



CUSTOMER SUCCESS STORY

KIWA: BUILDING A PROCESS-FIRST FOUNDATION FOR AI-DRIVEN, CONTINUOUS TRANSFORMATION

How a process-first approach creates AI readiness and reduces future costs



Testing, Inspection &
Certification (TIC)



Netherlands



Global operations



D365 modernization,
contract alignment,
AI readiness

CUSTOMER SNAPSHOT

Industry: Testing, Inspection & Certification

Organization: KIWA

Headquarters: Netherlands

Scope: Global operations across multiple regions and business units

Context: Enterprise-wide modernization of business processes, contract handling, and Dynamics 365 landscape, with a strong focus on cost reduction, repeatability, and readiness for AI-driven transformation

KIWA operates in a highly regulated environment where contractual accuracy, compliance, and operational consistency are critical across customer engagement and back-office operations. The organization serves diverse markets and must balance customer responsiveness with strict financial and operational controls.



BUSINESS CHALLENGE

KIWA faced growing complexity in how commercial agreements, contracts, and operational processes were created and executed across Customer Engagement (CE) and Finance & Operations (F&O).

Commercial teams had significant flexibility in defining contracts and arrangements. While this supported customer responsiveness, it created serious downstream challenges:

- Contractual guidelines were incomplete or inconsistently applied
- Commercial rules varied across regions and teams
- Back-office teams struggled to validate contracts against financial and operational rules

- Misalignment between CE and F&O led to manual corrections, delays, and re-work
- Risk of revenue leakage increased due to inconsistent pricing, invoicing, and timing logic

Processes were understood differently across teams, and there was no shared, business-first process foundation that both CE and F&O could rely on. Existing documentation and governance practices were insufficient to support automation, scalable change, or AI readiness.

Without intervention, KIWA risked rising operational costs, slower implementations, and limited ability to adopt AI or automation in a meaningful way.



TRANSFORMATION OBJECTIVES

KIWA defined clear objectives:

- Shared commercial guidelines across CE and F&O
- One common business process language
- Lower transformation costs through repeatability
- Targeted use of AI only where value is clear
- Shift from projects to continuous transformation
- Strong data governance as AI prerequisite

SOLUTION APPROACH

KIWA adopted a **process-first approach**, aligned with **Microsoft's Success by Design**.

Using Mavim as the backbone for process governance, KIWA:

- Treated processes as structured knowledge
- Separated business logic from system implementation
- Aligned processes with Microsoft's Business Process Catalog
- Prepared Dataverse for future AI agents



IMPLEMENTATION & USAGE

KIWA implemented this approach incrementally and pragmatically:

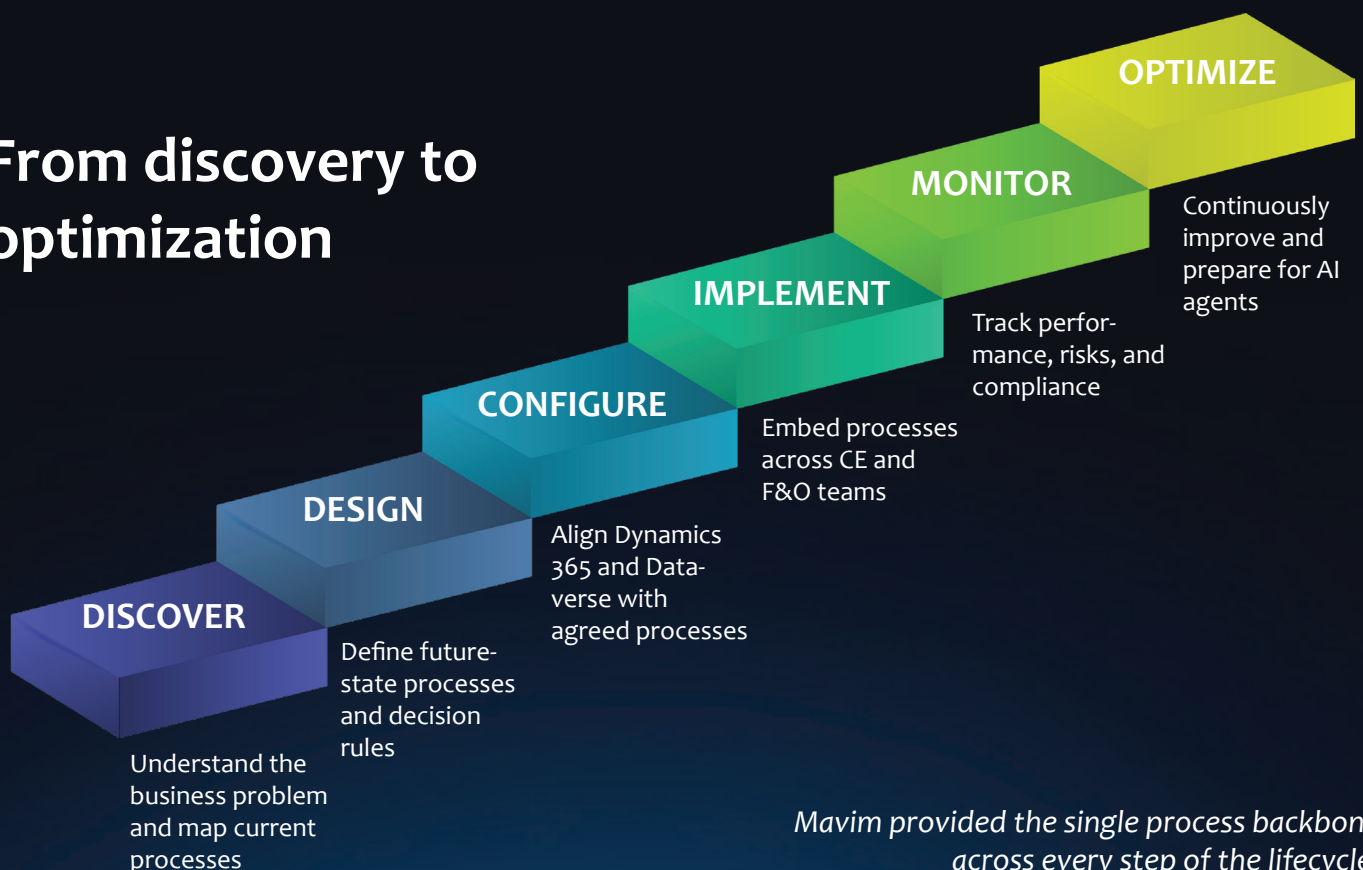
- Core administrative and commercial processes were mapped across CE and F&O
- Commonalities were identified within administrative groups to enable standardization
- Business rules and decision logic were documented explicitly
- Processes were aligned with the structure of Microsoft's Business Process Catalog
- Data readiness in Dataverse was assessed to prepare for future AI use cases

AI agents were **not introduced on day one**. Instead, KIWA first built a solid foundation of process clarity, governance, and data quality.

The organization is now exploring future agent scenarios, including:

- Discovery agents to analyze business problems and recommend processes
- Configuration and data migration agents for Dynamics 365
- Automated testing and cutover orchestration agents
- Security and segregation-of-duties validation agents

From discovery to optimization



RESULTS & BUSINESS IMPACT

KEY STAT

**Up to 50–80% potential reduction
in future implementation costs**

Although the transformation is ongoing, KIWA has already achieved tangible benefits:

- Clearer alignment between commercial and operational teams
- Reduced ambiguity in contract handling and validation
- Improved repeatability across implementations and change initiatives
- Lower dependency on high-cost specialist resources
- Estimated potential reduction of implementation costs by 50–80% through automation and reuse

Strategically, KIWA is shifting from large, one-time implementation projects toward managed services and continuous optimization, positioning itself for long-term value creation rather than episodic change.

**“Technology cannot
fix broken processes,
they must be redesigned
to become AI-first.”**



KEY TAKEAWAYS

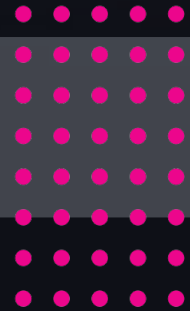
Key lessons from KIWA's journey that are relevant for other organizations include:

- Process governance must come before automation or AI
- Business goals should determine where AI agents are applied
- CE teams benefit from persona-driven and journey-based language without sacrificing process rigor

- AI delivers the greatest value in repetitive, high-cost, decision-heavy tasks
- Data quality and explicit decision logic are prerequisites for successful AI adoption

Most importantly: **technology cannot fix broken or undefined processes — processes must be reshaped to become AI-first.**

Processes first. AI second.



LOOKING AHEAD

KIWA views this transformation as an ongoing journey rather than a one-time project. Next steps include:

- Expanding the use of AI agents in targeted, high-value scenarios
- Continuing alignment with Microsoft's evolving Business Process Catalog
- Embedding process governance deeper into daily operations
- Supporting continuous transformation post-go-live through managed services

By prioritizing employee experience, measurable business outcomes, and AI-integrated workflows, KIWA is positioning itself as a **Frontier Firm** — reshaping processes first, then applying technology to drive sustainable impact.



Mavim's platform helps organizations understand their current state and visualize their desired future state, enabling transformation by eliminating inefficiencies, reducing costs, and improving productivity.



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