

Budget and Financial Management Control Systems Implementation & ICT Strategy Definition and Implementation

Capgemini
Geneva, September 21th, 2004

Kick Off



Agenda

Venue: Room C1, Tower Building, 2nd basement

Start 14:00

- | | | |
|--------------------------------|-----------|-----|
| ■ Approval of the Agenda | NCOG/A3 | '15 |
| ■ Presentation of the approach | Capgemini | '60 |
| ■ Discussion | all | '30 |
| ■ Any other Business | all | '15 |

End 16:00

CONTENTS

- Overall Approach
- Workstreams
- Organisation
- Q&As

Situation

- Issues on budget and programmes
 - basic issues on economical level not efficiently organized
 - no linkage between budget structure and both the strategic and operational planning
 - insufficient value of IT investments

- A clear workflow for action
 - Decision by the Plenipotentiary Conference/ Review by GoS/ Report by Dalberg/ Appointment of a COG
 - now a ITU Secretary Project...
 - ...to be supported by a knowledgeable external company

- A new scope: RBB-CA, ICT Strategy, BPR
 - Process improvements and solution implementation

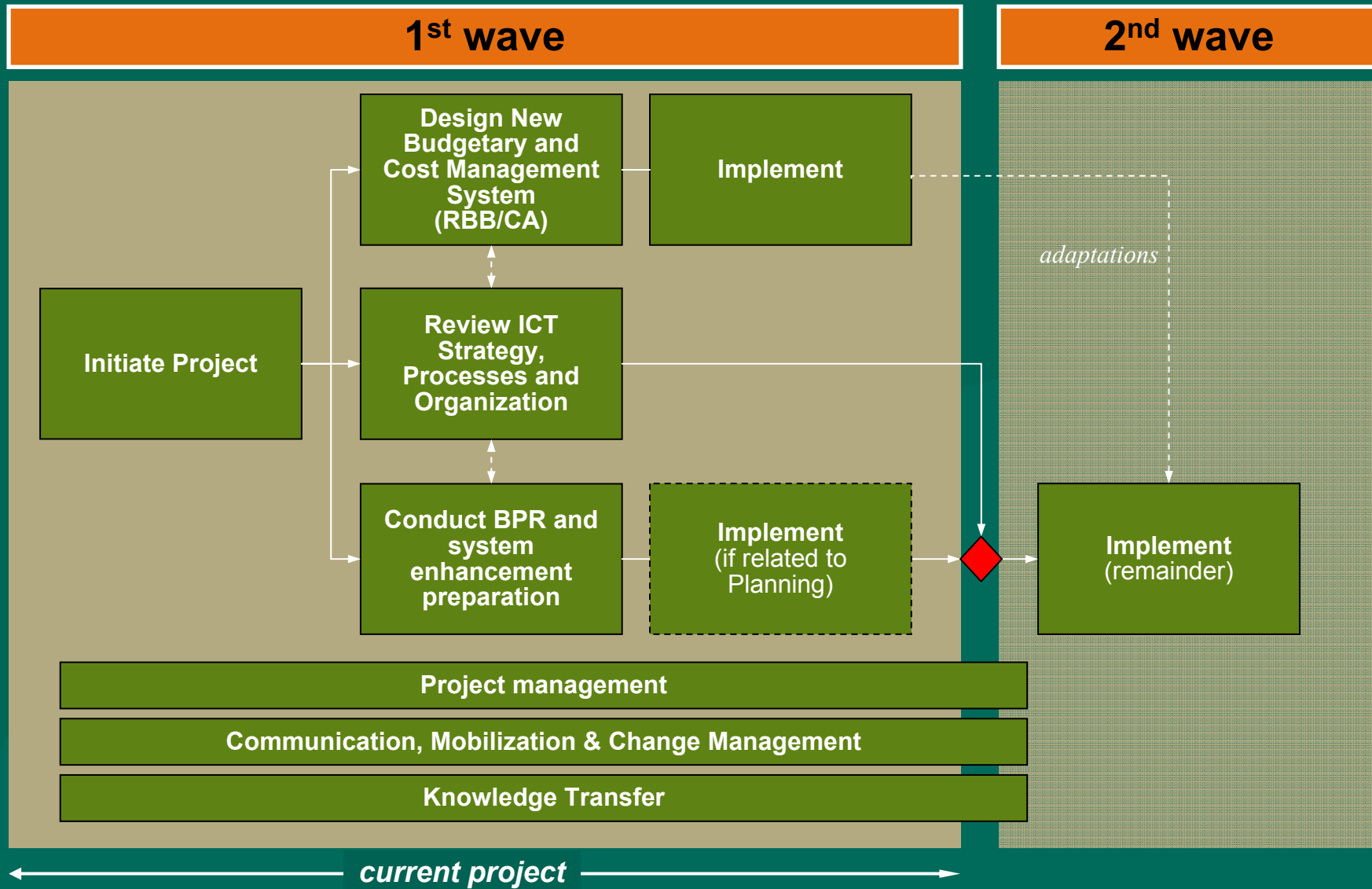
Challenges

- Matching budget objectives and programme objectives
 - map business needs from various departments...
 - ...but avoid customizing. Take advantage of packages functionalities.
- Priorities to manage
 - e.g. RBB 12/2004 is a pre-condition for a successful 2006-07 budget
- How to involve ITU people in both this project and the changes (i.e. time reporting)
 - Communicate at the speed of the activities of the project
 - Manage cultural changes
- How to update the portfolio of systems and applications
 - link complex business with easy to use (networked) applications

