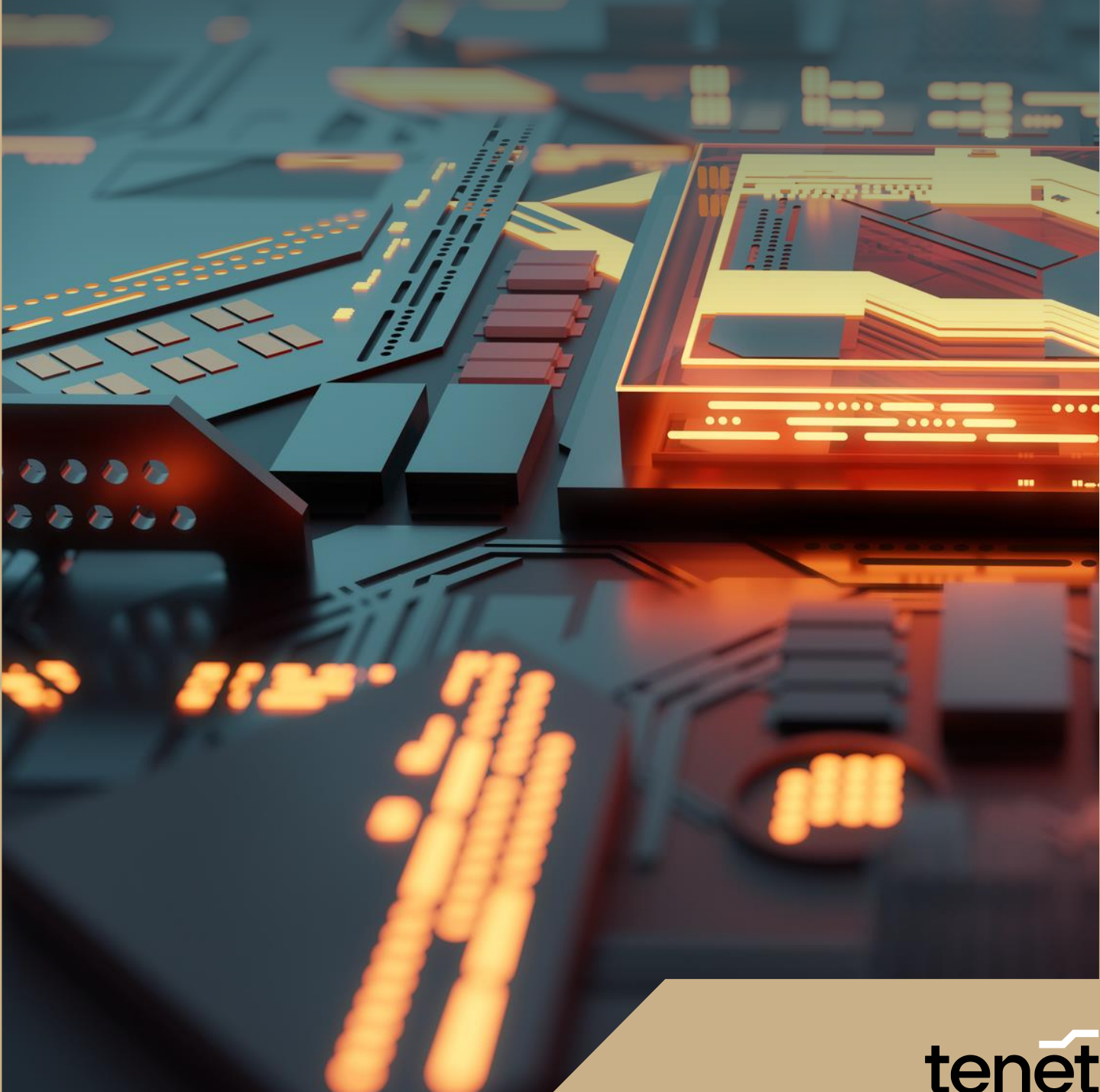


TECHNOLOGY

Tenet services

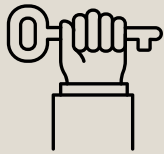


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1 DIGITAL TRANSFORMATION, IT STRATEGY AND PROCESSES



Key tasks for your business

- Developing target digital services and their implementation schedules
- Digitalisation and applying digital technologies to boost business performance
- Analysing the current digitalisation level, with a subsequent development of additional digital initiatives
- Elaborating the target IT architecture and configuring digital services
- Developing requirements for the IT infrastructure of digital services
- Aligning IT with business requirements and modern industry trends
- Optimising IT costs, enhancing IT processes' efficiency
- Developing a strategy in accordance with the requirements/methodological standards of local governments (for companies with state participation)



