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# delITad Services Portfolio





## Our Mission

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- Our highest priority is to satisfy the customer through early and continuous delivery of valuable IT advice.
- To help organizations understand both IT and business processes.
- Enable our customers to achieve a competitive advantage using Information Technology.
- To maximize Business and IT alignment resulting in 100% customer satisfaction and strategy success.
- Deliver all this with a team of highly skilled, motivated and dynamic professionals, willing to remain within the company due to its innovating nature and interesting opportunities.
- Working to enhance quality\* in service-delivery settings to help improvements last.
- Experience demonstrates that quality services result in an increase in the number of individuals who choose and use the services offered.



(\*) ISO 9001:2000 specifies requirements for a quality management system for any organization that needs to demonstrate its ability to consistently provide products that meet customer and applicable regulatory requirements and aims to enhance customer satisfaction.

## Our Vision

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The "information age" is taking center stage in the world of business. Knowledge, much more than manufacturing will fuel the engines of commerce. At the end of the next decade 70 percent of all jobs will be occupied by knowledge workers, exactly reversing a brains-versus-brawn quotient from the beginning of the Baby Boom. And as change is emerging, the differentiator is to stand as a leader in applying knowledge and technology to help companies create - and sustain - new value for their customers.

In today's marketplace we see a growing competition. There is a big need for optimized customer data and information so that companies can meet their new challenges i.e. customer retention, regulatory compliance and simultaneously improve efficiency.

We strongly believe that companies can achieve these objectives with the help of a controlled Information Technology organization.

However most companies do not have the resources nor the knowledge to optimize their organization. This is where DellTad can help.

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## What services do we offer ?

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DellTad is a dynamic, fast growing company, focusing on best practice Information Technology Advisory.

Profile:

- Total independence
- Always from the viewpoint of our customers' customers
- Put forward GROWTH
- Result oriented (with short delays)
- Technology used as leverage
- Methodological approach
- We already DID it
- Implication of our customers' employees
- Our team members have years of experience in the domain

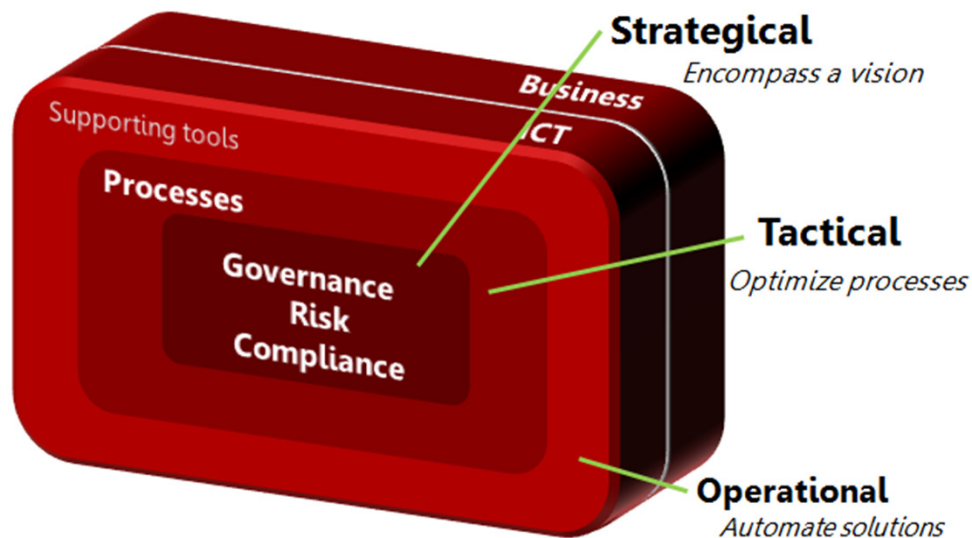
The DellTad services for valuable advice are gathered into the following domains:

Governance

Risk

Compliance

For delITad Governance, Risk and Compliance comprises 3 different layers as shown in the picture below.