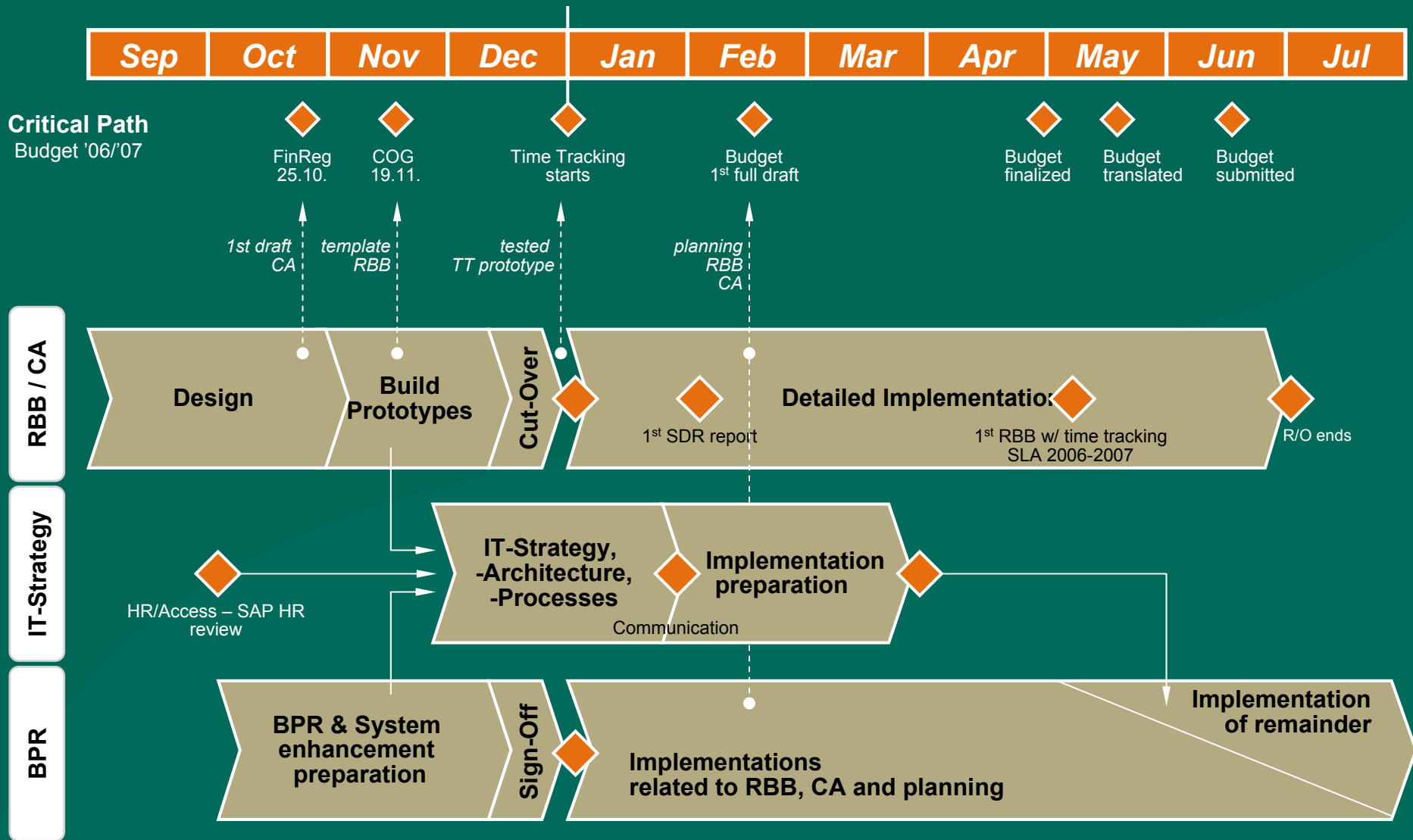
Our solution

- Manage and maintain the global view of streams:
 - 3 workstreams: RBB-CA, ICT Strategy, BPR
 - change management is key: embedded in workstreams + PMO-support
- Involve ITU people:
 - ITU is the owner of the project, not the consultants
 - motivate the stakeholders and deliver quick results to them
 - any task or workload has a dual distribution (ITU + Capgemini)
 - intensive knowledge transfer
- Target & implement the state of the art of ERP or toolboxes:
 - clear rules of the games by ITU about customization requests
 - short and long term vision to leverage on the packages
 - easy to use / easy to maintain motto
- Current Project: Sept 2004 through July 2005

Project Logic



Overall Milestones (Sep 04 – Jul 05)