OUR SERVICES



Drafting a digital transformation and IT development strategy

- Assessing the current state and prospects of digital transformation in the company, identifying key digital transformation challenges and opportunities, identifying risks and threats to information security during the implementation of the digital transformation
- Developing goals, key indicators, and a target vision of the effectiveness of the company's digital transformation, and determining strategic areas to develop the digital transformation
- Identifying initiatives to implement digital solutions, and creating a roadmap for digital transformation initiatives and measures, taking into account the import substitution approach
- Elaborating a model of digital skills and staffing support for the company's digital transformation, assessing staffing requirements
- Elaborating a digital transformation management model, determining the structure of digital transformation management, creating the process for updating the digital transformation strategy, describing the information security system
- Forecasting the economic effects of the digital transformation strategy implementation and estimating respective investment requirements



Assessing the current digitalisation level and identifying additional digital initiatives

- Assessing the company's current digitalisation strategy, analysing digital initiatives presented therein
- Determining gaps in the strategy, making proposals on additional/corrective initiatives to implement the strategy objectives
- Preparing a list of digital initiatives, determining the solutions/products of developers/vendors for these initiatives, creating a roadmap for implementing such initiatives
- Ranking selected initiatives by criteria relevant for the company
- Forecasting, assessing the impact of digital initiatives on the company's processes
- Making recommendations on introducing/implementing initiatives



Preparing the IT development strategy

- Evaluating the current level of automation of the company's business processes, creating a risk register, making recommendations on increasing the level of automation and a set of measures to reduce risks associated with the current level of automation
- Analysing the current level of infrastructure in terms of compliance with the company's business goals, objectives and modern trends; creating a register of current problems and risks; making recommendations on infrastructure optimisation
- Assessing security and business continuity processes, making recommendations on increasing the level of process maturity
- Analysing the current IT operating model: assessing the level of IT process maturity, making recommendations on increasing the level of process maturity and establishing a target IT operating model based on best practices
- Developing the target IT architecture of the company
- Elaborating strategic IT goals in line with business goals and objectives, creating an IT development roadmap



Elaborating target IT architecture options

- Developing options for the target functional and system IT architecture, taking into account functional and technical requirements, the company's IT strategy, import substitution requirements, and sanctions pressure
- Creating a roadmap to transition to the target architecture and a project programme with budget assessments in the short, medium, and long term
- Elaborating detailed functional and technical requirements and terms of reference for the implementation of IT systems
- Developing parameters for scoring and selecting IT systems and automation platforms by areas and key domains: ERP, CPM, EDMS, CRM, MES, WMS, TMS, etc.



Drafting the IT infrastructure development strategy

- Assessing the current state of the IT infrastructure
- Developing the target state of the IT infrastructure, taking into account import substitution requirements and sanction pressure
- Elaborating requirements for the implementation of digital initiatives in the target IT infrastructure, including the necessary configuration of equipment, the settings of data storage systems, network and other equipment, virtualisation software, and other necessary infrastructure elements



Creating and updating a service catalog

- Creating a catalog of business and infrastructure services
- Determining service level requirements and developing SLAs



Methodological support for ITSM practices implementation

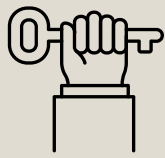
- Elaborating regulations on ITSM practices
- Automating ITSM practices (implementation of ITSM systems)
- Quality assurance and implementation PMO



OUR ADVANTAGES

1. Experience in developing IT digital transformation strategies for companies
2. Availability of specialists with significant experience in developing digital transformation strategies, strategic planning, and planning the target architecture of companies (including those with state participation) in various industries, including:
 - finance
 - logistics
 - telecommunications
 - mining
3. Presence of experts with practical experience in working with various technologies: developers, architects, IT infrastructure professionals
4. Combining technical skills with knowledge of industry business process
5. Combining advisory experience and business value with technology and platform experience in implementing integrated projects

