



**PROCIRIS**



*Business Excellence meets Information Systems Innovation*



The business excellence of our customers defines our goal. To actively assist our customers on their way to change processes and to act as an experienced, trusted partner – this is our mission.

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### **Fit for Change**

Change has become the most noticeable phenomenon in economics and management. Driven by technological advances, globalization and changing values, product life cycles have drastically shortened, and market shares have to be recaptured every day. Even strong "players" who are trying to make headway against the change, run the risk of disappearing from the market in the shortest time possible. Successful are those who see the change as a challenge to recognize opportunities earlier than the competition and act consistently to exploit existing potentials optimally - including appropriate risk prevention. Trumps are speed, consistency and continuity in the strategic implementation of changes.

With business excellence, we associate the ability of an organization to anticipate changes, to shape up for them and to implement them sustainably and successfully. The focus lies always on the people in their various roles that they fulfill during the change processes. Success factors are customer focus and excellence in business processes.

### **Corporate Culture**

Prociris represents a cooperative corporate culture, both internally and externally. Skills, mutual trust, fairness and the pursuit of commonly defined goals justify the long-term nature of our business. Technology always has to serve the people and support them to improve the quality of life – together with our customers and business partners; this goal we feel obliged to. Customers appreciate our consultants' value orientation and absolute integrity. In human resources development, we

take the abilities of the individual into account and encourage a process of lifelong learning. Working in a global, multicultural environment is a matter of course.

Our customers know that "off the shelf solutions" are not our goal, but solutions that are individually tailored to the customer's needs, bringing added value, sustainability and profitability symbiotically together. We see information system innovations as opportunities for intelligent business processes that, however, always have to subordinate to the aim of business excellence.

### **Partners**

The profitable application of the latest research results from organization, communication, IT, sociology, psychology and related fields characterize our activities for our customers. In doing so, we pursue a pragmatic approach that invariably involves the economics of proposed solutions during the considerations. This is possible due to a close strategic cooperation with leading partners from research, education and industry: the AIFB Institute of the Karlsruhe Institute of Technology (KIT), the FZI Forschungszentrum Informatik Karlsruhe and the Horus software GmbH. Together with the Integrata Foundation for the human use of information technology, we aim to create better quality of life through IT.

### **Our Customers**

As a reliable partner, Prociris supports businesses and organizations from the public sector, associations and clubs in building their business excellence. Our clients include medium and large businesses. Our industry focus lies on logistics, disposal and recycling,

high-tech, plant construction, service companies, financial services, retail and public administration. Our target markets are in Europe, the Middle East, the developed economies of America and Asia as well as emerging countries around the globe.

Together with our customers we aim to develop their business excellence. We share the recognition that business processes and information technologies are more than just cost factors. Rather, we understand them as indispensable conditions and drivers for business excellence. Our customers appreciate the solution-oriented way of working that Prociris consultants show, this in connection with the use of best practices and powerful software tools. Best practice solutions provide for the reuse of experiential knowledge, for provisioning and rapid success.

### **Experience**

Prociris has a staff of experienced consultants with different seniority. Partner Consultants and Executive Consultants bring their more than 20 years of professional experience from an international environment into each project. Our consultants combine business management and information technology know-how with high social competence. Depending on experience, industry-specific knowledge or multicultural experience is introduced. Our sophisticated knowledge management system allocates the specific provision of knowledge available in the company in all customer projects.



### **Business Processes**

Business processes are the focal point of every business excellence initiative. Without business process excellence in other fields of action, positive results cannot be expected. For this reason (almost) everything at Prociris orbits the business processes of customers. They represent the operational platform, the elixir and the driver of progress in the company. In our business process view, it is the people who play the major role: How do working conditions change? How does the quality of the output change? And how can process changes be implemented effectively in the organization?

Prociris partners have been working for more than 20 years on the subject of business processes. And from their ranks comes recognized literature on science and practice. In collaboration with renowned teaching and research institutes - in the first place the Institute AIFB of the Karlsruhe Institute of Technology (KIT) and the Karlsruhe Research Center for Computer Science (FZI) - innovative methods and software tools for the integrated management of business processes have emerged. These shape the Prociris consulting services.

In the improvement of business processes, effective communication between all parties involved is the key to success. Only when the knowledge of the entire business community - even across organizational boundaries - is taken into account, the potential is developed, which helps improve the process itself. We do this by mapping the business processes in accurate and easy to understand graphical models. The models provide the most efficient forms of project communication and also form the basis for the analysis and simulation. We provide fast results and high quality documentation by means of ready-made best-practice models.