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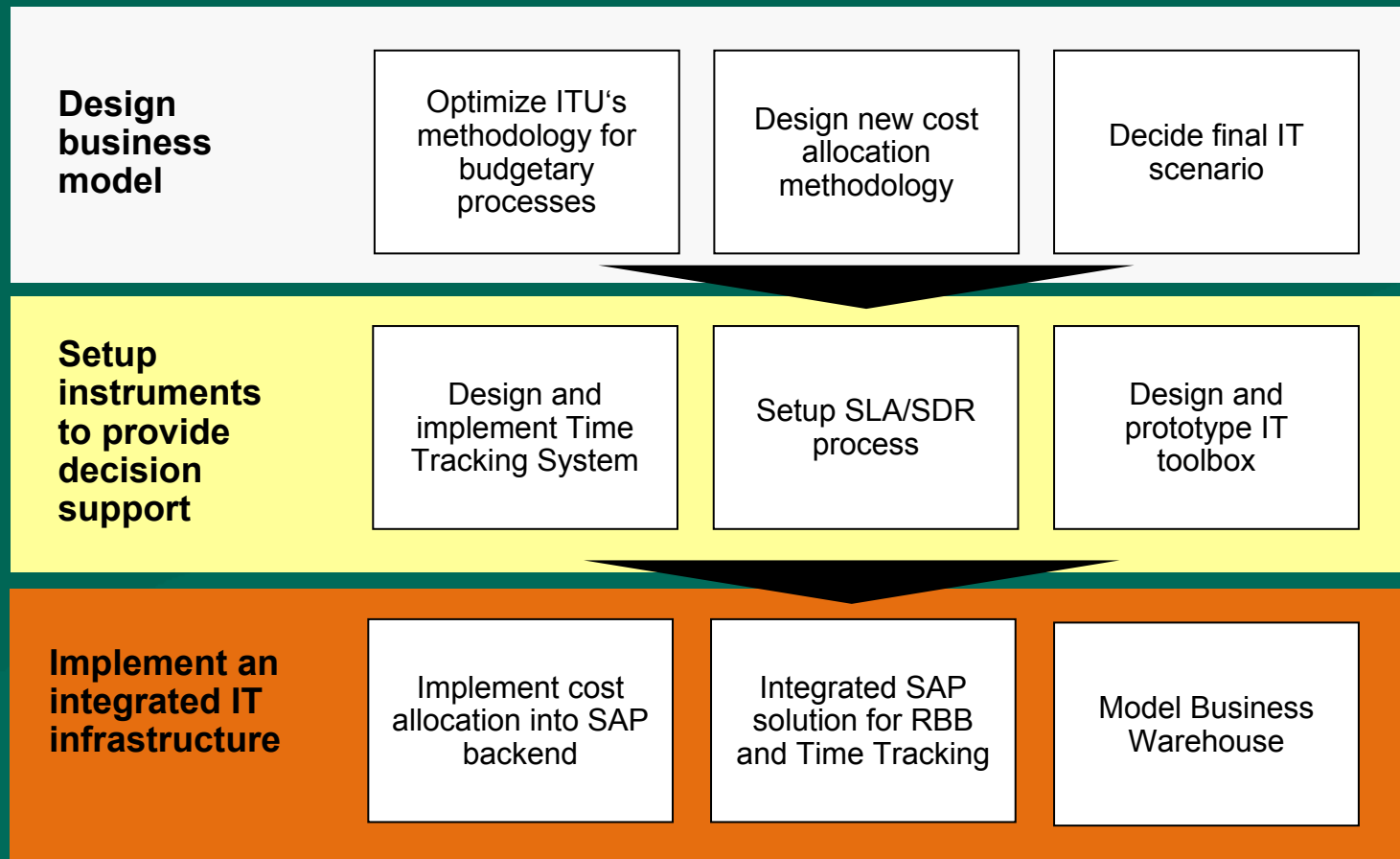
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 - Workstream 1: RBB & Cost allocation
 - Workstream 2: ICT Strategy
 - Workstream 3: Re-engineering
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Objectives

- Project/activity oriented budget allowing appropriate control/accountability, comparability, transparency and setting of programmes and budgetary priorities
- Put in place an preliminary IT toolset by end of 2004
- Design and setup a final IT solution based on SAP functionality

Approach



Approach

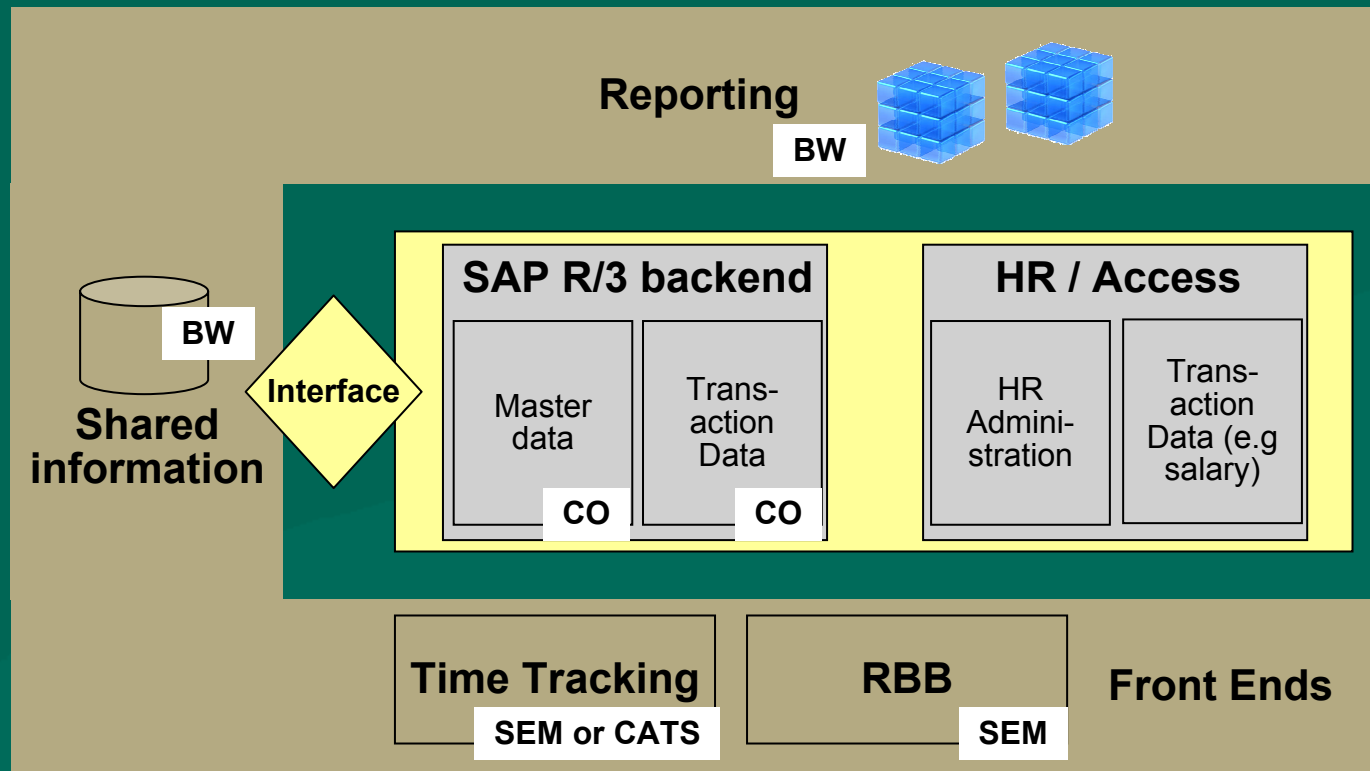
- 4 steps
 - Comprehensive design and IT scenario selection
 - Preliminary solution for Time Tracking to allow data collection as of 2005
 - Excel based prototype for end of year to allow performance measurement
 - Apply for budget 2006-2007 by February 2005
 - Integrated solution by mid-year 2005
- Apply for Budget 2006-2007