OPERATING MODEL DEVELOPMENT AND IMPROVEMENT



Key tasks for your business

- Unlocking competitive advantages through IT
- Achieving operational excellence
- Transitioning to flexible development methodologies and product approaches
- Enhancing the quality and speed of IT services
- Optimisation and transparency of IT costs



OUR SERVICES



Functional and organisational design of the IT function

- Analysing the current state of the functional and organisational structure of the IT function
- Designing the target functional and role structure based on the goals and objectives of the business, taking into account current trends and best practices, including those to support digital transformation and transitioning to a product approach
- Creating detailed competence maps
- Establishing a KPI system for IT departments and employees
- SSC design and creation



Assessing target indicators and IT headcount optimisation

- Assessing the headcount target indicators of the IT function
- Elaborating recommendations to optimise the headcount and role composition within the IT function



IT units regionalisation

- Assessing the applicability of regionalisation options (shared services centre, several centres by service regions or functionality)
- Developing the target processes of regional IT departments, as well as the KPIs of employees
- Determining business requirements related to the composition and quality of services provided by regional IT departments
- Developing the target IT department organisational structure, taking into account the regionalisation aspect
- Choosing locations for regional IT departments



Optimising the management of IT costs

- Assessing accounting and the classification of IT costs
- Establishing a uniform approach to costing and pricing IT services, based on the Technology Business Management methodology
- Benchmarking IT costs
- Developing IT resource planning and accounting processes



Boosting the efficiency of IT practices

- Assessing the current maturity level of IT practices, based on COBIT, CMMI, and user experience
- Value chain optimisation
- Developing recommendations to implement advanced IT practice management technologies



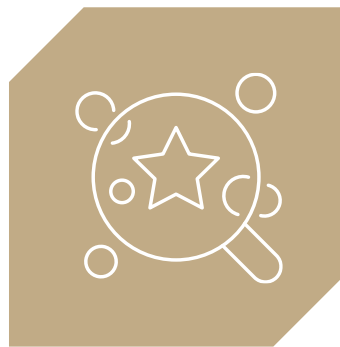
Implementation and development of the product approach and flexible development methods

- Elaborating a product approach concept based on the client's needs
- Adaptation of the IT operating model to apply the product approach
- Selection of products from the client's list of solutions
- Creation and support of product teams



Developing the sourcing strategy

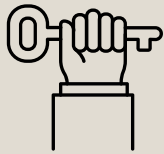
- Analysing the current sourcing model for IT services and IT roles
- Elaborating criteria and methods for making decisions on the type of IT services sourcing
- Creating a target sourcing model
- Drawing up plans for the skills required in the short or medium term



OUR ADVANTAGES

1. Experienced team of professionals with technical skills and industry knowledge
2. Deploying international and national best practices, engaging functional and industry experts
3. Applying a proven methodology to develop the IT operating model
4. We have the required databases for benchmarking:
 - benchmarking database by industry, size of business and region
 - analytical reports of the most trusted agencies
 - reference models of IT processes and functions based on global best practices
5. Significant experience in similar projects

3 BUSINESS CONTINUITY AND RECOVERY



Key tasks for your business

- Ensuring the continuity of services provision and internal processes
- Thwarting the most significant external risks to business continuity
- Having a plan for critical and emergency situations



OUR SERVICES



Developing business continuity plans (BCP)



Elaborating detailed disaster recovery plans (DRP)



Express diagnostics of risks and the maturity of business continuity management (BCM) processes



Business Impact Analysis (BIA)



Elaborating a Business Continuity and Disaster Recovery (BCDR) strategy



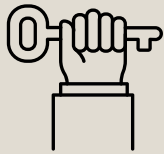
Training sessions on implementing BCM processes



OUR ADVANTAGES

1. BCP-DRP professionals experienced in various industries
2. The ability to engage experts on specific business processes (financial accounting and reporting, supply chains, human resources management, etc.)
3. A proprietary methodology to assess the maturity of an entity's continuity management process, based on ISO 25002 / 14001 standards

