

I-FABER: PURCHASING EXPERTS FOR PUBLIC AND PRIVATE COMPANIES

We rank among the top worldwide operators in the provision of services and solutions for procurement management.

- We manage operations in **20 European countries**
- We have **experience** in more than 500 purchase categories
- We ease the meeting of demand and supply in a **simple, sustainable and innovative way**
- We are **leader in Italy** in P.A. procurement services
- We have **experience** in solutions for real estate transfer and remarketing
- We are a **UniCredit** company (65% UniCredit, and third-party shareholders Erg, Impregilo and Oracle)

Major indicators

■ Revenues	18 M €
■ People	~ 100
■ Buyer Companies ⁽²⁾	356
■ Seller Companies	30,087
■ Transactions – last 3 y	5.4 B €

**I
FA
BER**

Member of  UniCredit



- (1) All data are updated as of 31.12.2011 – Pro-forma consolidated I-Faber and Joinet
 (2) Operative companies in the last three years

I-FABER: BUSINESS MODEL

Provision of:

- Technologies (set-up, run on SAAS, integration with legacies, application maintenance, evolution in compliance with regulations)
- Consultancy services mainly based on technologies

Several types of income :

- Set-up fee, project approach,
- Yearly fee for platform utilisation and maintenance, or
- Transaction fee for platform utilisation and maintenance

I-FABER: OPERATIONS DEPT

Management of :


- 3 platforms developed in house ad hoc for I-Faber business
- 1 platform bought and adapted to i-Faber business
- Several systems for i-Faber internal use

Some figures :

- 30+ technicians and technical managers
- 2/3 major releases per platform per year
- 1000+ service request and 200+ change requests managed per year for business
- XXX bugs fixing per year (SLA : fix 4 hours for major problems)
- 5 MLN \$ bdg

I-FABER: SITUATION AS OF OCT 2011

- 20+ persons involved in sales (including pre sales)
- Complexity of activities
- 150+ opportunities to be evaluated per year, that require intense manpower
- Huge number of project of any size to be developed per year, huge manpower in presales
- Problems in manage profitability in pre-sales
- Lack of timesheet, problems in understanding real profitability of project and customers
- New management, need to understand real profitability mechanisms



Need to adopt a PPM tool for managing
from opportunity evaluation to delivery

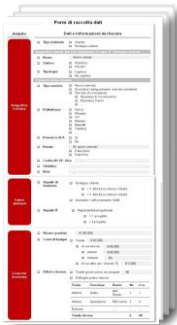
The Three Phases of an Opportunity Lifecycle

High Level Opportunity & Demand Management process (1/3)

Opportunity Management

Information gathering, evaluation and opportunity approval

Set of information



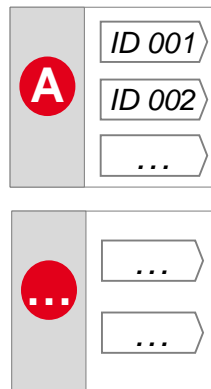
Set of information to support i-Faber management decisions and approval processes

Identify and qualify **relevant opportunities**, based on gathered information, and conversion to initiatives

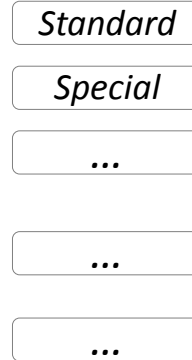
Demand Management

Initiative segmentation, routing and starting approval

Type of Initiative



Iter



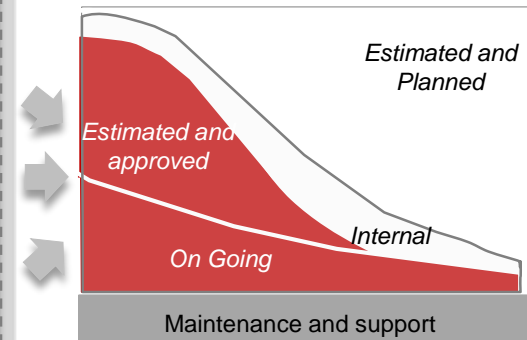
Segment, route and approve initiatives based on the internal delivery capacity