Deliverables

Design and Implementation RBB

- Definition of Budgeting Process
- Cost Allocation Methodology
- Time tracking System
- Service Level Agreement and Service Delivery Reporting
- IT Toolbox for RBB and cost-allocation
- Business Warehouse Modeling

Target architecture for RBB/CA (tentative)



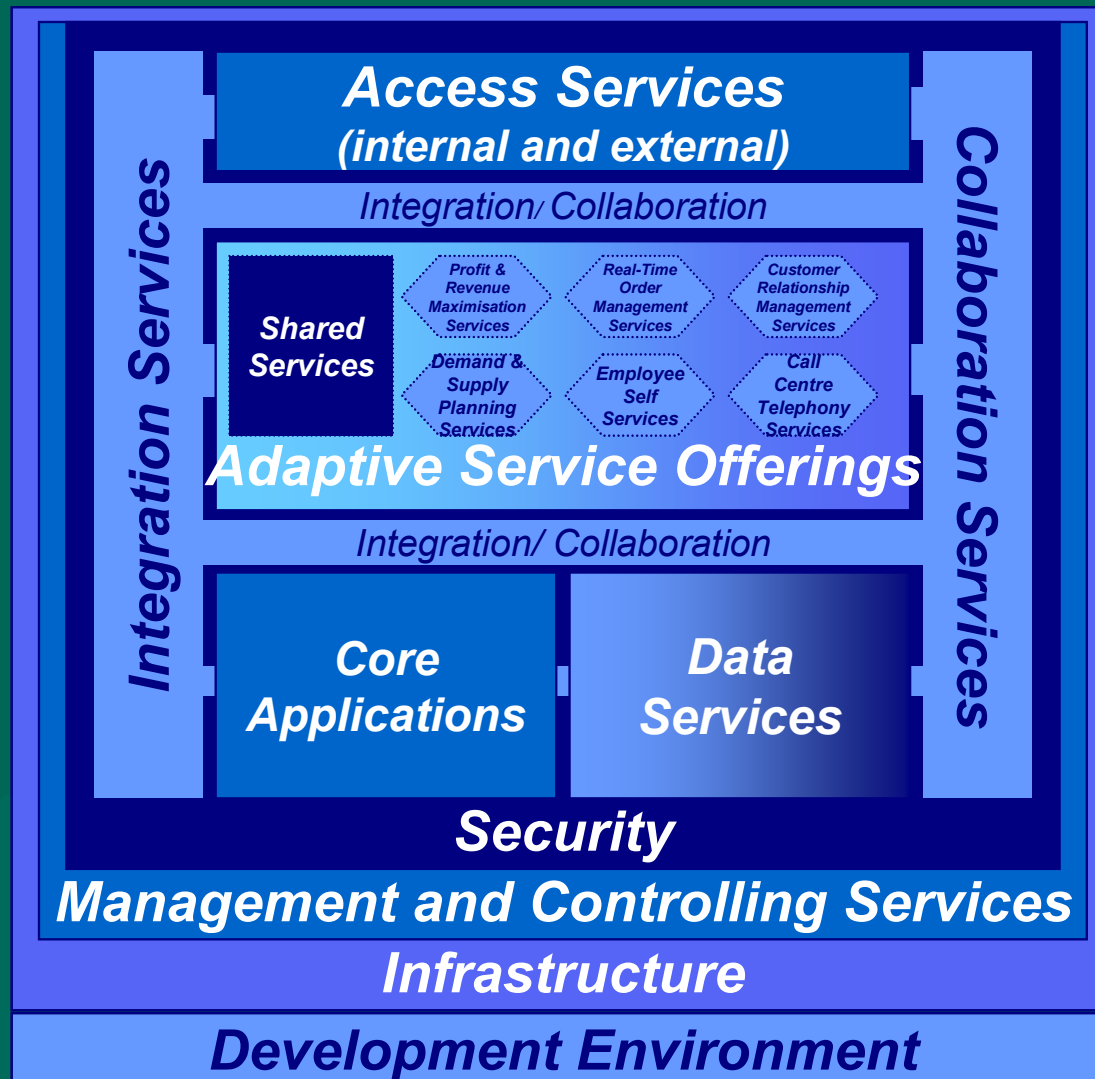
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Objectives : ICT Strategy

- Increase responsiveness of Information Technology infrastructure to the information requirements of users
- Improve support to decision making with regard to cost control of projects

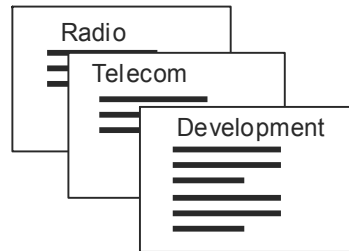
Approach : ICT Strategy and Architecture



