are utilized to offer tailored recommendations for consumables.	<ul style="list-style-type: none"> <li>Receive tailored recommendations for consumables</li> </ul>
<b>CSD User, Lelycenter User, Farmer</b>	Detailed and up-to-date product information is accessible in multiple languages, allowing me to choose my preferred language manually with a reasonable default option.	<ul style="list-style-type: none"> <li>Access detailed and up-to-date product information - Choose preferred language with ease</li> </ul>
<b>CSD User, Lelycenter User, Farmer</b>	My language preferences are saved and persisted between visits to the OSC.	<ul style="list-style-type: none"> <li>Convenience of maintaining language preferences across visits</li> </ul>
<b>Lelycenter User, Farmer</b>	I can review general shipping options, associated costs, and delivery times as an unauthenticated visitor.	<ul style="list-style-type: none"> <li>Review shipping options, costs, and delivery times with ease</li> </ul>
<b>Lelycenter User, Farmer</b>	The OSC enables product comparison, guiding me towards making informed choices.	<ul style="list-style-type: none"> <li>Make informed choices through product comparison</li> </ul>
<b>Lelycenter User, Farmer</b>	I am directed towards products compatible with the robots currently at my farm, enhancing the relevance of product suggestions.	<ul style="list-style-type: none"> <li>Receive relevant product suggestions</li> </ul>
<b>Lelycenter User, Farmer</b>	Pricing information is restricted to signed-in customers only, motivating me to sign up/in.	<ul style="list-style-type: none"> <li>Encouragement to sign up/in for access to pricing information</li> </ul>
<b>CSD User, Lelycenter User, Farmer</b>	I have the capability to create and review multiple wishlists of products for future reference.	<ul style="list-style-type: none"> <li>Conveniently create and review wishlists for future reference</li> </ul>
<b>Lelycenter User, Farmer</b>	Subscription functionality allows me to receive notifications when out-of-stock items are back in stock.	<ul style="list-style-type: none"> <li>Stay updated on product availability through notifications</li> </ul>
<b>Lelycenter User, Farmer</b>	List prices for products are flexible and can be retrieved from underlying source systems such as CPQ solutions.	<ul style="list-style-type: none"> <li>Access flexible list prices from underlying systems</li> </ul>
<b>CSD User, Lelycenter User, Farmer</b>	Personalized content is displayed to enhance my browsing experience, even as an unauthenticated visitor.	<ul style="list-style-type: none"> <li>Enjoy enhanced browsing experience with personalized content</li> </ul>
<b>Lelycenter User, Farmer</b>	Content personalization, based on derived geography, is provided to unauthenticated visitors.	<ul style="list-style-type: none"> <li>Receive personalized content based on geography</li> </ul>
<b>Lelycenter User, Farmer</b>	The OSC seamlessly embeds 3rd party/bespoke configuration tools, facilitating customization.	<ul style="list-style-type: none"> <li>Facilitate customization through seamless integration of configuration tools</li> </ul>
<b>Lelycenter User, Farmer</b>	Faceted navigation and search functionalities enable me to quickly find desired products.	<ul style="list-style-type: none"> <li>Easily find desired products through faceted navigation and search functionalities</li> </ul>

<b>Lelycenter User, Farmer</b>	Facets are treated as data attributes of products, administered as product attributes.	<ul style="list-style-type: none"> <li>▪ Administer facets as product attributes for efficient management</li> </ul>
<b>CSD User, Lelycenter User, Farmer</b>	Channel-specific and geo-specific variations of digital assets are delivered to enrich my browsing experience.	<ul style="list-style-type: none"> <li>▪ Enhance browsing experience with tailored digital assets</li> </ul>
<b>Lelycenter User, Farmer</b>	I can access video assets directly in the webshop, preview and download document assets, and zoom in on image assets.	<ul style="list-style-type: none"> <li>▪ Access various types of assets for enriched browsing experience</li> </ul>
<b>Lelycenter User, Farmer</b>	Free text search with suggestions and result previews enhances product discovery.	<ul style="list-style-type: none"> <li>▪ Enhance product discovery through intuitive search features</li> </ul>
<b>Lelycenter User, Farmer</b>	Indicative stock information for products, including ATP stock information, is visible to guide my purchasing decisions.	<ul style="list-style-type: none"> <li>▪ Guide purchasing decisions with visible stock information</li> </ul>
<b>Lelycenter User, Farmer</b>	The OSC suggests product selections based on browsing history, general customer behavior, and pre-configured relationships between products.	<ul style="list-style-type: none"> <li>▪ Receive relevant product suggestions based on browsing history and customer behavior</li> </ul>
<b>Lelycenter User, Farmer</b>	Quick access to product pages via deep links and the ability to add products directly to the shopping cart from listings or overview pages is provided.	<ul style="list-style-type: none"> <li>▪ Conveniently access product pages and add items to cart from various locations</li> </ul>
<b>Lelycenter User, Farmer</b>	I can easily navigate back to the homepage and key pages, including contact forms and terms & condition pages.	<ul style="list-style-type: none"> <li>▪ Easily navigate to key pages for seamless interaction</li> </ul>
<b>Lelycenter User, Farmer</b>	Social media channel links are prominently displayed across pages for enhanced engagement.	<ul style="list-style-type: none"> <li>▪ Engage with social media channels for enhanced interaction</li> </ul>
<b>Lelycenter User, Farmer</b>	As an unauthenticated visitor, I receive clear feedback on actions taken within the OSC interface to facilitate seamless navigation and interaction.	<ul style="list-style-type: none"> <li>▪ Facilitate seamless navigation and interaction through clear feedback</li> </ul>
<b>Lelycenter User, Farmer</b>	This user story aims to improve the experience of unauthenticated visitors on the OSC, guiding them towards signing up/in while providing valuable product information and features.	<ul style="list-style-type: none"> <li>▪ Improve the experience of unauthenticated visitors - Guide towards signing up/in - Provide valuable product information and features</li> </ul>