Internal approval and routing to DM

Portfolio Management

Initiative consolidation and optimization from a global perspective

Initiatives Portfolio



Optimize different initiatives types based on customer and i-Faber needs

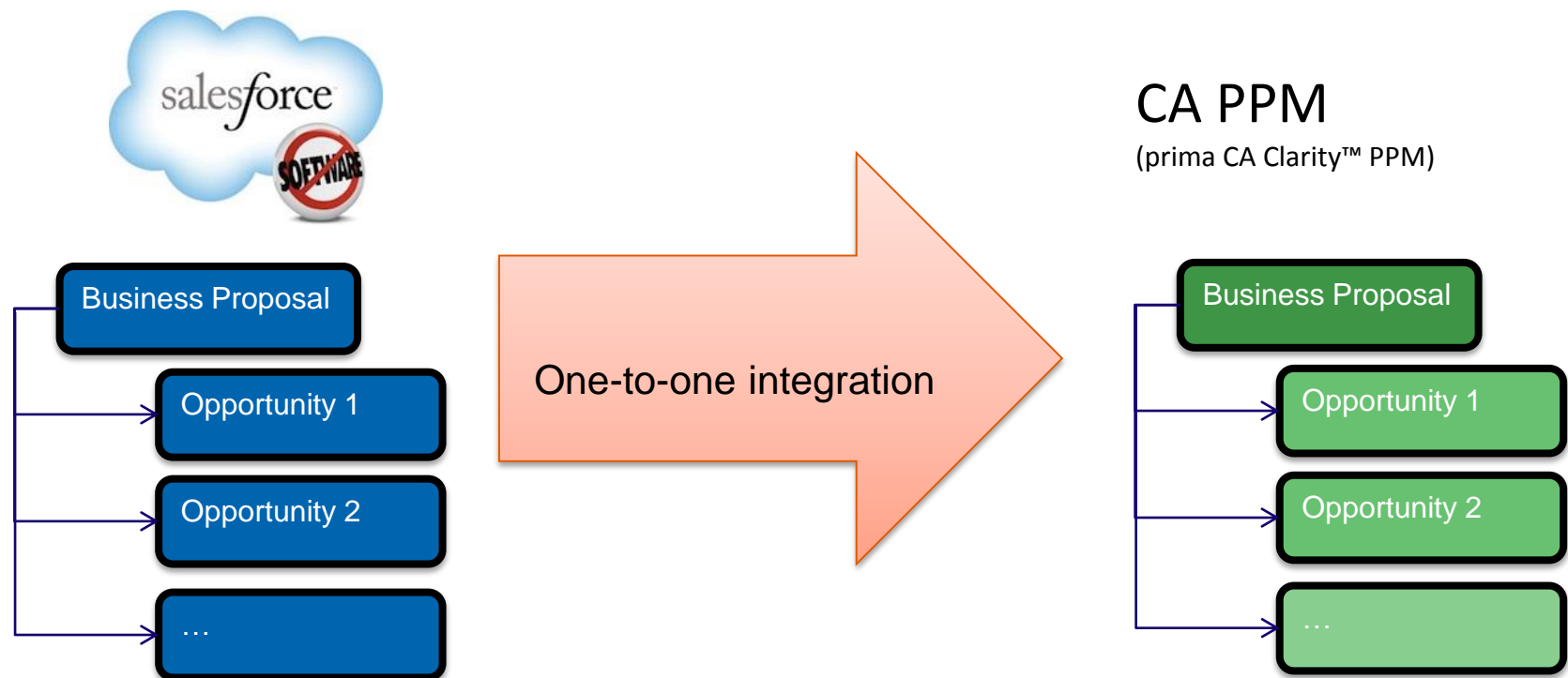
Customer acceptance/ Internal committee acceptance

Opportunities Management, Where Opportunities Come From...

In i-Faber *business opportunities* are developed by *Salesmans* on Salesforce CRM and, later, sent to CA Clarity.

- Opportunity in Salesforce represents one of the service provided by i-Faber,
- A Business Proposal can be composed by one or more Opportunities.