Approach : ICT Strategy and Architecture

Business Requirements and Directives

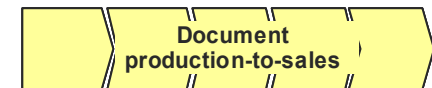
- Review of current business requirements for future IT architecture



Business

Business Processes

- Identification of all IT relevant business processes
- Standard templates of core systems as guidance
- Authorisation-Matrix of ITU



IT Strategy & Architecture

IT Requirements and Directives

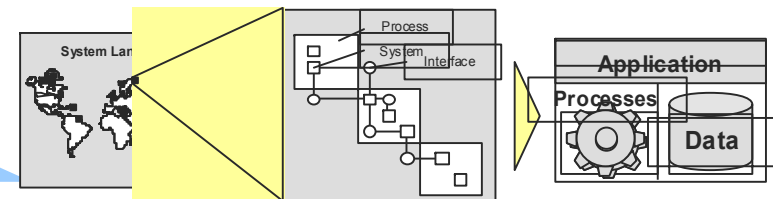
- Data gathering of the following IT dimensions:
 - Applications
 - Data
 - Infrastructure
 - IT Processes
 - Security



IT

AS-IS Situation

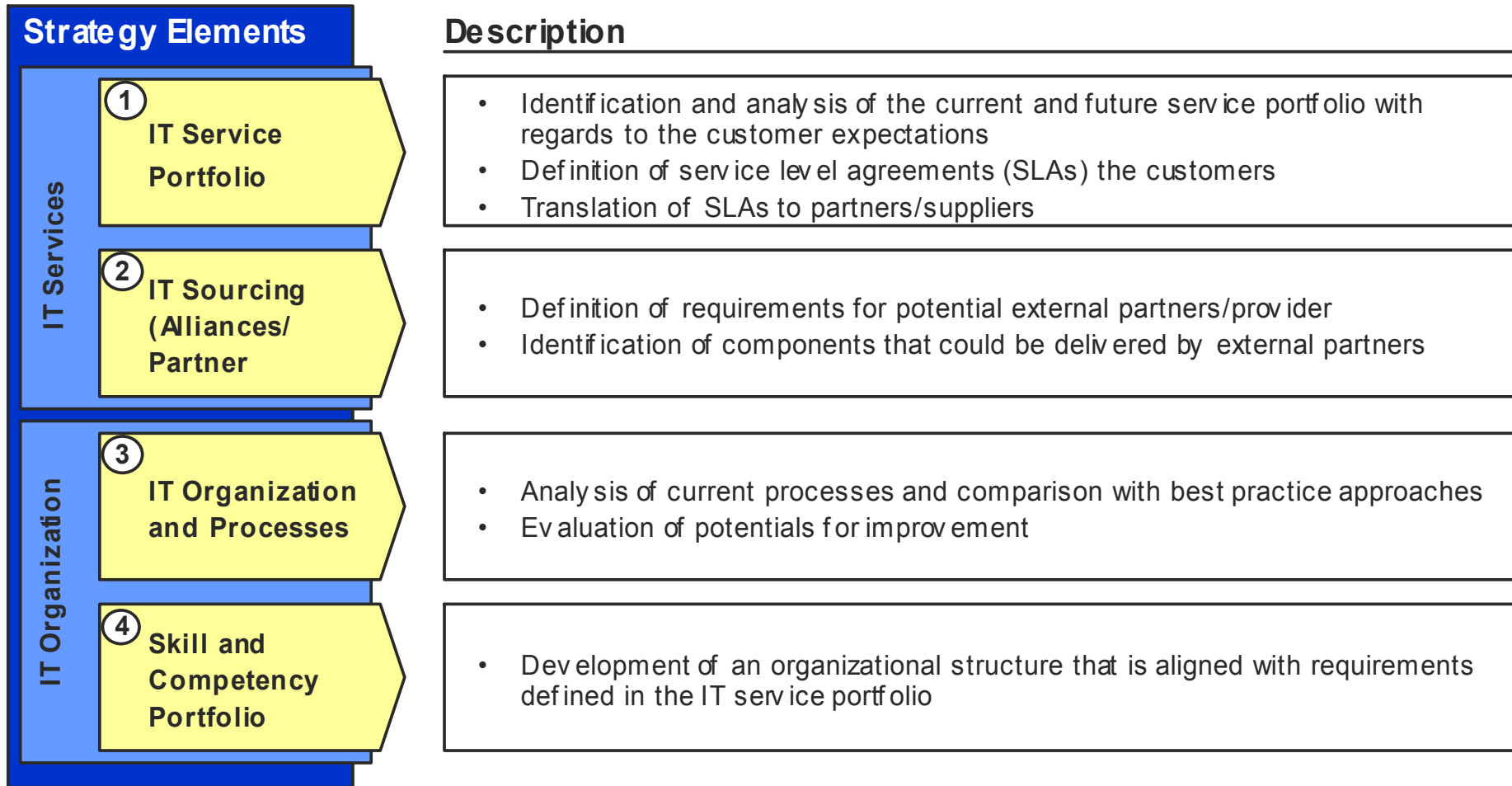
- Conduct AS-IS situation of existing IT landscape



Deliverables : ICT Strategy and Architecture

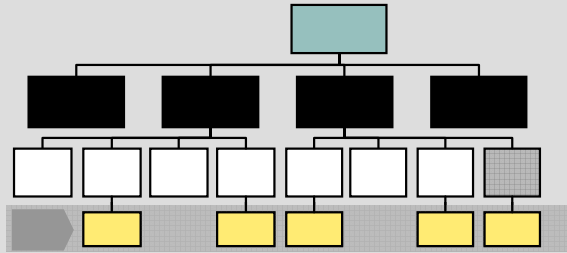
- Documentation of future-proof ICT Strategy
- Application Inventory Review and Recommendation for rationalising current Application Landscape
- Design Criteria for IT Architecture
- Integration and Rationalisation Recommendation
- Match of User Requirements and high-level Business Processes
- Recommendation for Future State Architecture (incl. max. 3 scenarios with cost estimation for each scenario)
- Transformation and Implementation Plan (incl. validated Dalberg Initiatives)
- Description of Interfaces to be adapted
- Requirements for Hardware, Software and Directives for Integration Standards and Formats

Approach : IT Governance, Processes and Org.