## Appendix 3 – Example RACI setup

<b>GOVERNANCE</b>	<b>Lely</b>	<b>rb2</b>	<b>commercetools</b>	<b>The Valley</b>
Define the project milestones and maintain the roadmap	AR	C	C	C
Lead the project and steering committees	A	R	C	C
Create the project and steering committee materials and reports	A	R	C	C
Define the budget per task and report on budget spent	A	R	C	C
Decide on budget spent	AR	C	CI	I
Create the project's Quality Assurance Procedure	A	R	C	C
Implement the tools and processes of the Agile project	A	R	I	I

<b>PROJECT MANAGEMENT</b>	<b>Lely</b>	<b>rb2</b>	<b>commercetools</b>	<b>The Valley</b>
Ensure the project management (agile monitoring indicators, velocity, quality, etc.)	A	R	C	C
Define and write up the Requirements (user stories)	A	R	C	C
Encrypt the Requirements and new requests	A	R	C	C
Prioritise and validate the Requirements to be integrated into the Sprint	A	R	I	I
Present the sprint schedule	A	R	C	C
Organise and create the Sprint review	A	R	I	I
Present the sprint retrospective (report on the iteration)	C	RA	C	C

<b>DESIGN</b>	<b>Lely</b>	<b>rb2</b>	<b>commercetools</b>	<b>The Valley</b>
Plan and coordinate all types of workshops (functional, architecture and technical)	C	RA	C	C
Write the detailed functional specifications	A	R	C	C
Create wireframes and graphic mock-ups	A	C	C	R
Ensure compatibility of wireframes with the solution's framework	C	R	A	R
Provide the specifications for interfaces, web services or others (already in Lely PSA)	C	R	A	C
Technical design of implementation in the solution	A*	R	C	C
Responsive HTML/JavaScript integration	A*	R	I	I

CREATION AND ACCEPTANCE OF THE SOLUTION	Lely	rb2	commercetools	The Valley
Provision of microservices	A	R	C	C
Define and write the functional test acceptance sheets	C	RA	C	C
Provide the necessary test cases changes to the Sprint	C	RA	C	C
Perform configurations and specific developments of the frontend solution	A	R	C	C
Perform configurations and specific developments of the backend solution	A	C	R	R
Perform configurations and specific developments of the hosting solution	A	C	C	I
Perform the unit tests in frontend	C	RA	I	I
Perform the unit tests in backend	C	I	RA	R
Define and perform the integration tests	A	R	C	C
Drafting the tagging plan of the solution	A	R	I	I
Incorporation of the solution's tagging plan	A	R	I	I
Conduct the functional tests of the Sprint	A	R	C	C
Perform the solution frontend configuration necessary for the acceptance test	A	R	C	C
Perform the solution backend configuration necessary for the acceptance test	A	C	R	R
Perform the solution hosting configuration necessary for the acceptance test	A	C	C	I
Train the acceptance team for the backend during the demonstration	A	C	R	R
Train the acceptance team for the frontend during the demonstration	A	R	C	C
Test the frontend application in accordance with the acceptance tests and test cases	R	A	C	C
Test the backend application in accordance with the acceptance tests and test cases	R	C	A	C
Test the frontend application in a production environment with actual data	R	A	C	C
Test the backend application in a production environment with actual data	R	C	A	C
Assist the acceptance team	A	R	C	C
Correct the anomalies encountered in the frontend	A	R	C	C
Correct the anomalies encountered in the backend	A	C	R	R
Correct the anomalies encountered in the hosting	A	C	C	I
Populate the user guide	A	R	C	C

<b>TECHNICAL ARCHITECTURE AND ADMINISTRATION</b>	<b>Lely</b>	<b>rb2</b>	<b>commercetools</b>	<b>The Valley</b>
Define and conduct the intrusion, performance and robustness tests	A	R	C	C
Specify the technical architecture (database, servers, etc.) and maintain the reference document	A	R	C	C
Prepare and ensure maintenance and upgrade of the acceptance, pre-production and production environments	A	R	C	C
Install and configure the acceptance, pre-production and production environment	A	R	C	C
Perform the scalability tests (Data and Users)	A	R	C	C
Prepare and maintain the platform operation document	A	R	C	C

<b>DEPLOYMENT</b>	<b>Lely</b>	<b>rb2</b>	<b>commercetools</b>	<b>The Valley</b>
Draft the installation procedure	A	R	C	C
Roll out the solution in the acceptance environment	A	R	C	C
Roll out the solution in the production environment	A	R	C	C
Roll out the solution in the test environment	A	R	C	C