Thus it has been implemented a hierarchical structure



THE OPPORTUNITY MANAGEMENT APPROACH

OM: SELF ASSESMENT TOOL USED BY SALES MANAGERS FOR EVALUATING THE POTENTIAL OF AN OPPORTUNITY BEFORE SPENDING A SIGNIFICANT EFFORT OF TECHNICIANS IN PRE SALES ACTIVITIES

Basic starting points:

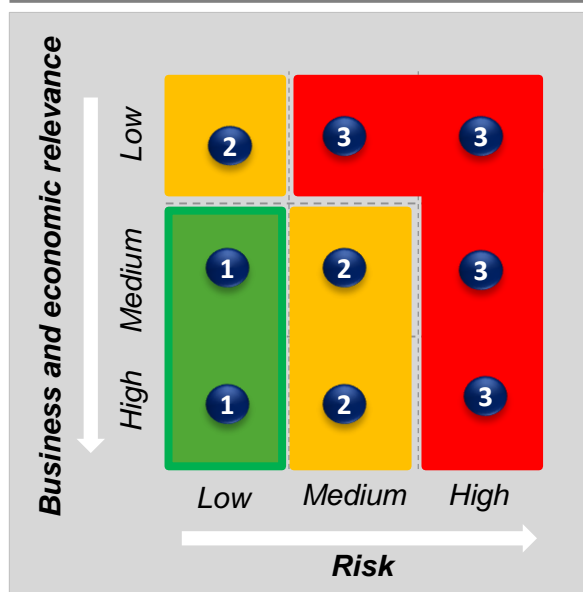
- The Sales Manager can estimate the opportunity potential income for the next three years
- The Sales Manager can estimate the costs for developing the opportunity because:
 - For standard project there are standard costs
 - For special project he can involve pre-sales informally
- The Sales Manager knows very well the customer
- We keep a two levels approach: a business **proposal** can have many **opportunities**
- We evaluate the single opportunity and then the global business proposal

OPPORTUNITIES ARE CATEGORISED BY APPOINTING SCORES AND DEFINING TRESHOLD

2 Evaluation criteria and approval process in OM



Cluster Matrix definition



Opportunity Cluster, process and stakeholders



Standard

1

- No risk opportunity and profitability aligned with company target

Fast track

- Fast track approval process with few stakeholders involved



To be analyzed

2

- Opportunity with **profitability below company target** or with **risk higher** than internal guidelines targets

Strength process

- Strengthened approval process with CEO involvement for sharing defined approach

- Sales Manager
- CEO
- CFO
- Legal



Exceptions

3

- Opportunity not aligned with internal guidelines and with a **high risk**

Reinforced process

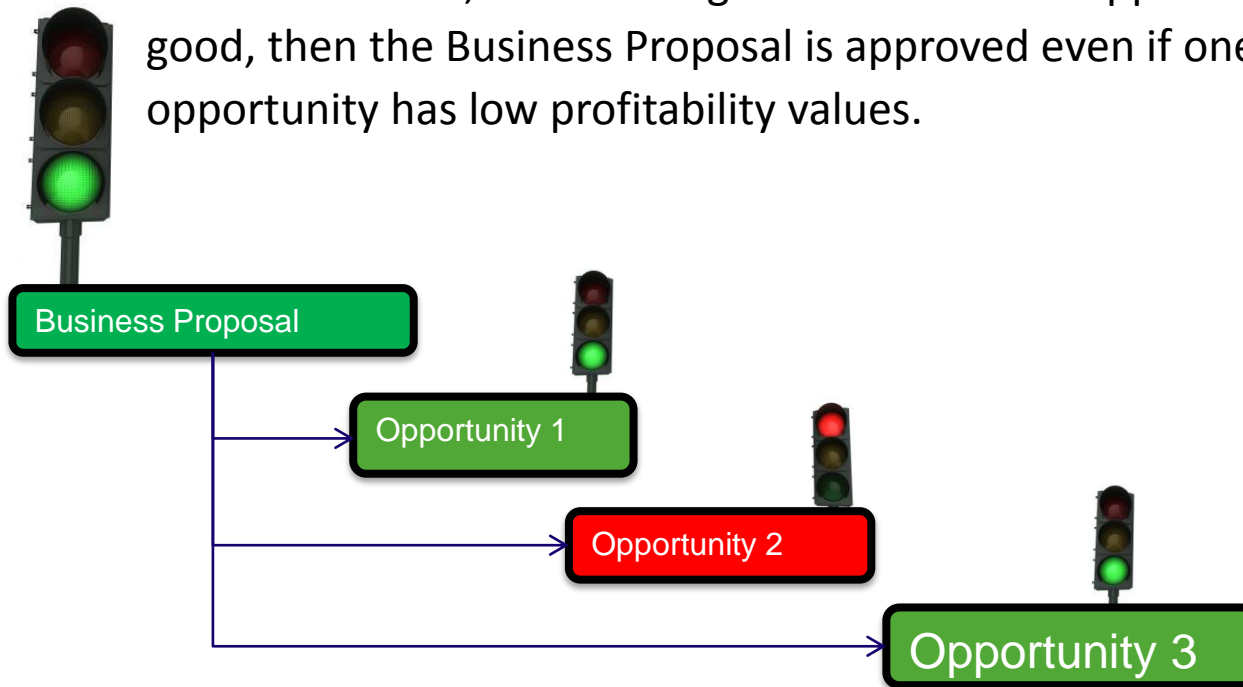
- Review and approval process reinforced with involvement of Board of Directors