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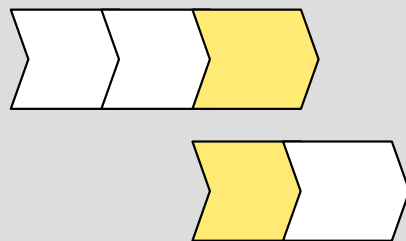
Organizational Structure



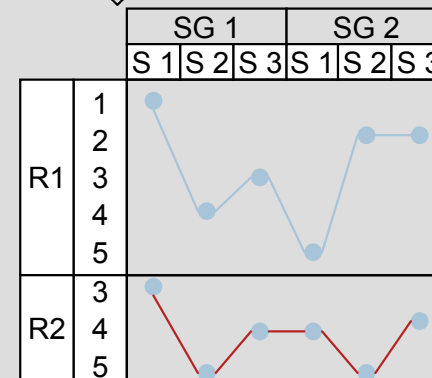
Role Definition

Role	Description
Project Manager	...
Busin. Analyst	...
IT Architect	...
Programmer	...
System Operator	...
Data Steward	...
Helpdesk Mgr.	...
Helpdesk M.A.	...
...	...

Processes



Skill Profiles

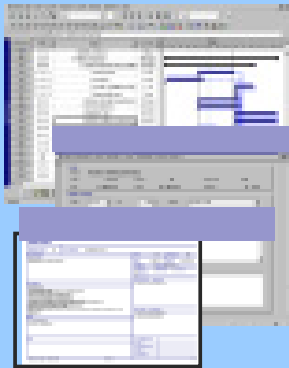


Deliverables : IT Governance, Processes and Org.

- Support and advise in reactivating ICT governance structure
- Transparent and eventually reduced Overall IT Service Portfolio
- Quality Assessment report of Service Portfolio against Capgemini model
- Structure Support to draft SLAs in order to be ready for Negotiation with customers and process owners
- Support in implementing Cost Accounting and Invoicing Procedures based on new RBB-Model/ System
- Target Service Portfolio (make or buy)
- Definition of requirements to potential service providers
- High level IT process landscape
- High level to-be organisational structure
- As-is /To-be skill / competence portfolio, Gap identified
- Training Requirements and Plan
- Plan for organisational change

Approach : Project Management Methodology

Which **activities** are needed to achieve the project target?



Basic Plan

- Documentation of structure, duration, and correlation of all activities
- Determination of activity responsibilities
- Identification of critical path

Activity Manual

- Detailed description of activities (input, output, ...)

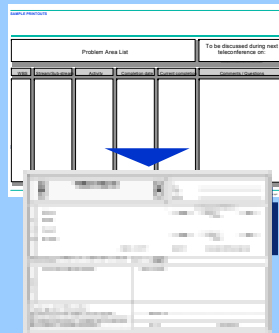
Which activities must be carried out **when** and **by whom**?



Job-Timer Management

- Activity overview of subsequent period
- Track project progress
- Make free buffers visible
- Highlight delayed activities
- Give input for early-warning and alarm messages

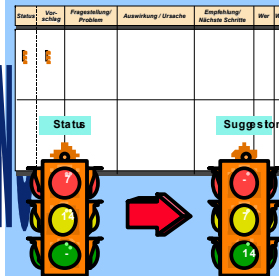
Did **delays** come up and what are the **consequences**?



Alarm and Early-Warning Management

- Timely realisation of delays, and simulation of implications on important milestones
- Triggering the development and coordination of solutions
- Identification of need for decision through Steering Circle

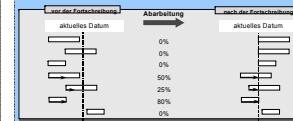
Who prepares and takes **decisions** and how?



Decision and Escalation Path

- Evaluate and prioritise alternatives
- Development of decision papers for the Steering Circle
- Initiate and monitor measure implementation

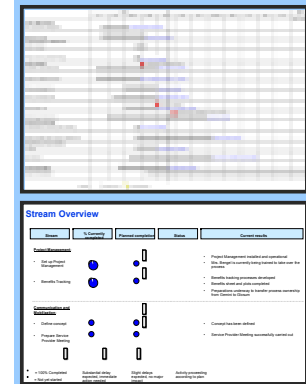
How is the project plan **updated** or **changed**?



Plan Update/Change

- Update project plan
- Align project plan with altered framework conditions
- Simulation and evaluation of implications from plan changes

How does the **project status** look like?