These layers can be dealt with in both ICT as Business context. The high-level GRC layer deals with the Strategical decision making of how ICT or Business should be managed. In other words it defines the vision in different domains. The next level is the Tactical or Process level. And the lowest level from our point of view is the Operational layer which defines and implements the tools that support the processes as defined in the previous layer.

When talking about the Strategical level of Governance, we provide our clients with expertise on the Communication lines, the establishment and monitoring of Compliance, and the Dispensation processes. Another integral part of this strategical level is the guidance and definition of the Decision structures, Guidelines and Standards.

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In the field of Risk Management, senior management is looking for assurance over its business processes in order to optimize them and increase performance or to mitigate the operational and financial risks. DellTad provides the necessary skills to provide this assurance, identify risks and controls, and assess the residual risks. Afterwards appropriate recommendations to either mitigate these risks or carry out process optimizations will be formulated and implemented.

In correlation to IT, knowledgeable and certified internal IT auditors are hard to find. DellTad can assist your internal audit department in its day-to-day operations. Besides assistance in the execution of internal audits, DellTad has the skills to execute an internal IT audit where the scope starts with the creation of an audit plan and ends with the presentation to senior management or the Internal Audit Committee of the findings and recommendations.

Thirdly, Compliance to legislation and regulations such as Sarbanes-Oxley, SAS70 and BaselIII are imperative these days. But also compliance to frameworks such as Cobit® and CMM can be an objective for any company to demonstrate the control over its processes. DellTad's expertise in all of these domains will turn these sometimes vague and complex descriptions into comprehensible audit reports including feasible recommendations. And this is not the end of our services. A big differentiator to other consultancy companies is the fact that, when required and desired the implementation of these recommendations can be made part of the job.

When translating this into the Business versus ICT challenge we assist companies in their implementation of adequate alignment between the departments.

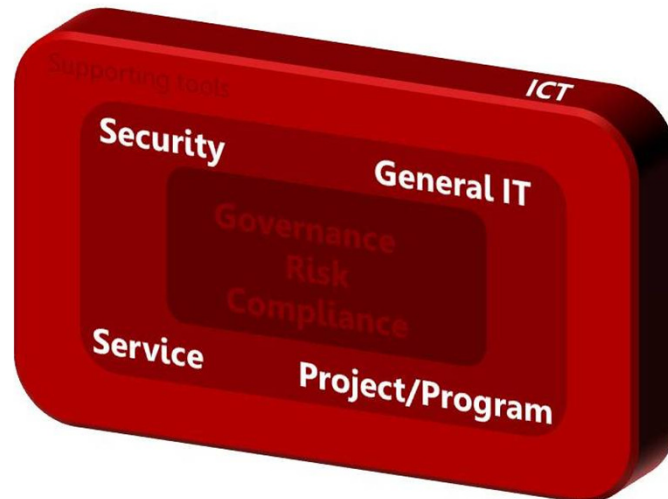
With dispensation we mean the escalation process that comes into practice when the defined processes of validation and decision cannot be followed.

When we drilldown into the next level we discover the underlying processes. In other words the processes we are trying to govern.

On the business level our expertise focuses on the implementation of quality management systems such as ISO9001 or Accredited Economic Operator (A.E.O) and the risk management of business processes. With the latter we define the financial or operational risks of business processes and the compensating controls. These audits are mostly performed when questions are raised about the integrity, confidentiality or availability of the information and data through the process.



If we define the same level for the ICT environment we can split the processes into 4 domains.



First there are the General IT processes. IT Strategy definition and IT Risk management are the main drivers there. When talking about the Project / Program management processes, we deliver the expertise to implement project methodologies such as PMBOK or Prince2, we define SDLC or change management processes or deliver program management skills.