- Sales Manager
- Operation Mngr
- CEO
- CFO
- Legal

AND HOW WE DO IT IN CLARITY....

- KPI calculation applied at i-Faber that are used for the evaluation of the profitability rely on:
 1. The computation at the Opportunities/Services level
 2. The computation at the Business Proposal level, based on the correlation of the opportunity(ies)

That means that, if the average values of all the opportunities is good, then the Business Proposal is approved even if one of the opportunity has low profitability values.



CA PPM
(prima CA Clarity™ PPM)

THE DEMAND MANAGEMENT APPROACH

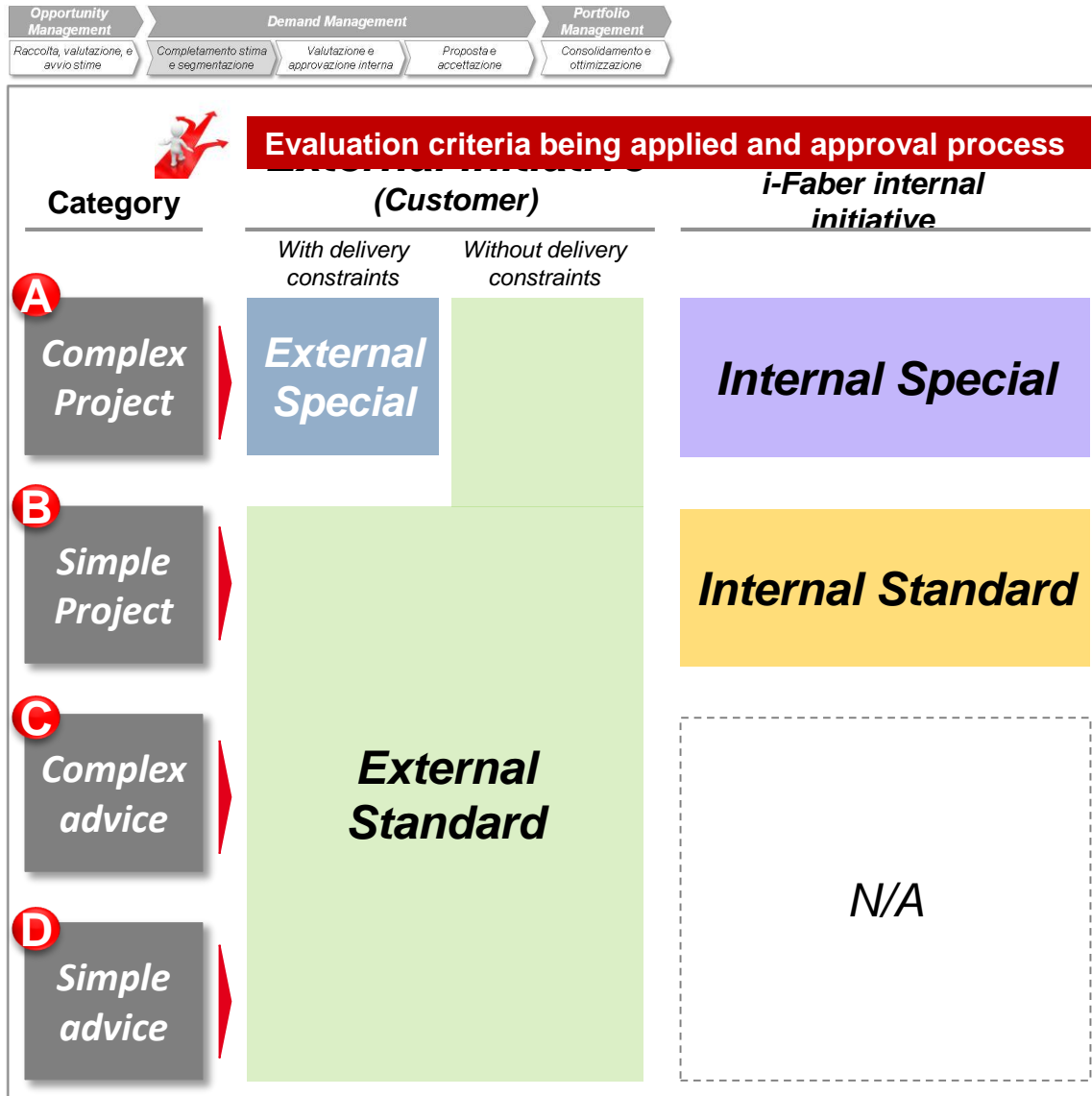
DM: AN OPPORTUNITY THAT PASSED THE OM PHASE IS EVALUATED CHORALLY BY BUSINESS AND OPERATIONS, ESTIMATING IN DETAILS ALL ASPECTS AND PRODUCING THE FINAL PROPOSAL FOR THE CUSTOMER