Monitoring

- Provision of management summary
- Mapping and documentation of achieved results

Clear Definition of Roles and Responsibilities

Deliverables : Project Management Methodology

- Hand-over of Capgemini project management methods
- Rapid adaptations of these methods to the context of ITU
- Training

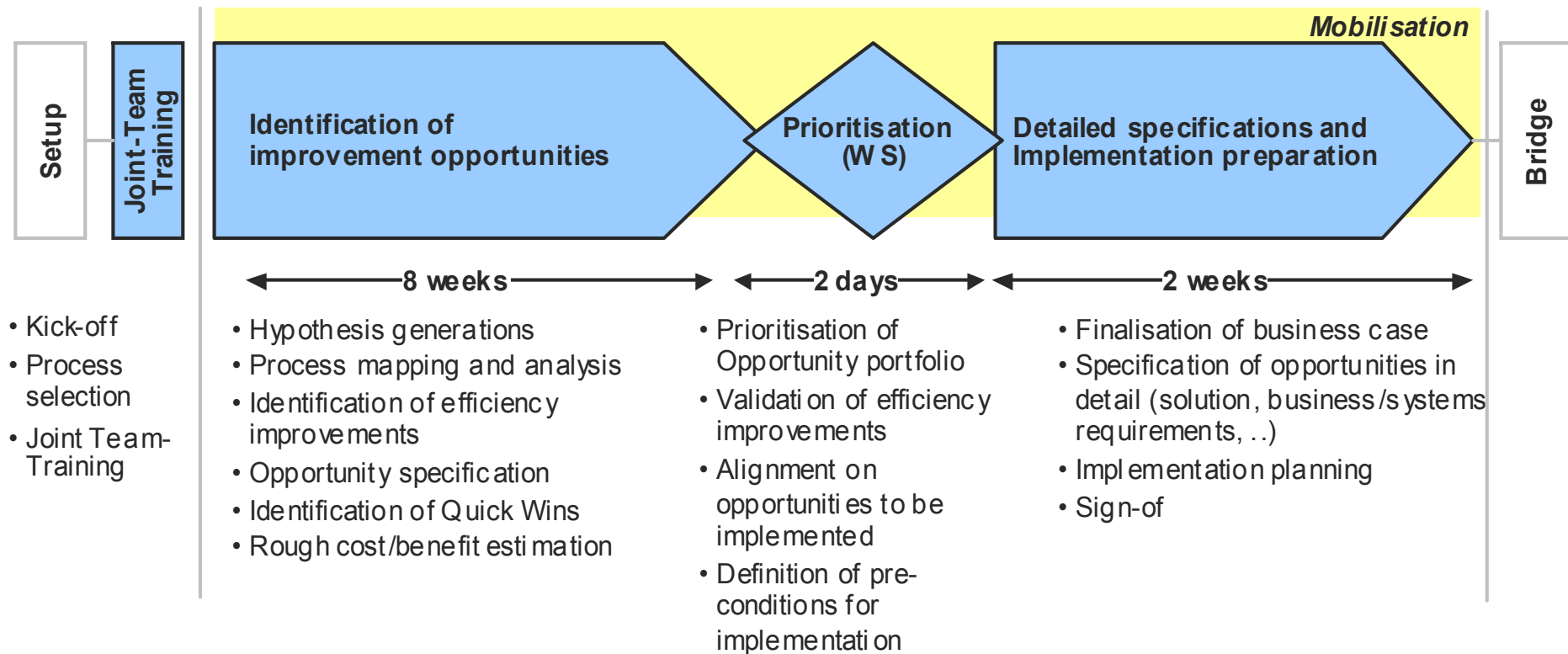
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- **Q&As**

Objectives

- Develop a prioritized portfolio of opportunities to be implemented based on ICT strategy and Business Process Reengineering of core administrative processes

Approach

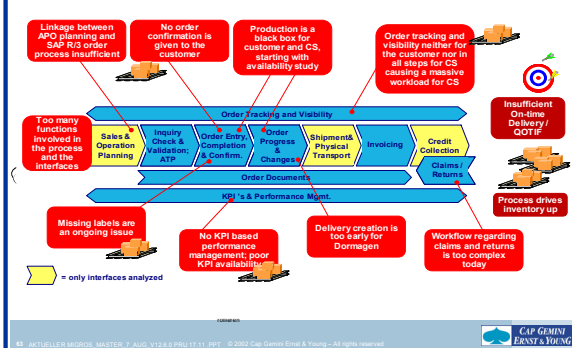


Approach

Process Mapping



Beispiel: Prozessflussanalyse der Kosmetikherstellung: Produktion in Werk 1



Efficiency improvement

- Eliminate
- Simplify
- Automate
- Connect
- Create economies of scale
- Set targets
- ...

Specify opportunity



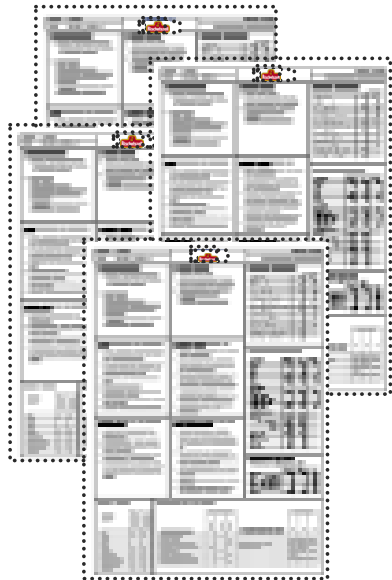
„Opportunity Sheets“

- What measure leads to what improvement?
- What is the solution to get there?
- What impact on systems?
- What specifications?
- What impact on costs?