4 CYBER SECURITY AND DIGITAL FORENSICS



Key tasks for your business

- Striking a balance between information security and the ease of doing business
- Timely and effective responses to cyber challenges and threats
- Averting business interruptions in the event of cyber incidents, and minimising any damage
- Compliance with regulatory requirements related to information protection
- Safeguarding the company's information along the entire chain of suppliers and partners



OUR SERVICES



Penetration testing and social engineering



Analysing the security of network infrastructure and application systems



Responding to and investigating information security incidents



Computer forensics



Strategy preparation, development of processes, and information security risk analysis



Personal data processing and protection services



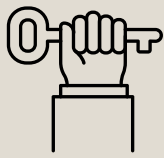
Data mining (E-Discovery)



OUR ADVANTAGES

1. Our team are world-class professionals holding CISA, CISM, CISSP, CEH, OSCP, CRISC, ISO 27001 LA (a) certificates
2. We take a comprehensive approach to addressing information security issues, focusing on both organisational and technical aspects
3. The results of our work are understood not only by technical specialists, but also by the business management of a company
4. We have no conflict of interest caused by association with any vendors, service providers or developers

DEVELOPING AND IMPLEMENTING IT SOLUTIONS



Key tasks for your business

- Accelerated data-driven decision-making
- Boosting business process efficiency using automation and innovation
- Enhancing the technological literacy of employees
- Improving the quality of services and profit margins



OUR SERVICES



Analysing business processes and developing functional and technical requirements (BRD, TRD) for automation



Designing and optimising the client journey



Consulting on developing digital solutions:

- Assessing software architecture, development costs, and models
- CJM Optimisation
- UI/UX Testing
- Assessing the maturity of DevOps processes



Developing bespoke digital solutions and project management



Technical software support



Calculating the effects of automation



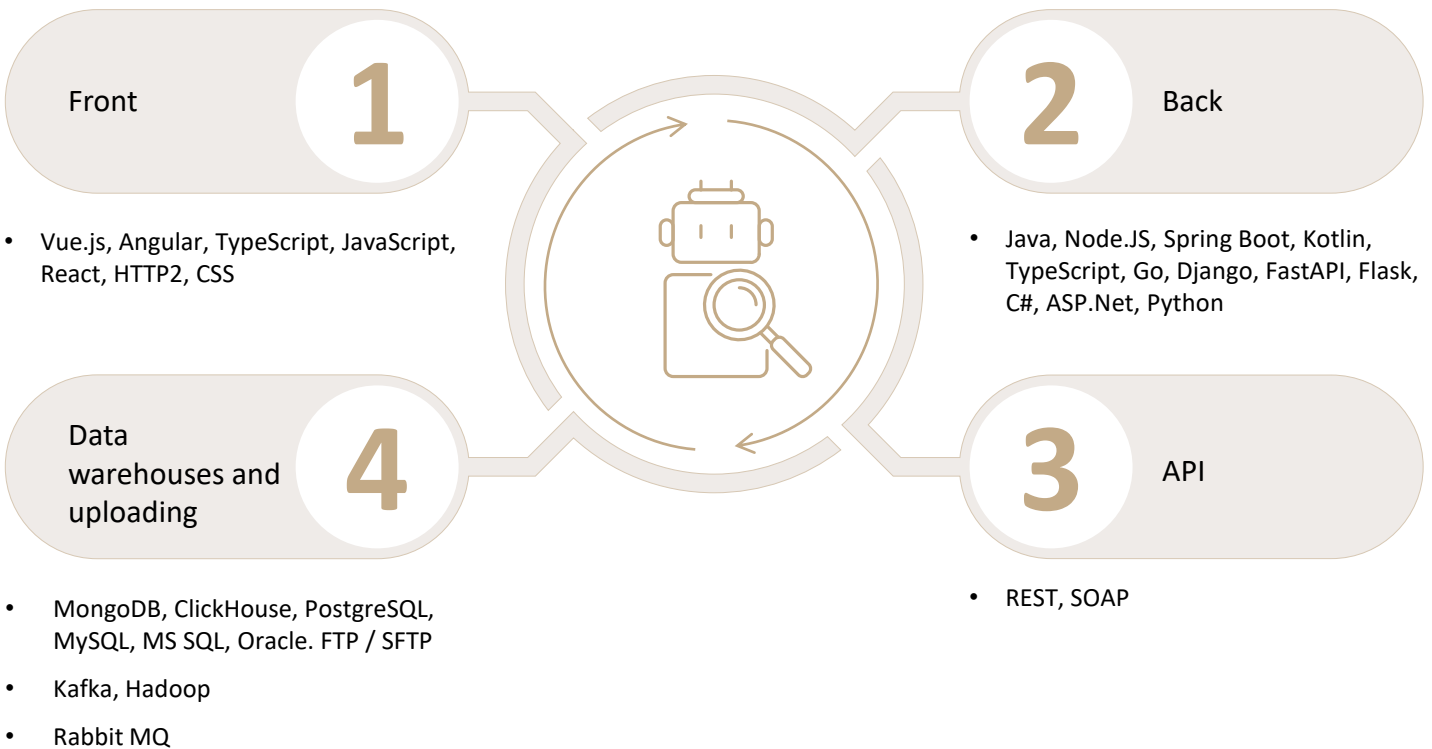
Building Intelligent Automation competence centres



