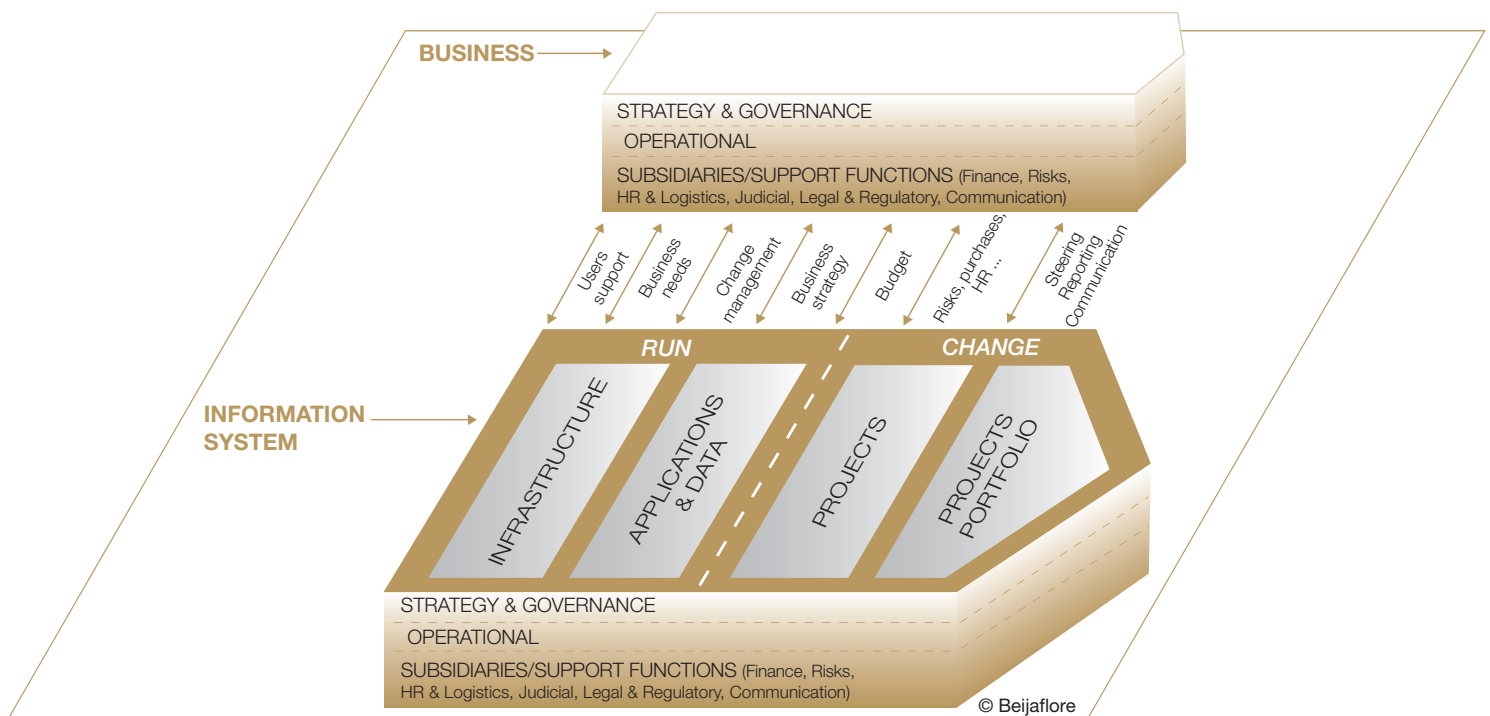


IS STRATEGY, GOVERNANCE & TRANSFORMATION

OUR EXPERTISE

In a complex and demanding environment, Beijaflore accompanies IS department in the management and transformation of the IS function, in order to guarantee its conformity and performance.



Our intervention is based on a deep expertise of transverse or specific issues met in IS strategy, governance and transformation.

Reflection and strategic choice, governance steering and organisation, portfolio management, risk identification and risk management, organisation and processes transformation, sourcing, are key independent and complementary parts of our offer.

OUR BELIEF

Only a defined and explicit IS governance allows the company to meet its clients' needs.