### **Knowledge Management**

For Prociris, knowledge is the most important production factor. And our customers rely on us to feed 100% of the Prociris knowledge into solving their problems. For one, we do so based on the long-standing experience of our consultants. But this is not enough: We want to make the entire knowledge available throughout the company and additionally provide access to the knowledge of our strategic partners, such as consulting firms, from the software industry and research and education, as well as from associations and clubs.

First, this implies a strong culture of knowledge that we have firmly established in the Prociris corporate culture. It ensures that a continuous cycle of knowledge takes place and accompanies the operational consulting work. In addition to the utilization of knowledge, knowledge acquisition is regulated here as well. The starting point is determined by the results and experiences from everyday consulting practice. They are examined regarding their generalizability and if applicable, they are stored in anonymized and generalized form in the Prociris knowledge base. In the central knowledge base, knowledge is collected and managed in a structured form. The context-based access is allowed by connections between different elements of knowledge. The Prociris knowledge base is the core of a powerful virtual knowledge network, which is created in conjunction with Prociris' strategic partners.

The Prociris knowledge culture is an added value that we provide to our customers. In intensive cooperation, the client is introduced to the knowledge management lived at Prociris. Experience has shown that the resulting new influences and experiences drive positive changes in the customer's knowledge culture.

### **Methods**

In close cooperation with our customers, we strive for intelligent solutions that can be used to achieve the set targets. In addition to technical expertise and profound experience, knowledge and creativity are required here. We ensure the scope for development with methods by which we ensure efficient project work. They regulate which steps need to be made under what circumstances in which timeframe and what results are to be expected. In many years we have gathered best practices and developed new methods that form the foundation of our consulting work. They point out proven ways, thus ensuring efficiency and reduction of project risks. Many of the methods can be seen in conjunction with software tools that we use in our work.

### **Software Tools**

Prociris customers expect professionalism and efficiency in consultancy work. These goals can only be achieved in many mission fields, when high-performance software tools are used. Prociris consultants are experienced in the use of method-suited modern software tools. Depending on customer requirements, they propose the appropriate tools or use the tools preferred by the customer. Below we have described the portfolio of tools that we have practical experience with:

#### *Business Process Management –*

For the modeling, analysis and simulation of business processes we use the tools from Horus® Enterprise™ product family and the Horus Knowledge Bases™. For collaborative work across sites, corporate and national boundaries, we use modern Web 2.0-based Social BPM technologies by Horus.

#### *Project Management –*

The project management tools of our choice are Microsoft® Project™ and for complex and comprehensive tasks Oracle® Primavera®.

#### *Enterprise Performance Management –*

For the multiple tasks of enterprise performance management, from strategic planning, budgeting and forecasting, to interpretation and analysis, we rely on the wealth of the Oracle® Hyperion® product portfolio.



# business process excellence

## Enterprise Modeling

Not only in service-oriented industries, but also in trade and manufacturing industries, business process excellence has become the key to success. Business process excellence should always be seen in conjunction with the supporting information systems. To that extent, a standardized process based on economic standard software could contribute more to business process excellence than an individual process. This will always be the case, when no competitive advantages can be obtained from this process. This is different in the business segments giving rise to the competitive advantages of the company. Here, thorough technical analysis is required, which can lead to highly specialized custom processes placing high demands on the information systems to be used.

Especially in competitive-sensitive segments it is necessary to draw on the knowledge of the entire business community. That is, methods must be found that allow experts from all relevant divisions, but also involved business partners (e.g. customers, strategic suppliers, engineering partners), to be integrated in the technical analysis and design of business processes. The solutions are business models in the form of clear and easily understandable graphics that are annotated with relevant business details.

The Prociris consultants favor a model-based counseling approach, in which enterprise models are used as key communication tools. Business models describe business processes from different angles. The central reference point is formed by business processes that are

put in relation to business objects, business rules and organizational structures. Modeling is carried out "with method": business processes are modeled based on strategic considerations. First, corporate objectives, strategies, performance, risks and metrics are defined and the business process architecture is derived. This forms the framework for further detailing of business processes.