Basic starting points:

- The process is mapped in CA PPM and all actors are active CA PPM users
- CA PPM orchestrate tasks by distributing activities through a pre defined workflow
- Data structure in OM and DM are very similar (the DM module inherits the data from the OM module).
- Consequently, screenshots will be very similar....

Proposals are Categorized...

③ Evaluation criteria and approval processes in DM (2/3)



Evidence

- **Criteria** identification that enables the right approval process based on the initiative category
 - **type** (external/internal)
 - Delivery constraints (timing) imposed by customer
- **4 approval processes:**
 - **2 Standard:** fast track to streamline approval processes
 - **2 Special:** to manage more complex initiatives that needs to be review by company stakeholders

Dashboard Project Summary

- It is a best practice providing a general overview of the IT-governance status via Dashboard, thus, based on feedbacks and a motivating team working, a first version of the Management Dashboard has been realized and it is composed by three main parts:

1. Projects Summary (Revenue/Costs)
2. TOP Clients (Revenue / Profit Margin)
3. Financial Evaluation

Progetto	Cliente	Offerta	Sales	Servizio	Costi Pianificati	Ricavi Pianificati	Margine 1° livello	Stato Progetto	emissione offerta	Mercato
Fioranti - TEM - 2013	PIETRO FIORENTINI SPA	Fioranti - TEM - 2013	Tognoni, Jeremy	TLC	20.507,41	36.650,00	44,0%	Valutazione Offerta		Corporate Privato
Unipol - Modifiche DBContract - 2013	UNIPOL GRUPPO FINANZIARIO	Unipol - Modifiche DBContract - 2013	Tognoni, Jeremy	Contract Management	1.416,00	3.000,00	52,8%	Valutazione Offerta		Corporate Privato
Sourcing 2013	SOFIDEL SPA	Sofidel Sourcing 2013	Merchetti, Simone	Sourcing	7.832,00	73.640,00	89,4%	Valutazione Offerta	14/01/13	Corporate Privato
Enel Rete Gas_eCatalog_2012_2015	Enel Rete Gas S.p.A.	Enel Rete Gas_Gara_VM_eCatalog_2012_2015	Brunello, Lorenzo	e-Catalog	27.464,00	106.500,00	70,3%	Valutazione Offerta		P.A.