Product management trainings



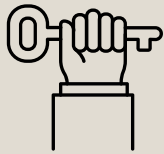
OUR TECHNOLOGY STACK



OUR ADVANTAGES

1. Combining technical skills with knowledge of business processes, industries, and key areas of consulting.
2. Use of Jobs-To-Be-Done, design thinking, and flexible methodologies to rapidly develop prototypes and MVPs.
3. Presence of in-house specialists to develop and implement digital solutions: business/system analysts, architects, developers, testers, technical writers, product managers.
4. Regularly analysing new technological trends and solutions for the purposes of expanding the product portfolio, a wide network of specified experts are engaged to solve sectoral issues. Focus on value for the client rather than on technology.

DWH, BI, DATA MANAGEMENT



Key tasks for your business

- Implementation of a Data Warehouse (DWH)
- Implementation of data visualisation tools (BI)
- Implementation of data management tools (DG/DQ/DL)
- Automating reporting for business management
- Business analytics



OUR SERVICES



Analysing the Client's IT systems' information sources



Designing and creating data marts



Preparing business and technical requirement documents (BRD and FSD) for development



Connecting and configuring analytical systems (BI tools), creating dashboards



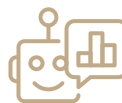
Designing data layers within the Data Warehouse (DWH)



Business analytics and methodology preparation (drafting documentation)



Work to deploy and configure the DWH infrastructure



Automating management reporting, KPI calculations, product analytics, and reporting



Developing mechanisms for integrating source systems with DWH



Implementing the Data Governance system – data quality tools, data lifecycle management tools, MDM systems, and developing unified data sources



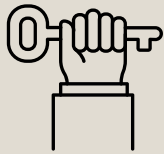
Developing ETL mechanisms (data extraction and transformation)



OUR ADVANTAGES

1. In-house team with extensive project experience, ready to start immediately.
2. Ability to solve business development issues quickly – you will see the results of our team’s work from day one.
3. Assisting in achieving companies’ digital transformation objectives; for example, aligning and prioritising projects
4. Experienced in complex projects – highly developed project management skills according to the PMI PMBOK methodology

7 AUTOMATING GOVERNANCE RISK AND COMPLIANCE



Key tasks for your business

- Efficient and reliable provision of GRC IT solutions
- Confidence in the success of GRC IT projects
- Reasonable IT costs when performing GRC tasks by the business
- Compliance with laws, standards, and regulatory requirements
- Support or import substitution of foreign GRC systems



OUR SERVICES



The selection, design, implementation, development, and support of GRC systems, including SAP GRC Access Control, Process Control, Risk Management, and Audit Management



Identifying and elaborating GRC IT solution requirements for the business



Designing, implementing, and supporting GRC solutions



Implementing quality control and other expert GRC automation services



Implementing automated controls and key risk indicators, based on SAP GRC solutions