## Governance

Every corporate leader faces the challenge of ensuring governance. This requires that the enterprise management bases on clear and understandable formulated business goals and instructions. Important conditions are compliance and integrity. Governance therefore refers to all business sectors and levels. Prociris gives support in planning, implementing and monitoring governance strategies. The basis is a business model on which the necessary measures are defined and coordinated. The Prociris portfolio ranges from the level of strategic and organizational planning up to controlling the introduction of appropriate information systems. The focus lies on rule-based controlling and automation of business processes, performance-based management systems and advanced planning and forecasting systems.

## Risk Management

Risk management is usually mentioned in the context of governance and compliance (GRC - Governance, Risk & Compliance). We support this integrated view and understand GRC as an essential component of any business excellence initiative. Risk management is the sum of all measures for dealing with known and unknown

internal and external enterprise risks. These include the establishment of early warning systems to identify risks, as well as measures to eliminate potential risks, and for the treatment of risks incurred. Prociris recommends itself as an experienced partner in risk analysis and the design, implementation and monitoring of risk management systems. We see the predictive risk avoidance as an important area of activity, which from our experience has shown to bear the highest potential for optimization.



### **Compliance**

Compliance denotes conforming to a rule, correspondence or conformity with a specification, policy, standard or law with (ethical and moral) principles and procedures, including standards (e.g. ISO) and clearly defined conventions. This definition makes it clear once again why compliance is to be considered in relation to governance and risk management. The Prociris consultants assist in the development and implementation of compliance strategies and integrate them with the governance and risk management activities. Especially in the context of compliance it often shows that organizational objectives and the targeted use of information systems alone are not sufficient to meet requirements. These measures are always accompanied by an effective change management to ensure effectiveness and especially the sustainability of changes.

### **Simulation**

Business process excellence requires that the company is prepared for future developments in the market and its environment. However, this becomes more difficult with the ever increasing planning uncertainty and complexity of decision-making. The traditional planning and optimization methods are becoming less important. Scenario-based planning in conjunction with simulation is the most important management tool. Simulation describes one of the core competencies of Prociris. Prociris consultants favor enterprise modeling techniques that allow the use of models for business process simulation. Models are linked to resources - personnel, equipment and facilities, etc. – and are associated with an

object. Possible successor states are determined by simulation "under load", where costs, time, value and quality are important simulation variables. The simulation results are then analyzed in many ways using advanced business intelligence technologies, and are interpreted based on their application.

### **Process Streamlining**

Companies that want to succeed in the world market cannot avoid having to focus on global consolidation. At the same time business processes are unified as far as possible (process streamlining). Therefore, global corporate groups have to be seen as many intelligent local business units that are steered by one global business process solution. In practice the implementation of such business software solutions often fails in matrix- or network-like structured companies. Prociris takes over the processes' streamlining according to a proven procedure, supporting the streamlining implementation as part of the introduction or adaptation of a software business solution.

### **Business Process Outsourcing**

In the context of business process excellence, customers often consider outsourcing complete business processes (Business Process Outsourcing, BPO). The customer can focus on his core business and benefit from the savings of an optimized offshore / nearshore solution. Prociris consultants assist in the planning phase by identifying opportunities for BPO, they develop alternative BPO concepts and undertake economic feasibility studies. Following this, they accompany the tender process to select appropriate BPO partners together with the customer and control the

handover of the process to the partner of choice. The service portfolio is rounded off by ongoing success and quality control services.





## business planning

### Strategic Enterprise Planning

Fast changing market conditions and speeding innovations with shorter product life cycles expose enterprise planning to completely new demands: In planning, different internal and external factors along the entire value chain have to be considered and this also across enterprise borders. A matter of course is a fast and flexible adaption of the planning model to changing conditions. In addition, it is important to involve responsible personnel from all sectors into planning and to realize a collaborative planning approach. In all these fields of activities, Prociris consultants support the customer with their long-lived experience.

Risk reflections demand the development and comparison of different planning scenarios, and simulation becomes an indispensable part of every planning solution. It is standard practice to define metrics along the value added chain, against which the effectiveness of business strategies and the validity of planning assumptions can be monitored continuously.

### Strategic Financial Planning

As part of strategic business planning, CFOs and controlling departments are required to analyze the resulting impact on the financing and they have to assess, forecast and audit the expected results. In addition to planning the balance sheet, income statement and cash flow, this includes the planning of the equity and debt and other indicators. Prociris consultants assist in all tasks related to strategic financial planning. For our work we use Excel-based planning tools, or the customer's existing planning tools. For more extensive planning, we recommend the use of

Hyperion Strategic Finance. It can easily and quickly set up, analyze and adjust financial plans.