It is essential for:

- making the adapted decisions and quickly developing powerful services
- efficiently managing the internal and external resources
- controlling the risks and ensuring conformity to regulations
- prioritising the current operational management.

A CUSTOMISED SUPPORT

We assist the IS department in the diagnosis and improvement of the IS function governance. Each module of our offer implements a continuously refined know-how and tools, in line with the 5 COBIT pillars: Strategic alignment / Value delivery / Risk management / Resources Management / Performance measurement.

IS Strategic Plan

This planning and solution integration tool provides an analysis of the different scenarios sustaining the major changes in the corporation. It reflects the main strategic business orientation in the IS perimeter.

Roadmap

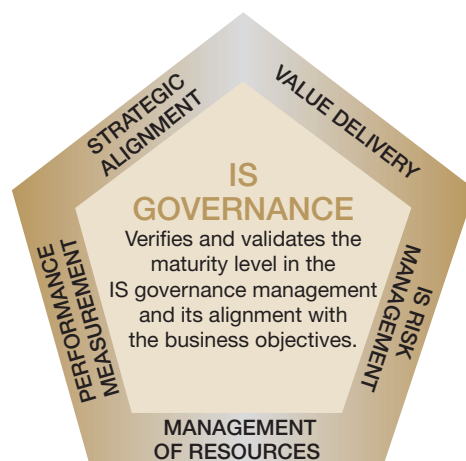
Plan which derives from the IS strategic plan and short-term and long-term goals with specific projects to help meet those goals. If there are many objectives in a roadmap, there are supported by a limited number of projects.

DSI sionnel

Supplements the other modules through the realisation of an IT Balanced Score Card and other dashboards to manage part of the whole IS perimeter.

Innovation

Evaluates the organisation process sustaining innovation encompassing the study-experimentation-deployment of innovative solutions.



Enterprise architecture

Enables the alignment of IS objectives with business objectives. Enterprise architecture is a framework for incorporating business processes, information flows, applications, and infrastructure to support company's objectives. It addresses how the IS department supports business goals and processes, the target to reach and the gaps to close.

IS Risk Management

Verify and validate the maturity level in the IS risk management and their alignment with the Business objectives.

Sourcing

Defines the sourcing strategy and steers its implementation, from framing and call for tenders management phases to the end of the transition

Project Portfolio Management

Increases enterprise agility by setting the appropriate priority at each management level, by focusing strategic resources on strategic projects and by clarifying the produced and expected value of each project.



Beijaflore accompanies major accounts in the initiation and the conduct of their transformation and development projects by providing them with a comprehensive consulting expertise: from programmes in strategic management to consulting business processes with sector key stakeholders.

Our ambition is to help our clients accelerate the success of their projects and control the impact of changes on their organisation and teams.

Created in 2000, Beijaflore is now located in France, Belgium, Switzerland and Morocco, and counts over 800 employees.

FOCUS - IS STRATEGIC PLAN

An IS strategic plan is a summary document defining within a period of 3 to 5 years an IS strategic direction that will best meet the business challenges in line with best practices.

What we bring to you

- Maximise the value contribution of investments carried out by aligning them on the business strategy
- Direct all IT resources (human and material) towards the company's strategic priorities
- Determine the desired performance
- Display the contribution of IT to business objectives
- Improve comprehension of the potentialities and limits of information technologies
- Inform on the level of required investment

Our approach



An IS strategic plan is imperatively accompanied by:

methods of governance ■ a continuous evaluation of achievement of the strategic objectives ■ a continuous evaluation of the strategic plan performance ■ active monitoring of the internal and external environment ■ regular communication on the progress of the strategic objectives.

It can lead to the achievement of one or several master plans, which describe the actions, projects, related methods and their coordination in order to achieve one or more strategic objectives. The strategic plan ensures overall consistency.