The third domain are the processes related to service management. In short we include all the processes as defined within the ITIL framework. The DellTad consultants are trained & certified in ITIL, which is the most popular global Service management framework. DellTad can help you by offering an independent evaluation on service oriented IT activities and processes. This independent view combined with a sound theoretical knowledge and practical experience, enables the DellTad consultants to identify, formulate and support pragmatic improvements for service management & IT processes.

The last domain is security management. Instead of the technical security consultancy our focus is on the policy definition and implementation of the security processes as defined in for example ISO27001. Here we discover besides the high-level security policy also the following domains: organization, asset management; logical and physical security, HR security, development security, incident management, disaster recovery and business continuity and finally monitoring.

The outer circle of the delITad services presentation shows the supporting tools. It is clear that some of the processes as discussed before can be supported by software packages.



There are in the market several good tools to support for example Incident and Problem Management or Project and Portfolio Management. DellTad has the skills in the following tools:

- HP Project- and Portfolio Management
- Clarity
- Changepoint
- Clear Governance
- Microsoft Project Server

for the project processes and

- HP Service Center
- ServiceNOW

for the service management processes.

## Example of SOX project

One of our clients is part of a group which is listed on the NY Stock Exchange. Therefore, as a Belgium subsidiary they have to comply to the Sarbanes-Oxley rules as from this year. For the documentation of the IT processes and their controls, they already had a number of documents. However, these are sometimes incomplete and are not always directly linkable to an IT process. The challenge within this project was that the IT department only consisted of 2 persons and that segregation of duties was an issue.

The screenshot shows a Lotus Notes document template for HR. It includes sections for:

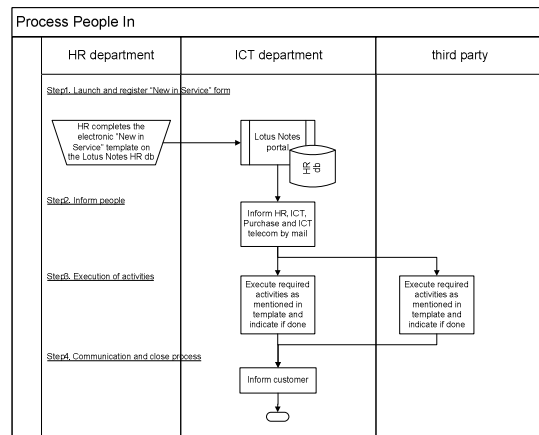
- 2. GENERAL**
- 2.1. INFORMATION**
- 2.2. PURPOSE**
- 2.3. AUDIENCE**
- 2.4. RESPONSIBILITIES**

There is a table under '2.4. RESPONSIBILITIES' with columns for 'Activity', 'Responsible', 'Reviewed', and 'Approved'.

del/7ad assisted them in the gathering of the existing documentation of the current IT Processes. The goal was to identify any gaps between what exists and what SOX requires.

More in detail, del/7ad documented the following processes: Security Management: People In – People Out – People Change procedure, Physical Security, Manage Data and Manage the configuration. The solution for the SOD problem was the implementation of temporary access and exception reporting on certain activities.

For the project, one of our consultants was integrated within the IT department. Based on reviews of documentation and interviews with key personnel, he created a first draft of the process and identified the missing key controls. Based on this analysis, he proposed a remediation plan which was implemented jointly with IT personnel. This project resulted in the compliant declaration of the external auditors.



## Example of Business process audit

The Belgian market leader on level of Hospital Information Systems built a system with more than 1000 files and 3400 programs. Because it has been developed in a open architecture, the choice of hardware or the used relational database is not binding for the solution.

The question which was posed is directly related to the license policy. A part of the implementation costs is based on the success (efficiency, etc.) of the software. We were asked to perform an independent audit towards those efficiencies. As the goal of the audit is to assess the automatic revenue increase (in %) in the examined hospital as result of the implementation of the billing software, we were asked to start with an application and process analysis of the current system. During this investigation the processes were audited for completeness, accuracy and timeliness.

