



company presentation

– october 2016 –

our value proposition

The real tough cases in the IT world arise out of the combination of **technical complexity**, high **functional expectations** and consequential **commercial** and **human conflicts**.

Digital Transformation adds further challenge to this mixture, as company borders are diluted, IT processes adapted and traditional role models changed.

We crack even the hardest nuts using our **expertise, experience, empathy** and **leadership**.

We take on **responsibility** in a visible way – e.g. when it comes to **outsourcing of complex IT-services**, the **delivery of multilayered projects** or the **resolution of difficult conflict situations** between the IT service provider and its customer.

According to the situation and the requirements we act as the responsible interim **manager**, as **consultant** or as **coach**.

our offering

consulting

- sourcing advice
- digital transformation
- interim management
- project & delivery management

coaching

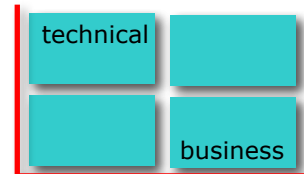
conflict resolution

sourcing advice - scope

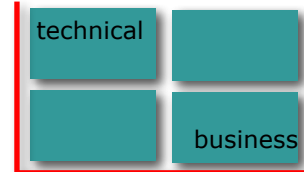
- Planning and execution of RfP / RfQ tenders (documented, legally proofed, compliant)
- Transition- and transformation process, transition to a new vendor or re-integration.
- Active management of outsourcing contracts
- Execution of contractually agreed benchmarks
- Setup of a retained organisation and vendor management
- Second or third generation outsourcing
- Re-integration of formerly externally sourced services
- Expertise in off- & nearshore delivery models

- > Ensure high quality IT Services at a reasonable price steadily delivered over a longer time period.
- > Build flexible sourcing models compatible to the needs of agile digitalisation projects.

Readiness,



Suitability and



Risk evaluation



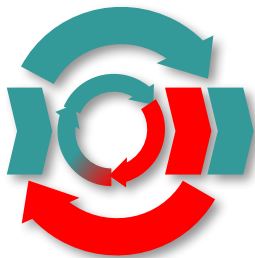
determine the
adequate
sourcing model.

sourcing advice – our approach

Intelligent sourcing isn't just a question of rate card,



but also of the overall process efficiency and flexibility



e.g. its compatibility with iterative methods.

The analysis of outsourcing contracts results in a clear message. Not even half of them accomplish all three major goals of outsourcing: high service quality, reduced costs, modernized systems.

The RfP tender already sets the foundation for successful external sourcing. Which KPI's are relevant for the reliable functioning of the IT supported business processes? What degrees of freedom need to be given to the vendor, in order to allow the generation of a sustainable cost advantage? How can one bring transparency and motivation into the interaction of platform investment and reduced service efforts?

Any sourcing contract needs to be managed actively – every day. It is crucial to agree on a robust and comprehensive framework, which allows a constructive collaboration of both parties throughout the contract duration.

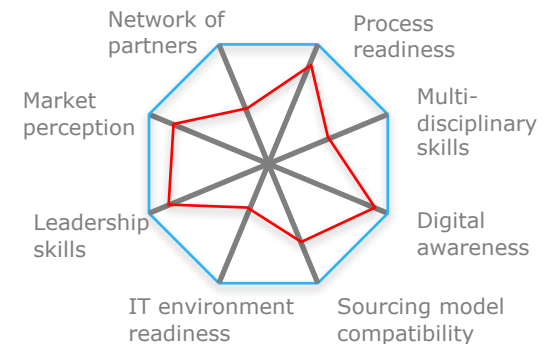
A clear-cut definition of "Transition" and "Transformation" phases in terms of mutual rights and obligations as well as the measurability of milestones is key for an overall successful process.

At **CoConut Consulting** we have a longstanding first hand experience on external sourcing - as a customer as well as a vendor. Therefore we can easily detect potential symptoms, relate them to their root causes and solve them accordingly.

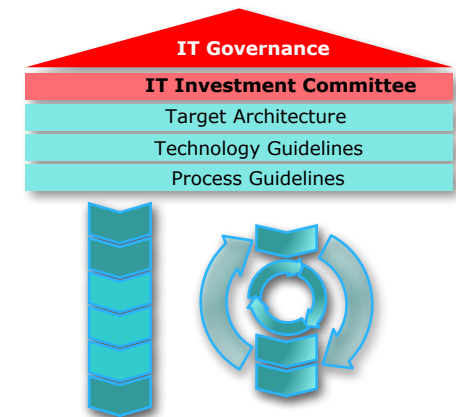
digital transformation - scope

- Business model transformation (idea, design, organisation, processes, architecture)
- Business case modelling and validation (mostly cross-business unit and/or cross-company)
- IT re-design (real-time, cloud-based, intelligent, data-centric, mobile, customer experience focussed)
- Communication concept (intern, partner, market, customer)
- Realisation and implementation
- IT Governance for Bi-Modal IT organisations

Digitalisation readiness check:



Common governance for Bi-Modal IT organisations:

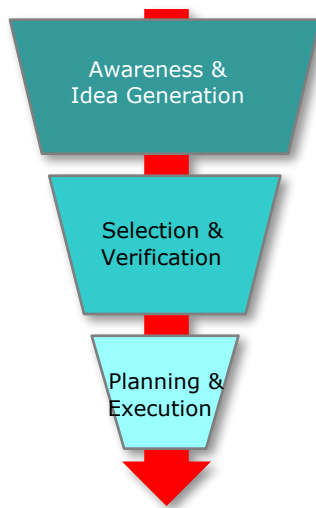


> Digitalisation: Innovative customer centric transformation of business models using modern information technology.

digital transformation - our approach

Digitalisation Workshop:

In three steps from
open-minded awareness



to an executable
project.

"We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction." **Bill Gates**

Digitalisation has no defined start and equally no defined end. It describes the radical transformation of complete value chains and consequently the creation and extinction of products and competitors.

Modern IT systems will increasingly show aspects of human intelligence. They will learn from their mistakes, foresee possibilities, intuitively combine data from different sources and optimize processes in real-time. These capabilities will result in numerous new offers, which will anticipate individual customer desires based on their situation and location.

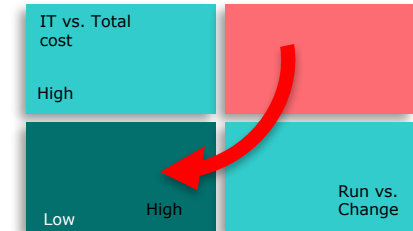
However the sole technical feasibility is no guarantee for the success of a new offer in the market. Therefore **CoConut Consulting** centres its thoughts on the customer demands and the directly related business processes.

As a result **CoConut Consulting** supports its customers to combine the technical feasibility with the with commercial meaningfulness to a SINGLE plan.

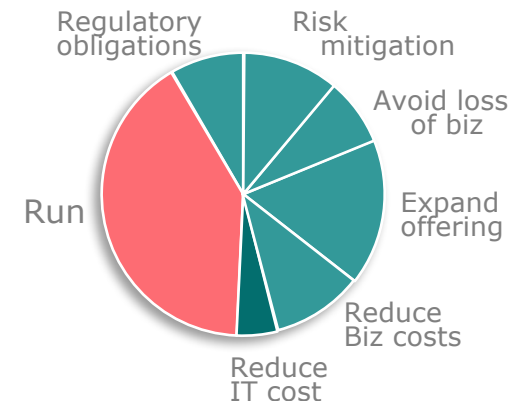
interim management - scope

- CEO/CIO leadership (agenda, roadmap, execution)
- COO (operations, production, process-optimization, cost management, controlling)
- CSO (sales organisation, sales incentives, margin optimization, partner management, sales controlling)
- Re-organisation consultancy and execution (Procedural and structural design, steering mechanisms, roles and responsibilities, KPIs)
- Transformation management
- IT-investment governance
- Digitalisation of business processes

Strategic IT cost management:



IT Investment Governance:



> Implementation of sustainable structures and processes as well as execution of decisions.

interim management - our approach



open eyes & ears,



clear communication



and prompt execution.

Even though „interim“ translates as temporary, we at **CoConut Consulting** understand „fast“.

An Interim Manager is confronted with a completely new environment based on figures, processes, market interactions and a company internal mesh of social relations. All these dimensions need to be rapidly captured, structured and evaluated.

Its not about being arrogant „knowing it all better“, but about the visible capability to understand the company situation holistically in all its quantitative and qualitative aspects in a timely manner.

Especially those assignments which are limited in time, rely on an early perception of the Interim manager's qualification.

CoConut Consulting has the necessary experience, leadership and intuition for effective interim mandates. This mixture combined with a solid management toolbox used for the steering of programs, measurement of processes, and evaluation of results, creates the basis for our interim assignments.

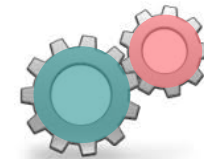
project & delivery management - scope

- Project awarding
(tendering, evaluation, decision, documentation)
- Responsible project management
- Implementation of steering structures
- Measurement and documentation of project progress (e.g. EVA)
- Steering of off- & nearshore delivery models
- Leadership in iterative or agile digitalisation projects
- Risk analysis and mitigation
- Avoidance of crisis and crisis management
- Project portfolio review
(CMMi process areas, Financials, Risk)

Industry standard
process models



hands on engagement



delivering results!



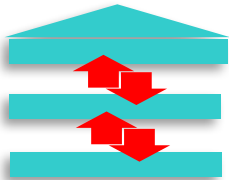
> Successful projects based on experienced proactive management.

project & delivery management – our approach

Planning and
communication



established
robust steering



and continuous
Risk Management.



All successful projects rely on the same pillars:

- ◆ Transparent planning and communication
realistic, frequent, comprehensive
- ◆ Established multi-level project-steering
stable and proven; even in critical situations,
- ◆ Proactive continuous risk management
avoidance and mitigation.