Our strengths

- The ability to challenge the vision with more creativity / we ask all questions even the disturbing ones
- A recognised expertise: knowledge of best practices and trends in all IS areas / control of the norms and standards, especially COBIT / expertise in IS architecture and business expertise in the subsidiaries of the Beijaflore Group
- An active structure of knowledge management making it possible to capitalise on the subject, and to provide with the adapted tools

EXAMPLE

Result of strategic plan 2008-2010 and definition of orientation for 2010-2012

Approach

- Thirty interviews carried out on business lines, functional departments and corporate entities
- Reporting to the top management and all of the involved players

Results

- A conclusion shared with all stakeholders on the achievements and points of improvement, taking into account the major changes in the market
- An IS strategic plan articulated with the strategic and financial plan of the Group
- An IS strategy shared with all the decision-makers to be taken into account in the management of the projects portfolio

FOCUS - IS RISK MANAGEMENT

Our IS Risk Management offer checks and validates the level of maturity of IS risk management as well as alignment with the business objectives.

What we bring to you

- A formalisation and identification of the IS risk management as a transverse process that the IS department must control and the measurement of its effectiveness
- A transformation of risk management into a channel of communication with business lines and top management in the IS contribution to the achievement of the company's objectives

Our approach

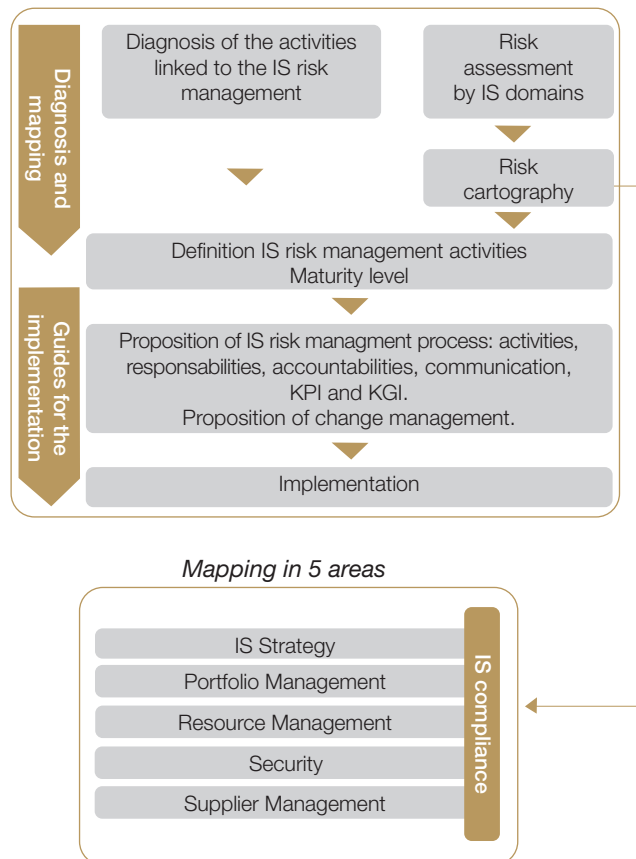
1. Diagnosis

- Identification of risk management processes and level of maturity measures:
 - IS alignment goals, establishment of context, identification, assessment, mitigation and monitoring of risks
 - governance: internal and external communication, responsibilities, KPI, skills, procedures and tools
- Drawing of a mapping of the IS risks:
 - according to an innovating approach dividing the IS into 5 fields to be mapped
 - via interviews and available clients documents

2. Recommendations and action plan

- Definition with the client of the processes, roles, responsibilities, communication channels and KPIs targeted
- Identification of the gap to be filled and focusing on the IS objectives
- Proposal of action plans and a planning to integrate IS risk management in the governance of the IS Department

Our model is compatible with standards such as COSO ERM, COBIT, AS / NZS 4360 Risk and IT Framework of ITGI.



Our added-value

- A governance of the IS risks integrated in the overall IS governance
- A process of risk management aligned with the IS objectives, an internal communication plan to make aware and external to promote the IS department activity
- An action plan to mitigate the risks identified with defined responsibilities
- An IS optimised investment to mitigate risks (and to preserve the IS objectives)
- An increased confidence based on the transparency and the total alignment of the IS department with the defined objectives

EXAMPLE

Improvement in risk management

Approach

Within the framework of the fight against fraud and organised crime (EC international public sector), evaluation of the threat levels against the organisation and the effectiveness of existing controls

Results

- Improved awareness of the organisation to risks and detection of incidents
- Reduction in incidents and pro-activity