Control objective	Risk	Detail Score	Control	Final Score	Comment
<b>Registration process – read SIS card (1)</b>					
Accuracy	SIS card patient data loaded in CPO+ incorrectly due to special characters	✘	Automatic SIS card data transfer	☹	Special (e.g. Arabic) characters are wrongly interpreted in CPO+ Current CPO+ user identification and authentication is not waterproof (passwords quasi never change; old user id's remain active, shared user id's, etc.)
		✘	Specific user access profiles exist in CPO+ to modify loaded data		
	SIS card data not up to date	✓	Use of CARENET, automatic control of SIS card data and the social security offices		
Existence	Patient record occurs in CPO+ more than once	✓	During the SIS card reading an automatic check based on the national register number of the patient prevents that several patient records are created	☺	
Completeness	Not all patients are registered in CPO+	✓	Automatic control by CPO+, the patient file cannot be closed if not completed	☺	
		✓	Manual check by the employees as the medical staff is not able to link performances to a patient file in CPO+ Without generated CPO+ stickers, the medical staff is not able to link performances to a patient file in CPO+. Without a patient's record number, no stickers are generated		
Timeliness	Patient data is entered too late	✓	Without generated CPO+ stickers, the medical staff is not able to link performances to a patient file in CPO+. Without a patient's record number, no stickers are generated	☺	

Afterwards, the results were compared to a test set that was run through a version of the new system. It was clear that revenue increased with 4% and the throughput time of the process was reduced. This of course generated additional cost savings and therefore an even larger gain.

## Example Business IT Alignment project

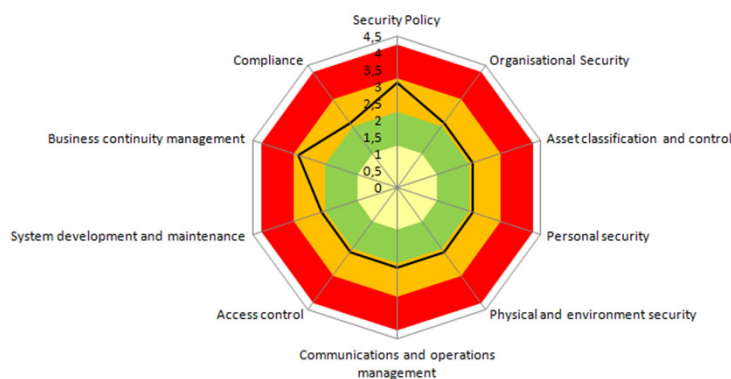
How are the communication lines between the different business departments and ICT? Are they speaking different languages?



This might lead to a situation where it is not completely clear whether business is leading ICT or vice versa.

Therefore it is very important to know what to look for when these worlds are coming together. There are 4 major domains where business enters the field of ICT: Security Management, Project Management, Business Continuity Management and Service Management.

For each of these 4 domains the focus within the Business/IT alignment question is based on the governance processes: communication, compliance and dispensation and of course the norms and standards and organizational aspects.

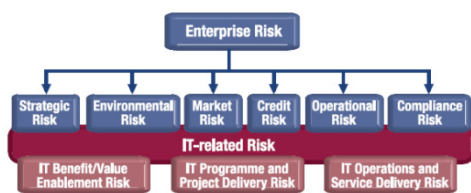


For each of the 4 domains a spider diagram shows the results of the research. Here the security diagram shows that the security policy is still to be improved and formalized. From these diagrams appropriate recommendations can be drafted.

## Example of Risk Management for Business Continuity Planning

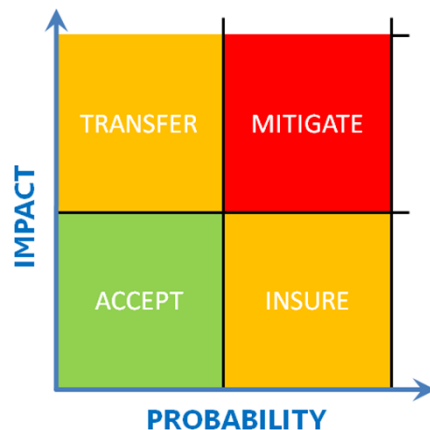
The goal of this project was to identify internal and external threats which might lead to system interruption. The risk was defined by its impact and the probability. The deliverables of this project were a list of Single points of failure.