Any upcoming project situation which requires clarification, needs to be converted by the project management into a decision proposal for the steering committee. The reliable functioning of this steering process, is the key to ensure the success of the project.

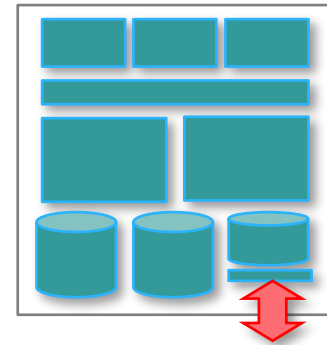
Coconut Consulting is specialized on the successful delivery of complex projects. Complexity is not solely based on size, but may as well result from multi-layer offshore delivery models or from an agile process model.

Even in difficult situations **CoConut Consulting** knows how to establish management structures, which allow to conclude the project successfully.

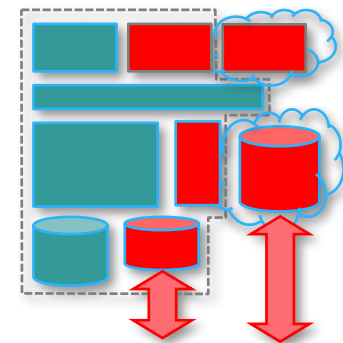
coaching - scope

- Active content based accompaniment of IT managers
- "Check & balance" feedback process
- Outside-in perspective
- Digital Transformation strategy
- Development of a CIO agenda and roadmap
- Strategy development and program execution
- Offsite planning and moderation
- Team coaching

Changed strategic perspectives:
From fenced and controlled



... to open, shared,
agile and real-time.



> Active accompaniment of individual managers or complete management teams.

coaching - our approach

Structured dialogue



to build a solid agenda:



„Explaining is the highest form of learning“. This saying illustrates the unrivalled power of a content-based dialog.

At times of manifold demands on information technology - all to be accomplished within a limited budget frame - the portfolio of initiatives needs to be carefully evaluated and prioritized. The structured dialogue brings about the needed clarity and structure to build a robust agenda.

Digital Transformation interlaces business and technology to a single perspective, therefore it is asking for a comprehensive approach.

CoConut Consulting understands coaching as a target oriented process. This results in a solid plan with underlying KPIs, programs and milestones. Obviously it includes as well the personal advise on “how” that plan can be ideally executed within the given organisation.

Coconut Consulting offers coaching for single managers as well as for complete management teams. Once the roadmap is developed, **CoConut Consulting** will accompany the management in its execution.

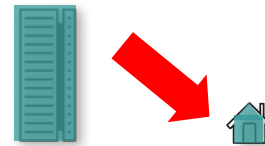
conflict resolution - scope

- Business-value oriented, sustainable resolution of conflicts between IT Service provider and customer; in projects as well as in outsourcing contracts.
- Resilient fact based evaluation of alternatives (e.g. rescission vs. continuation)
- Documentation, planning and execution of agreed path.
- If needed auditing, arbitration or mediation by suitable third party.

> Application of various methods and procedures to achieve a sustainable and business oriented conflict resolution.

Conflicts can be solved by means of

political power,



legal rights or



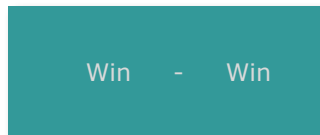
settlement of interests.



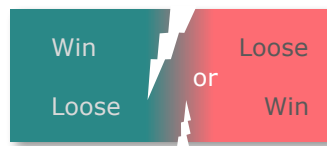
In most cases only the later is sustainable.

conflict resolution - our approach

Starting at certain escalation levels



a solution can only be achieved with external help.



Crisis situations in projects don't arise "over night". However they often escalate in an instant and lead to a complete standstill.

The willingness for cooperation is being driven out by mutual mistrust and careful manoeuvring. It seems to be more important to clarify who is going to be blamed for future failures, rather than jointly avoid these from happening. Emails and distribution lists are getting longer, the reconciliation of meeting minutes take as much time as the meeting itself.

Neither party can „win“ in such a situation on the long run. Time will carry on completely unimpressed and hereby remind relentlessly the need to resolve the conflict.

A neutral third party is the only way for a fact-based evaluation of the project situation. This creates the platform to develop and execute a jointly accepted solution.

CoConut Consulting has applied this business-value oriented approach in multiple crisis projects – all of which have been successfully delivered. Sometimes overcoming a crisis has created the basis for a long-lasting trustful collaboration.

In addition **Coconut Consulting** collaborates with certified assessors, arbitrators and mediators. This can open further alternatives to resolve conflict situations.

our values

Based on our **experience, diligence** and **multi-disciplinary expertise** we deliver **excellent results** even in complex environments.

As a matter of course we take over **personal responsibility** for our work.

Our way of working is always focussed on **timely delivery** of **resilient outcomes**.

Besides our expert knowledge the valuable trust of our customers is based on our **impartiality** and **confidentiality**.

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„... no nut too hard to be cracked.“