### Planning, Budgeting and Forecasting

Corporate strategies in conjunction with the strategic financial planning forms the starting point for the planning of operations, budgeting and forecasting. Here, planning is a highly collaborative process and must be supported as such. For planning, budget managers and planning professionals from different organizational units work together. Moreover, close cooperation will take place often with key business partners - strategic customers and suppliers, development partners, etc. This is especially the case in virtual business models. Undoubtedly: Planning efficiency can only be achieved if collaboration is supported by modern communications and BPM technologies, ideally in Web 2.0. Prociris supports the customer in the preparation and implementation of the plan, but also in building a modern collaborative planning environment.

For operational planning, our consultants recommend the Hyperion products Planning and Workforce. They create a link between the quantity-based planning of operations and the resulting financial impact. Across hierarchical levels in the organization, planning can take place either top-down or bottom-up, based on various scenarios.

### Supply Chain Planning

During the course of globalization, not only have interesting new target markets developed, but also a virtualization of industrial production and trade has taken place. Collaboration over the complete value-added

chain has become the key to success in many lines of business. As a result, globally distributed supply chains now form the central nerve of the world economy. Enterprises that plan their supply chains in an intelligent manner, taking economic and technical aspects as well as risks into account, are successful in competition. Prociris recommends itself as an experienced advisor and partner.

Experience shows that the highest level of complexity is found in tactical supply chain planning. Precisely this mid-term planning suffers from the growing uncertainty of business management forecasts and the rapidly changing social environment. And while the operational supply chain planning is supported quite well by standard ERP systems, this support is almost completely missing in the tactical area. Prociris recommends a model-based planning process that works well even for complex supply chains. In addition, the intensive use of scenarios and process simulation provides for solid statements on planning alternatives with a sustainable reduction in planning risks.





### **IT Operating Models**

IT service management subsumes the customer-oriented delivery of IT services. It focuses on the customer's technical requirements and the quality of IT services. In this respect IT service management is inextricably linked to business process excellence. Without an effective IT service management, business process excellence cannot be achieved. With a strong business process orientation and in-depth technological know-how, Prociris recommends itself as a qualified IT service management partner.

In IT service management, today all current IT operating models must be mastered. They differ in technical terms, in the manner in which the services are rendered, and in the contract. In short, the varieties are endless. How important is it then to have an experienced partner at one's side? We assist the selection of a suitable operating model for the customer, the design of services and in regard to technical and economical issues.

In the customer-specific assessment of IT operating systems, a wide variety of forms of outsourcing has to be considered, in addition to the operation of a corporate data center: From application management, where the maintenance and development of application software is outsourced to a service provider, up to application service provisioning, which also includes the operation of the underlying IT systems. Tasks of the IT operation are specifically outsourced by means of service level agreements that are based on service level agreements. Cloud computing is gaining importance, where computing resources are

provided over the Internet from public, private or hybrid clouds. Depending on the type of resource, Software as a Service (SaaS), Platform as a Service (PaaS) and Infrastructure as a Service (IaaS) are distinguished.

### **Enterprise Architecture Management**

The enterprise architecture shows the interaction of business processes and information technologies in the enterprise across different architectural levels. It provides a strategic, conceptual and organizational framework for IT environment development and creates transparency and also provides a solid basis to choose the right IT operating model. In addition to the structural elements (architecture level), the focus lies on methods for the implementation of the architecture and the economic analysis. In addition, enterprise architecture management provides tools for the goal-oriented adaptation of the IT landscape to changing conditions.

Prociris offers a comprehensive service portfolio for enterprise architecture management, which can be adapted to specific customer needs. From design support and reengineering of enterprise architecture to program and project management for the implementation up to monitoring based on meaningful performance measures across all architectural layers. Our services are provided on the basis of a model-based approach. It ensures a high quality of documentation and impresses with a variety of analysis options.

### **Requirements Engineering**

Prociris offers support in the creation of performance specifications, functional specifications and tendering. The core of our

services is requirements engineering, which we usually do in close cooperation with the customer. We follow a process-oriented approach, which first defines the requirements of the business processes at a technical level. Based on the procedures, organizational, functional and data-oriented requirements are determined and displayed in easy to understand models, followed by non-functional requirements, such as usability, reliability, efficiency etc. Technical requirements and requirements regarding project implementation complete the requirements specification.

Our support services range from the actual engineering work to the accompanying consulting up to quality assurance and project management. Hereby we rely on standard methods and software tools.