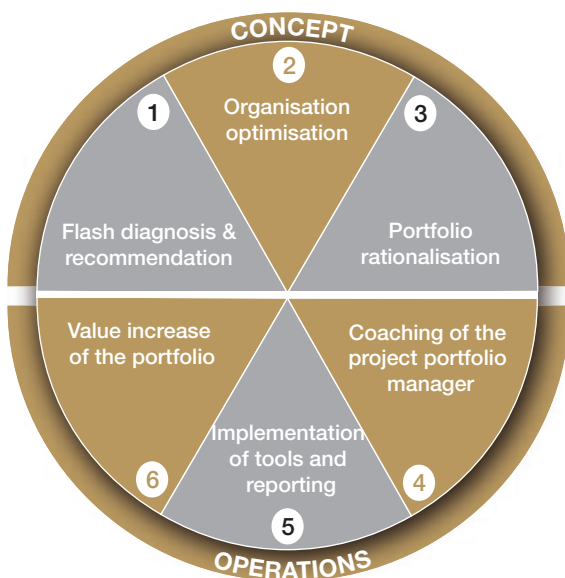
FOCUS - PROJECT PORTFOLIO MANAGEMENT

Our Project Portfolio Management offer increases the agility of the company and prioritises the efforts at each level of management, directs the critical resources towards the strategic projects and clarifies the value of each project.

What we bring to you

- Set up a two-level governance of the projects portfolio: strategic and tactical
- Formalise key processes
- Rely on a conductor, manager of the project portfolio
- Deploy assistance tools and adapted reporting

Our approach



Our very concrete approach provides the tools to clarify the expected value of each project, to limit simultaneous active projects to better deal with them, to balance the range of projects and to facilitate decision-making for each level of management.

Built in six key stages, it intervenes successively in:

- The design of an organisation and modes of steering tailored to your issues and decision cycles
- The establishment of a multi-project organisation to best use the resources of the company
- The root of the new mode of governance and operational activities conducted by change management actions

Our added-value

- An arbitration facilitated and prioritisation between projects while bringing more legibility to the Executive Committee
- An increased adaptability and agility of company operation
- A maximised use of budgets and allocated resources

EXAMPLE

Increase in the value of the IS project portfolio

Approach

- Analysis of the IS strategy within an international group, design of measurement's indicators of projects value, evaluation of current management rules projects and proposals for changes
- Definition of IS project governance model: design of process and proposal of decision-making body, definitions of rules and responsibilities for key players

Results

A planning model of IT projects validated by the Executive committee and shared by the group: better strategic consistency, better allocation of resources, improvement of IT projects ROI

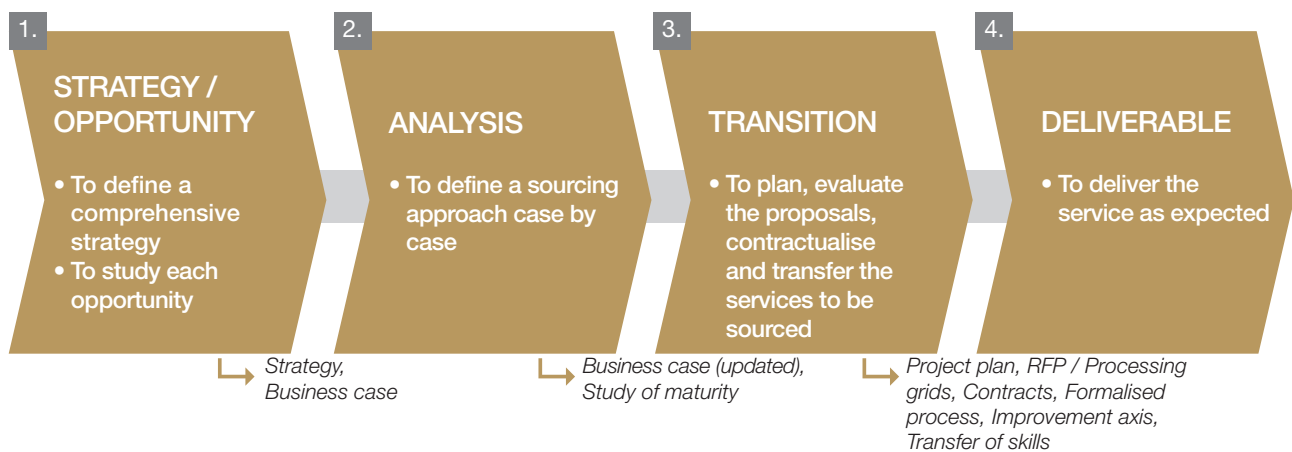
FOCUS - STEERING OF SOURCING PROJECTS

Our Steering of Sourcing Projects offer defines the sourcing strategy and steers its implementation, from framing and call for tenders management phases to the end of transition.