A prioritized list of threats for the specific business processes and a strategy and action plan for the identified risks. There are 3 main groups for IT related risks: IT Benefit/Value Enablement Risk, IT Program and Project Delivery Risk, and IT Operations and Service Delivery Risk. Every IT department has one of these three as main driver.



From the Risk IT framework and based on the business context we selected only those risks related to the main driver. For every risk we identified the impact and risk on a scale of 1-9.

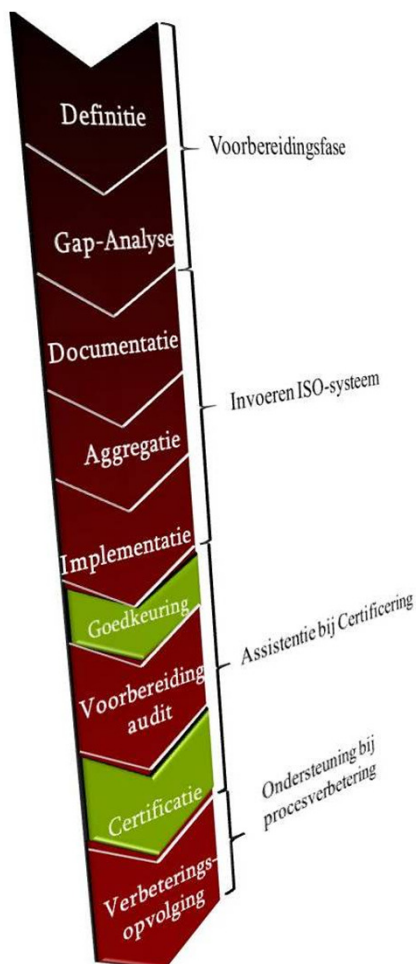
Generiek scenario	IT risico	Detail omschrijving	Impact (waarde: 1,2,3) (A)	Frequentie (waarde: 1,2,3) (B)	Resultaat: Risk assessment (A) x (B)
8.Ageing of application software		Weinig impact dankzij proactief beleid	1	2	2
16. Selection/performance of third-party suppliers		Weinig impact dankzij goed beleid en lage frequentie daar minimale wijziging in de bedrijfsomgeving	1	1	1
17. Infrastructure theft		Grote impact naar de dienstverlening maar dankzij een niet gevoelige en concurrentiebedrijfsomgeving een lage frequentie.	3	1	3
18. Destruction of infrastructure		Idem als 17.	3	1	3
19.IT staff		Sterk afhankelijk van (de kennis van) zijn medewerkers maar gezien de omgeving weinig verloop.	2	1	2
20. IT expertise and skills		Idem als 19.	2	1	2
21. Software integrity		Grote impact en kans op fouten; gezien de grote hoeveelheid programmeerwerk een grote kans op voorkomen van fouten.	3	2	6
...					



From this risk register an appropriate strategy could be derived based on the matrix aside.

## Example of ISO9001:2008 implementation preparation

Infrabel manages, maintains and develops railway infrastructure in Belgium. It is in charge of the organization and the control of railway traffic. Next to this, it also offers equal opportunities to all railway enterprises that wish to make use of its network, in the centre of Europe. Infrabel is responsible for the declaration of the official train delays. With the coming liberalization these numbers have a financial impact. Therefore Infrabel asked delITad to help them with the ISO9001:20089 certification of following scope:



- Registration of train announcements
- Justification and allocation of delays
- Communication and follow up of the allocations of delays
- Creation and distribution of punctuality statistics of railway traffic and the allocation of delays

The approach used within this project is shown in the figure beside. After initial gap analyses and the formalization of the processes the actual implementation of the new norm has executed. This meant the training of 2000 employees all over Belgium train stations. We are also the internal auditors in preparation of the certification.