Enel Rete Gas_Gara_2012_2015	Enel Rete Gas S.p.A.	Enel Rete Gas_Gara_VM_eCatalog_2012_2015	Brunello, Lorenzo	Piattaforma Pleiade	79.784,00	100.000,00	20,2%	Valutazione Offerta		P.A.
Enel Rete Gas_Solve_2012_2015	Enel Rete Gas S.p.A.	Enel Rete Gas_Gara_VM_eCatalog_2012_2015	Brunello, Lorenzo	Solve	35.920,00	75.000,00	52,1%	Valutazione Offerta		P.A.
Enel Rete Gas_personalizzazioni on demand	Enel Rete Gas S.p.A.	Enel Rete Gas_Gara_VM_eCatalog_2012_2015	Brunello, Lorenzo	Altri servizi	11.608,00	17.500,00	33,7%	Valutazione Offerta		P.A.
Pacchetto giornale AM 2013	Enel Rete Gas S.p.A.	Enel Rete Gas_Gara_VM_eCatalog_2012_2015	Brunello, Lorenzo	Supporto Operativo	12.240,00	30.000,00	59,2%	Valutazione Offerta		P.A.
Estensione contrattuale biennio 2013-2014	UNIVERSITA' DEGLI STUDI DI BRESCIA	UNIBS - estensione biennale 2013-2014	Brunello, Lorenzo	Piattaforma Pleiade	14.736,00	39.900,00	63,1%	Valutazione Offerta		P.A.
FRULLA E SOURCING 2013	Finisil Finanziaria FVG	FRULLA E SOURCING 2013	Massaro, Umberto	Sourcing	7.570,88	25.000,00	69,8%	Valutazione Offerta		Corporate Privato
Asta on line	Vitrociset S.p.A.	Vitrociset Asta On Line Protocollo	Macchiaroli, Annika	Sourcing	944,00	0,00	0,0%	Valutazione Progetto	16/01/13	Corporate Privato
GABETTI TLC 2013	GABETTI PROPERTY SOLUTIONS	GABETTI TLC 2013	Massaro, Umberto	TLC	8.392,00	26.500,00	68,3%	Raffinamento		Corporate Privato
IZS_Gara_Piattaforma_2013_2015	Istituto Poligrafico e Zecca dello Stato	Istituto Poligrafico Zecca dello Stato_2013_2015	Brunello, Lorenzo	Piattaforma Pleiade	241.284,00	160.000,00	(50,8%)	Valutazione Offerta	2012/12	P.A.
IZS_Gara_Solve_2013_2015	Istituto Poligrafico e Zecca dello Stato	Istituto Poligrafico Zecca dello Stato_2013_2015	Brunello, Lorenzo	Solve	46.800,00	160.000,00	70,8%	Valutazione Offerta	2012/12	P.A.

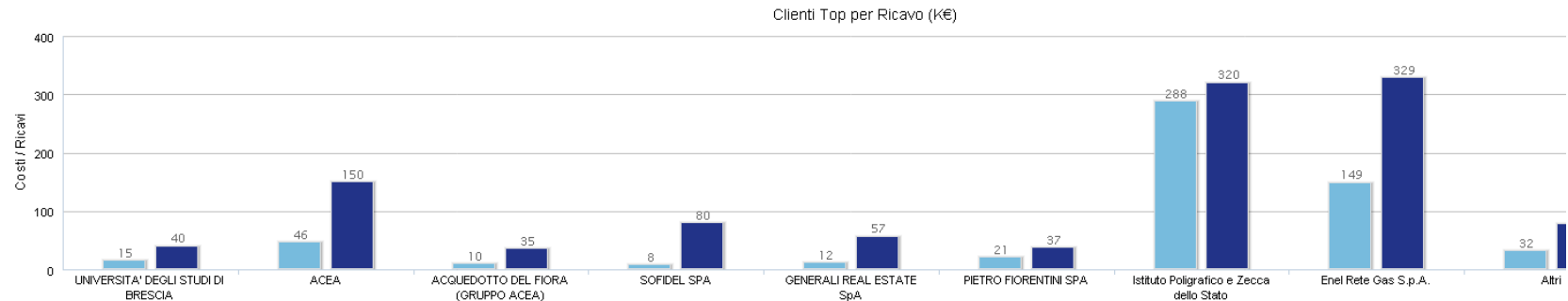
Project Summary enables control of the Profitability status of all of the projects at a glance