What we bring to you

- Define the model of sourcing according to the strategy, the context and the objectives to be reached, then steering of the continuous alignment
- Parcel out the project into coherent and complementary on-going work
- Set up a global and permanent governance of sourcing and a specific management by project which is adapted to each phase
- Adopt change management for each sourcing project

Our approach



Our strengths

- A specific expertise on the issues and objectives of change management and a global approach on the whole of the change cycle
- A knowledge of the whole of the key sectors: capitalisation on the common best practices and taking into account of industry differentiation
- Beijaflore's proximity with the strategic and operational representatives of the IT departments and business lines guarantees the alignment of the processes on strategy and business needs
- An operational control of the major norms and standards (e.g. eSCM)
- An active structure of knowledge management to constantly challenge the experiences, know-how and tools dedicated to the steering of sourcing projects

EXAMPLE

Steering of offshoring projects / Outsourcing of the IT infrastructures support services

Approach

Setup of guideline notes, study of various outsourcing scenarios, risks identification and management, study of maturity of processes, call for tenders steering, definition/installation of the targets organisation, management of the transitions

Results

Proposals for followed-up scenarios by our client and transitions phases carried out as envisaged during preparation works (organisation, planning, quality, costs)



Projects portfolio governance

Setup of a governance system of Group projects portfolio within a major bank, making it possible to align IS projects with Group objectives and strategy, to identify the opportunities of mutualisation, and to prioritise/optimize the resources and spending related to the projects

Master plan of technologies

Development and distribution of the technological master plan of the retail bank of a banking group: IT issues, recommendations, technological referential, innovation/streamlining action plan

Innovation steering within the IT department

Within a banking group, strengthening of the IT department contribution to the business, by the detection, qualification and experimentation of innovating technologies and new banking users

Projects planning and industrial management

For a telecom operator, implementation of a planning process and industrial management of the development projects of services, in order to control deadlines and costs

Design of the steering mode of complex projects

For a European player in defence solutions, implementation of a steering mode by the milestones based on the integrated planning of projects, and aiming at bringing some visibility and facilitating decision-making

Development of the management processes of the IS projects portfolio

For a major player in nuclear power, implementation of management processes of the IS projects portfolio and improvement in management of the life cycle of programmes

Design of the steering mode of projects portfolio resources

For a leader in construction, implementation of a steering process of resources on the projects portfolio, in order to control key resources and skills, to allow their arbitration, and to anticipate the achievement of objectives in terms of time, costs and performance

Steering of nearshoring projects (opportunities, analysis, transitions)

For a player in the insurance sector and within the framework of the creation of a subsidiary abroad, study of the various scenarios for insourcing/offshoring of IT operational activities, integration in terms of governance and processes, transitions steering, change management

Steering of offshoring projects (opportunities, analysis, transitions)

For an industry player, definition of an approach of IT services sourcing, preparation and steering of transitions, change management

...



Lasting results

From the understanding of issues to the implementation of solutions, we build customised approaches for lasting partnership with a single objective: achieving measurable and sustainable results.

A real expertise

To provide maximum value to its clients, Beijaflore is organised around specialised practices, each dedicated to a field of activity.

Expertise renewed

Our expertise centers develop skills and mature mastered methods to provide expertise from start to finish on the major subjects of our areas of intervention.



Contact : marketing@beijaflore.com
www.beijaflore.com

Paris - Headquarters

Pavillon Bourdan
11-13 avenue
du Recteur Poincaré
75016 Paris

Paris - La Défense

Le Colisée
12 av. de l'Arche
92419 La Défense

Brussels

IT Tower
Avenue Louise /
Louizalaan 480
1050 Brussels

Zurich

Bellerivestrasse 45
8008 Zürich