

Case and the challenges Proposal process adesso AG



adesso AG / adesso group = European Company

- ▶ More than 2.100 employees
- ▶ Group sales 2016 → 260 MM
- ▶ Expected sales 2017 → 290 MM
- ▶ Various awards as top employer



- ▶ IT service provider
- ▶ Full service
 - > Employees with mixture of educations/ tasks (testers, developers, consultants)
 - > subsidiary companies → cover various business areas (agencies (design, content etc.), hosting, personal mediator etc.)
- ▶ body leasing
- ▶ Various technology partnerships (Microsoft, Nintex etc.)
- ▶ split in different business focuses "lines of business" → insurance, public, automotive, utilities, health, lottery, banking, "cross Industries", Microsoft, IT Management Consulting ITMC

Organisation

Board of managers → Leader Line of business → Area manager → Leader Competence Center → Team

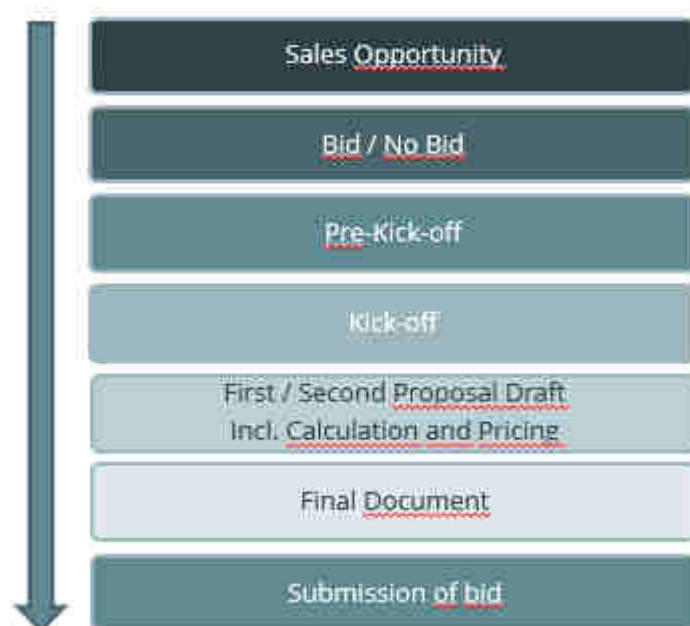
Remuneration structure

- ▶ Project employment allocated on customer projects
- ▶ Creation of proposals additional to project employment
- ▶ For creation of proposals no extra budget
- ▶ Time for creation of proposals is not allocated on customer projects

Proposal process

Proposal manager = expert for creation of proposal → responsible for the formal correctness

Bid Manager = expert for topic / technology → responsible for the content



Main challenges:

- ▶ Bid decision - process not done correctly – **Bid-Excel** is not filled or the decision was made too late (deadline gets too close)
- ▶ time (set up infrastructure (SharePoint), CRM entry, create a proposal template with the structure – is all done **manually**)
- ▶ searching in the reference system critical - use of references not permitted (or just in parts) – finding **appropriate** references/profiles/texts – done manually

The adesso AG / adesso group (adesso) provides custom and customized IT solutions for a variety of different public and privately funded organizations from fields such as utilities, health, lottery, banking, IT Management and Consulting, insurance and automotive. adesso has more than 2.100 employees in mainly European but also non-European countries and has received various awards as top employer for several years. One major part of our operations is the creation and management of project proposals. This process – which is oftentimes initiated by successful previous collaborations – involves a variety of different personnel from different departments and on different hierarchical levels. It consists of seven main steps which are outlined in figure XYZ. The process requires close collaboration with technical staff (experts of the object of the proposal), sales staff, lawyers and proposal managers (formal experts). Due to the diversity of knowledge involved and due to the fact that the process requires contribution from people that are already booked full time in customer projects it poses a number of unique challenges. The main challenges that we will aim to tackle during the workshop are:

- ▶ Timing of bid decisions
- ▶ Inadequate technical support
- ▶ Coordination between organizational units