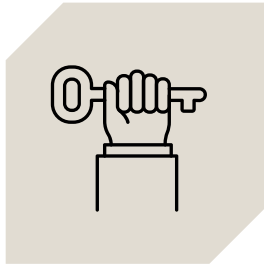
Designing, implementing, and optimising SAP role models



OUR ADVANTAGES

1. Experienced team of specialists, including SAP GRC certified specialists.
2. Execution of turnkey projects or only individual phases that are most challenging for the client.
3. Skilled in the intelligent automation of business processes, helping companies implement robotic automation, as well as text and speech recognition technologies to optimise business processes.
4. We apply an established and proven project management methodology, but first we take into account the particular features of the client.
5. Opportunity to engage experienced and trusted partners to expand the standard functionality of SAP solutions.

8 IT AUDIT



Key tasks for your business

- Being confident that the IT function in your organisation aligns with best practices, as well as regulatory requirements and standards
- Ensuring that an effective IT control environment is in place
- Guaranteeing the efficient execution of IT projects



OUR SERVICES



Auditing the organisation's IT control environment for compliance with best IT risk management practices and ISA, AICPA, and PCAOB standards



Auditing the correctness of the functioning of information systems



IT internal audit services, including outsourcing and assessing the efficiency of the internal audit function



Auditing IT systems and infrastructure implementation projects



Post-implementation reviews



Audits of revenue assurance and fraud prevention controls



OUR ADVANTAGES

1. IT audit experts experienced in a number of industries.
2. Able to engage experts on specific business processes (financial accounting and reporting, supply chains, human resources management, etc.), as well as industrial solutions (SAP, Oracle, Microsoft, etc.)
3. In-depth knowledge of various regulatory requirements relating to an organisation's IT function.



Validating and supporting data migration to new information systems



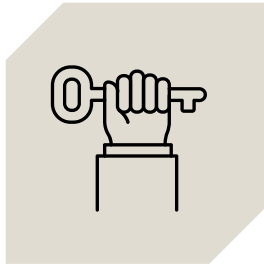
Assurance audits under ISAE 3402 and SSAE 16 (SOC report), ISO 27001, ISO 20000, and ISO 22301



Audits may include an assurance opinion on the correctness and completeness of data, as well as the performance of discretionary algorithms and information systems

9

IT DUE DILIGENCE



Key tasks for your business

- Evaluating the asset being acquired as well as any inherent risks
- Market valuations of exclusive rights to intangible assets
- Validating an asset's operating indicators



OUR SERVICES



Market valuations of exclusive intellectual property rights (intangible assets)

- Assessing the functionality and software component of the valuation target
- Analysing the costs actually incurred when creating the valuation target



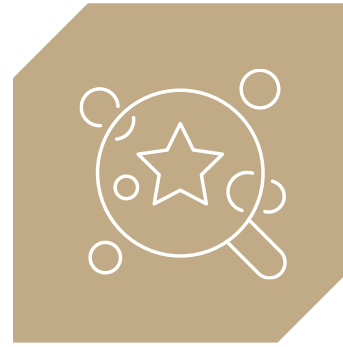
Analysing IT processes and the operating model of the IT asset being acquired

- Examining the company's organisational structure and allocation of areas of responsibility
- Inspecting the IT services catalogue, sourcing model, and SLA content and execution
- Analysing IT processes
- Analysing the structure of IT costs



Analysing hardware and software

- Examining the architecture of the solutions used in terms of compliance with business requirements
- Inspecting the condition of the hardware and software components of the IT infrastructure

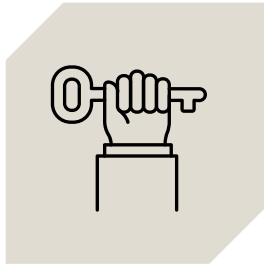


OUR ADVANTAGES

1. Presence of certified in-house specialists well-versed in best industrial IT practices and with significant experience in various industries
2. Our IT Due Diligence methodology is based on advanced international frameworks (TOGAF, COBIT, ITIL, ISO 27001/27002) and covers key IT risks
3. Our IT Due Diligence team has extensive experience in implementing IT Due Diligence projects in assets related to various industries, and can draw on this to achieve optimum results within a short timeframe