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## **DellTad sectors**

DellTad's internal experience and the Cronos group expertise cover the following sectors:

- Utility
- Transportation
- Telecom
- Pharmaceutical
- Public Services
- Industry
- Banking
- Services
- Logistics
- ...

Nevertheless, our diversification in expertise makes us first of all good analysts, both on business and IT level.

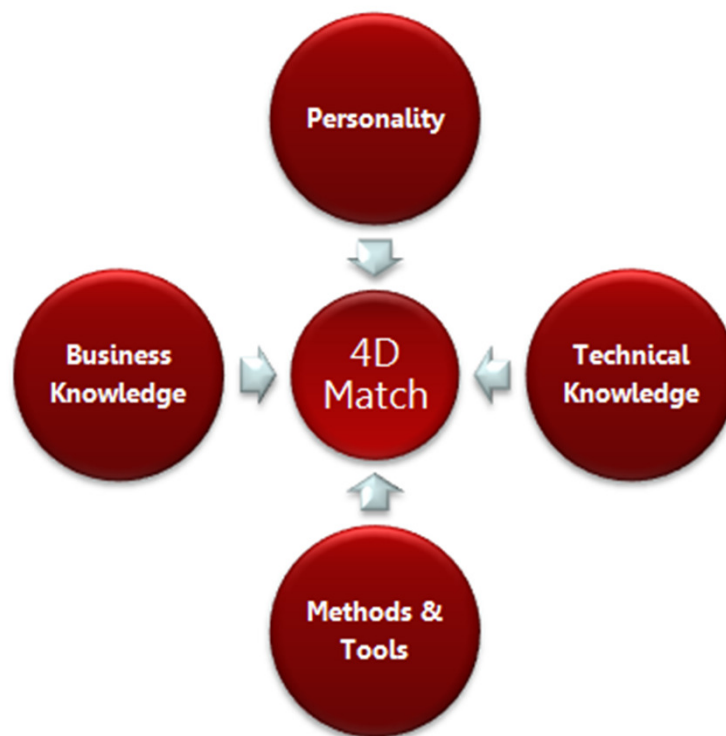
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## What profiles do we offer ?

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It is all about recruiting and offering the best people for the job.

For every project we look for a 4D-match between the Consultant and our Client:



## IT Advisory profiles

The people working for DellTad are its most important asset. Besides a competitive salary package and continuous training resulting in proper certification, DellTad also pays a lot of attention to personal working desires. And this differentiates us from the rest.

A **DellTad** project team can consist of a combination of more senior and more junior profiles, according to the required skill level of the project. Every project is at least under the surveillance of a senior project manager to ensure proper quality assurance at all times.

### Technical skills

All our consultants have primary background in both business and IT. They have a proven track record, including the required certification. They have gained an extensive experience in one or more of the following domains.

- IS Governance knowledge
- IT Process Implementation experience
- IT (internal) Audit experience
- Knowledge of IT processes
- Project management experience
- Knowledge of ITIL, Cobit, Sarbanes-Oxley, ISO9001:2000, ISO27000,...

### Non-technical skills

- Ability to analyse business and IT processes
- Risk minded
- Strong communication skills
- Analytical approach
- Problem solving skills
- Ability to work to deadlines
- Negotiation skills
- Results oriented
- Ability to conceptualise
- Attention to detail
- Strategic thinking
- Client consulting skills
- Ability to identify and recommend improvements



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**You can contact us for more information,  
details, business-cases or any other information:**

**Nicolas Delcroix  
delITad**

**Veldkant 33A  
2550 Kontich**



**+32 (0) 495 93 29 85**



**+32 (0)3 45 36 60**



**+32 (0)3 451 36 69**



**info@delitad.com**