Approach

Input

- Non-prioritised opportunities



Workshop

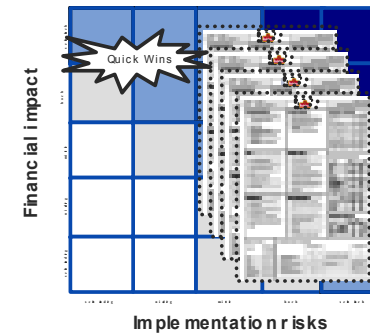
- Prioritisation, check with overall ICT-Strategy and funding possibilities



- Broad consensus and alignment on measures to implement
- Identification of priorities
- Allocation of responsibilities

Prioritisation

- Prioritised portfolio of measures
- Ready for implementation planning



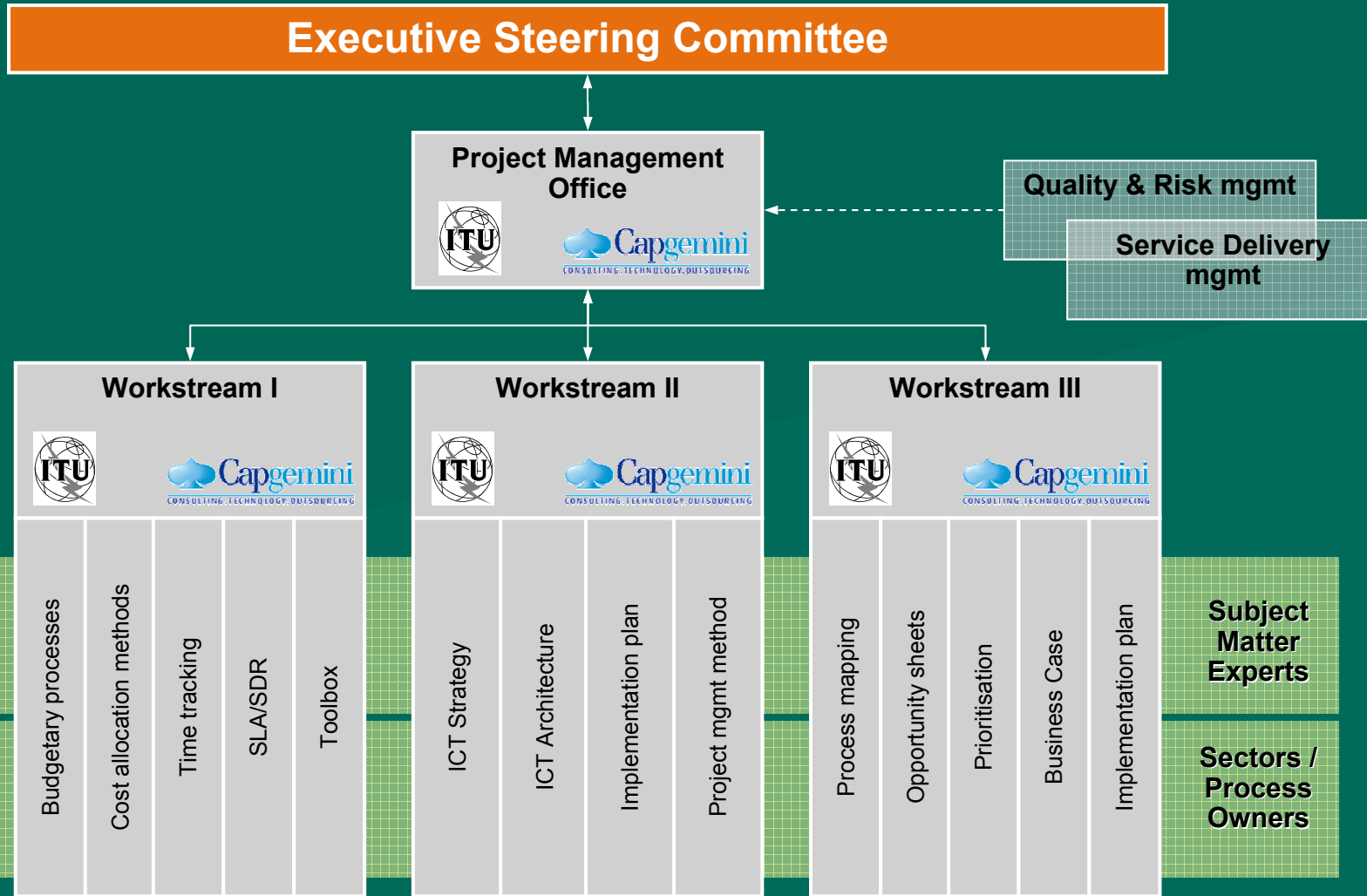
Deliverables

- Process maps incl. Their interfaces with systems
- Improvement assessment and opportunity sheets (incl. specifications necessary for systems enhancements and/or upgrades and/or new implementations)
- Mobilised organisation – case for action
- Aligned prioritisation of opportunities (ICT-Strategy, funding possibilities, implementation capabilities)
- Business case per opportunity
- Detailed implementation plan

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Planned Project Organization (tbc)



Foreseen Roles & Responsibilities (tbc)

Role	Responsibilities (tbc)
Steering Committee	<ul style="list-style-type: none"> ▪ Provide Leadership and overall ITU commitment to the project ▪ Have ultimate authority over and are responsible for the project ▪ Approve changes to scope. Approve major deliverables. ▪ Take appropriate and timely actions to resolve issues; secure resources
Project Mgmt	<ul style="list-style-type: none"> ▪ Day-to-day mgmt of the project. Incl. development of project charter, maintenance of project plans, identifying and resolving project issues, and reviewing project deliverables. ▪ Accountable for PMO, Change mgmt, Knowledge Transfer.
Project Core-Team	<ul style="list-style-type: none"> ▪ Plan/manage activities of their Workstream aligned with overall project ▪ Identify, and resolve cross team design integration issues ▪ Execute defined tasks ▪ Responsible for assigned deliverables ▪ Work with process owners to ensure highest fit with requirements
Process Owners	<ul style="list-style-type: none"> ▪ Provide insights, guidance and requirements on an ad-hoc basis ▪ Provide critical feedback to the project team on findings, designs, prototypes and recommendations ▪ Assist team in selected tasks

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