10

CORPORATE INNOVATIONS



Key tasks for your business

- Prioritising the R&D programme, identifying long-term and large-scale innovations
- Commercialisation of internal corporate solutions
- In-depth technology research, feasibility testing
- Analysing compliance with global technology levels, identifying the best equivalents
- Pinpointing risks associated with specific emerging technologies



OUR SERVICES



Auditing innovation capacities

- Assessing the level of innovation-driven development and maturity of companies and measures to improve them (how internal processes are organised, the innovation culture, the innovation-driven development strategy, and key performance indicators)



Technological research and commercialisation of emerging technologies

- Patent research, systematisation and analysis of patent documents, identifying research and technological groundwork
- Researching and evaluating the technical level of the innovation agenda, identifying trends, patterns, and areas and pace of development
- Determining the status of innovation research, including being able to apply it in relevant industries and sectors of the economy and analysing market maturity
- Bibliometric research, reviews of scientific and technical literature, and identifying key areas of scientific research and technological solutions within the framework of a specific innovation issue
- Analysing technical solutions, and assessing their applicability in key scientific and technical areas

- Analysing trends in the use and commercialisation of global research results on innovation issues, recommendations on promising areas of commercialisation related to emerging technical solutions
- Researching the emerging technologies market, establishing a go-to-market approach, including a value proposition, monetisation model, potential partnerships, and feasibility studies



Creating a technological innovation radar. Monitoring the latest technologies and trends. Examining their impact on business

- Detailed business process analysis to identify bottlenecks and potential areas to apply technologies
- Compiling lists of all reliable sources of information on innovations and innovative ideas in selected areas
- Preparing weekly/monthly reviews and selecting the most salient events and examples of applying innovations in a relevant area
- Gauging the potential impact of each event or technology on the company
- Identifying opportunities for investment and growth, as well as potential threats to the company's business
- Making recommendations on responding to the positive and negative effects of new technologies for each business area
- Developing a target IT architecture to implement innovations/technologies and innovative products in the short, medium, and long term



Start-up integration

- Searching for start-ups, teams, products, and technologies on international markets at the company's request, with subsequent integration
- Creating requests for innovations within the company
- Establishing a funnel of projects based on request criteria
- Systematisation and selection of projects
- Drawing up a short list of promising projects
- Piloting start-ups
- Integrating start-ups into the client company's structure



Setting up a corporate innovation function

- Developing mechanisms for finding, assessing, and selecting internal requests for innovation, identifying priority tasks and promising ideas of the company in the area of innovations
- Elaborating methods for market innovation requests, launching and supporting a corporate innovation accelerator, technology scouting and assessing any innovation potential
- Gauging the efficiency of various types of financing of innovative projects, elaborating a methodology for assessing the investment appeal of projects
- Supporting, integrating, and launching innovative projects



Acceleration of technological processes

- Acceleration of the development of technological projects to scale or close them based on the results of business hypothesis testing
- Management of internal and open market projects
- Use of the following methods: Lean Startup, Agile, Customer development, Design thinking
- Attraction of technology brokers – leading experts with experience in innovation divisions of major science-based companies



Implementing digital products for innovation management

- Setting up the process of collecting internal / external projects and proposals: launching bidding campaigns for internal and external users (tenders, crowdsourcing), in particular using a single catalogue of technologies
- Automating the initial review of projects and proposals: automatic verification of initiatives
- Automating the expert selection process: searching for professionals with the necessary skills and experience; reviewing each expert's compliance with campaign requirements (education, experience, publications, recommendations, affiliations); evaluating the expert based on statistics of projects executed with their participation.
- Automating the expert review process: configuring parameters, setting the rules of commission activities, assessing and ranking bids, organising the commission's activity (including the option to mass process groups of bids), adopting a final decision based on voting results



Creation of venture funds

- Determining the fund's concept and its place in the corporate structure of the company
- Developing a business strategy with a feasibility study of potential success and a description of actual venture risks
- Participation in the development of the fund's strategy
- Increasing the fund's visibility in the target market
- Arranging a project flow
- Initial screening and support in entering into new transactions

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