Dashboard

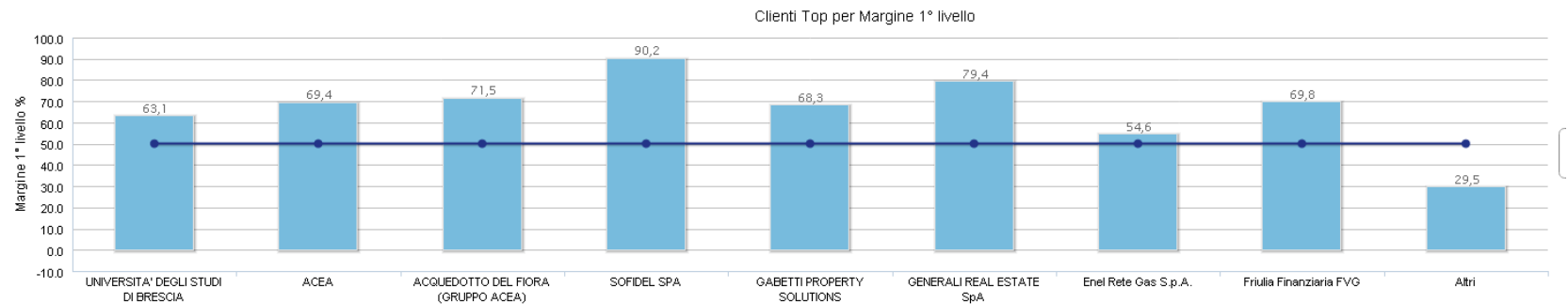
TOP CLIENTS

1. Projects Summary (Revenue/Costs)
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Clienti Top per Ricavo (K€)



Clienti Top per Margine 1° livello



TOP Clients dashboard shows the «best» client depending on the total revenue (above) and the margin (below)

Running Projects Cost-Gap Summary

Running Projects: how to Monitor costs:

- Initial Budget (baseline when the Delivery starts)
- Current Budget (Initial Budget + Change of Requests)
- Current Cost Plan (Initial Budget + Change on Planning)

Running Projects Cost-Gap Summary							
Projects ▲	Initial Budget	Current Budget	Current Cost Plan	Budget Gap	Budget Gap (%)	Planning Gap	Planning Gap (%)
Cataloghi Giro Delivery	25.280,00	25.280,00	25.280,00	0,00	0%	0,00	0%
Opportunità PA - Nuovo Flusso 03	84.954,87	84.954,87	84.954,87	0,00	0%	0,00	0%
Pleiade per Bolzano 2013	31.960,00	31.960,00	31.960,00	0,00	0%	0,00	0%
Pleiade per Regione Toscana 2013	34.320,00	34.320,00	34.320,00	0,00	0%	0,00	0%
Prova delivery SolVe	39.520,00	41.880,00	44.121,84	2.360,00	⚠ 6%	2.241,84	5%
Servizio Delivery Cataloghi	33.960,00	33.960,00	66.539,04	0,00	0%	32.579,04	⚠ 96%
Servizio Delivery SolVe	32.560,00	39.480,00	41.720,00	6.920,00	⚠ 21%	2.240,00	⚠ 6%
SolVe Giro Delivery	13.920,00	18.640,00	25.960,00	4.720,00	⚠ 34%	7.320,00	⚠ 39%
SolVe per Bolzano 2013	27.840,00	27.840,00	29.736,00	0,00	0%	1.896,00	⚠ 7%
Solve per Regione Toscana 2013	13.920,00	13.920,00	13.920,00	0,00	0%	0,00	0%

Displaying 1 - 10 of 10

BUDGET GAP
(CR)

PLANNING
GAP (PM)

Lesson Learnt

PPM project strength points:

- An accurate BPR activity made the PPM implementation fast and with limited discussions
- CA PPM has been a good choice especially for flexibility in implementation (Revolution in sales organisation in the middle of the project has been implemented in ppm in a few weeks)
- SaaS has been a good choice (with some initial problems of performances in the development environment)
- The decision of having an internal development team (three persons) has been a crucial success factor (very fast reaction, easy management of priorities)

PPM project weak points:

- CA PPM UI is not exactly the cutting edge of GUIs
- OM and DM went live without delivery management, and this makes the utilisation not mandatory

CHANGE MANAGEMENT: A KEY SUCCESS FACTOR

- Significant effort devoted to change management
- **CEO has been the major sponsor:**
 - Member of the Steering committee
 - PPM project topic of all company General Meeting held in 2013
 - user of PPM: only opportunities inserted in PPM really exists
- Involvement of all top managers in **validation of all significant project documents**
- **Accuracy in training of users**
 - High quality training material
 - Several sessions
 - Opportunity for all users of repeating training
- **Large effort in users support**
 - After go live the development team highest priority has been users support
 - Availability of sitting beside the users for initial activities
 - Careful collection of users suggestions and frequent fast implementation
 - **No alibi for users**