### **ITIL**

In recent years, the ITIL® framework has established itself as a global industry standard for IT service management. The aim is to achieve more efficiency through standardization. ITIL suggests processes for the delivery of IT services, but does not define how the processes are then implemented in practice. Prociris provides its customers with expertise in the application of ITIL. Based on ITIL reference models, we design customized ITIL compliant IT service management processes. And we support in the (partial) automation of processes and enforcement. It is important that we establish metrics along the supply chain, with which we can measure the performance of the IT service management. The results form the basis for ongoing process improvement.



## program- & project management

### **Program Management**

In practice, the economic goal of business excellence always shows a high degree of complexity. Achieving this goal requires a whole set of individual strategies, which must be perfectly coordinated. The result is a business excellence program, which bases on a portfolio of organizational and IT projects. Prociris offers a complete package of demand-meeting program management services - also as a particularly efficient outsourcing solution. Our mission: governance, risk and compliance management across the entire program range. Prociris supports the customer with an experienced program management team. We establish proven standards, practices, processes, methods and software tools.

In close consultation with the customer, we take responsibility - leadership in planning and controlling, but also in the internal and external marketing of the program. Active program controlling and reporting to the steering committee are part of our duties. As part of the project portfolio management, we align the planned and ongoing projects with each other and put them together to an optimal portfolio in the light of budget, capacity and time constraints. Our core activities include cross-project management and coordination of individual projects and the consolidation of the project plans into an overall program plan. As part of a program-wide resource management, internal and external resources are planned and expenditures are budgeted, recorded and evaluated. Other tasks can be found in tendering and contractual matters which we carry out in close cooperation with the purchasing and legal departments.

### **Quality Management**

The Prociris quality management rests on three pillars: quality control, quality assurance and quality improvement. Therefore the assessment of project implementation, including the design and implementation of improvement measures becomes an integral part of quality management. In quality and governance planning, concepts and quality standards are developed for the project implementation. It is also established how governance can be ensured across all business processes. On this basis, binding project guidelines are given. Through regular inspections the quality of project results is evaluated. These inspections will take place not only at the time of final acceptance of the results, but also during the creation process itself. Checks regarding the effectiveness of testing activities, including records of results created in the course, also take place.



### **Project Management**

Prociris assists customers in managing organizational and IT projects of varying sizes, from departmental projects to small and medium-sized businesses to upper mid-sized enterprises and large projects in global corporations. Working in an international, multilingual and multicultural environment and the use of offshore and nearshore potentials are self-evident for us. Our scope covers the entire project life cycle: From the initial concept to planning and implementation up to commissioning. It also includes subsequent stabilization and improvement activities, as well as setting up and controlling the operations support.

Our approach contributes to the three most important criteria for success and control variables of the project management at the same time. They describe the status of a project and define its success in the end: content and scope (in scope), project duration and dates (on time), and costs (on budget). In addition, other factors are considered: quality of the project and its outcomes, risks and resources. Our work is based on clearly defined process models that define all the documents and results (deliverables) to be developed by the project management, that have to be handed over to the internal or external project customers or that have to be accepted by them. For documents, there are appropriate templates and examples. In addition, checklists and guidelines are available for the fulfillment of certain tasks.

### **Business Change Management**

The implementation of business excellence programs regularly attracts large changes in the organizations concerned. Therefore, effective measures of business change management are strongly recommended. They prepare the employees and business partners involved for the change and make the knowledge of those affected available in the change process planning. The primary goal is to implement changes effectively and sustainably in the organization. Change management covers all tasks, measures and activities to bring about cross-functional and far-reaching changes in the organization with the implementation of new strategies, structures, systems, processes and behaviors. Prociris provides support in all areas of activity in change management. If required, we will engage highly qualified specialists to help our customers to tap into the latest findings in psychology, sociology and communication studies.

In many companies, change takes place due to corporate requirements or as a result of company law or economic considerations. However, if extensive changes are not accompanied by a change in values, they often lead to significant resistance by the staff and sometimes by business partners. For this reason it is important to prepare the company for the change with appropriate measures. In rare cases, this applies to the mission, but very often to the corporate culture and always to the strategic direction. The implementation of change programs always attracts changes business processes and organizational structures. These changes have to be motivated the company and be prepared with appropriate measures.

The transfer of knowledge has a special role here. Especially when changes are prepared "in hiding", they are often rejected by the staff. For this reason, an open communication about the objectives and the upcoming changes is of particular importance.





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