

Innovation
Elevating
Life



Intellera Consulting

Our comprehensive offering

intellera
consulting

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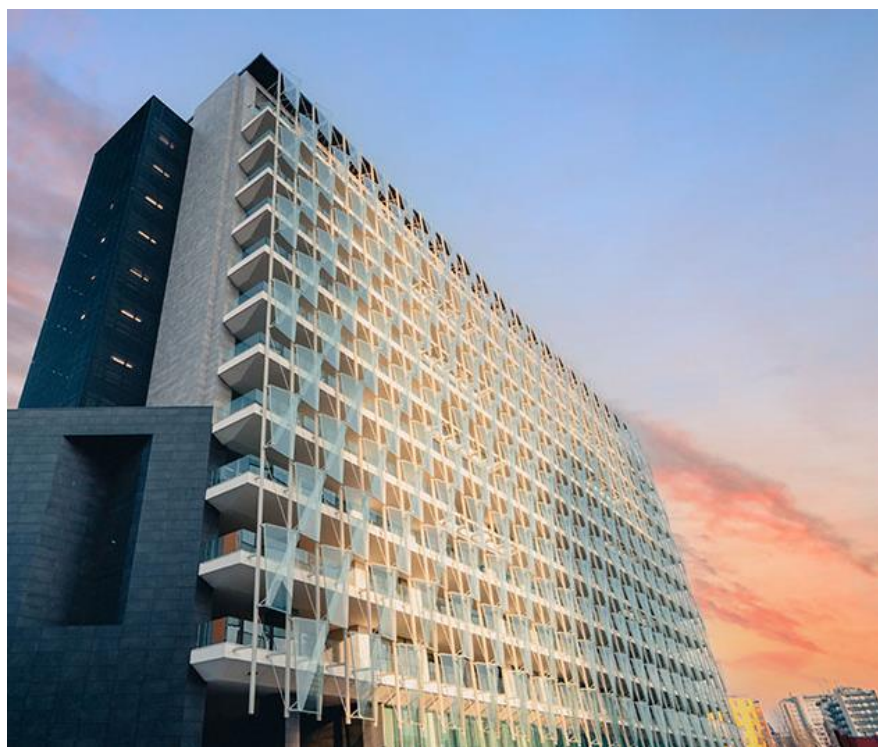
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Intellera Consulting

Born in **August 2021** from the management buyout of PwC Public Sector Italy, **Intellera Consulting** is a **pioneer** in **organisational, innovation** and **management consulting**, and offers professional services of excellence to **institutions, administrations, and companies** at international, European and national level.



>300 Customers worldwide, divided between:



Our Competences

➤ **Intellera Consulting** represents a **strategic partner** in the field of **management and executive consulting**, in view of the solid multidisciplinary **expertise**, as well as the sound **reputation** that have been consolidated over years of fruitful collaborations with **national and international** clients

➤ **Intellera** offers a **wide range of consulting services**, organized along **3 Service Lines**, delivering a total of **12 categories of services**.
Our internal organisation reflects this structure, as we have **12 competence centers** (i.e., “**horizontals**”) serving multiple markets in the **public and private sector**

Service Lines

Transformation

Service Design



People & Organization



Finance & Reporting



Sourcing & Procurement



Planning & PMO



Policy Innovation & Managing Funds

Policy Analysis and Evaluation & NRRP



Managing Funds



Technology

IT Strategy & Governance



IT Architecture & Solutions



Data Analytics



Cybersecurity



Customer/Citizen Relationship Management



Service Categories

Our Services | Transformation

➤ With our **Transformation service line**, we provide **end-to-end support** to the evolution of an **Organisation's business model**. We sustain our Clients with a **360-degree approach**, spanning from the formulation of a **Corporate Strategy**, to the design of a **fit-for-purpose Organisational Blueprint** and **Enterprise Process Architecture**. We boast solid hands-on experience in **supporting the Operating Model implementation**, ensuring benefits realisation via continuous **change management support**.

People & Organization

Organisational Design

Talent Acquisition & Management

Knowledge Management

Change Management

Service Design

Target Operating Model

Business Process Management

Shared Service Centres

Finance & Reporting

Financial Forecasting

Financial Statements

Industrial Plans

Performance evaluation & analytical accounting

Planning & PMO

Demand Management

Portfolio Management

Programme/ Project Management

Sourcing & Procurement

Procurement Transformation Strategy

End-to-end sourcing

E-procurement platforms

Our Services | Policy Innovation & Managing Funds

➤ With our **Policy** service line, we provide **specialistic support to Public Administrations** with the analysis of public policies. We adopt an **integrated approach** to define **innovative management models** and **implementing tools** – capable of anticipating and governing trends & technological advances. We also boast solid hands-on experience in managing and coordinating the **implementation of publicly funded programmes/ projects**, through operational planning, management, monitoring, and control.

Policy Analysis & Evaluation



Technical Assistance, feasibility studies

Policy analysis

Policy impact evaluation

Cost-Benefit Analysis

Managing Funds



Support to the implementation of publicly funded programmes/ projects (e.g., NRRP)

Definition of management and control procedures

Design of monitoring and reporting systems

Expenditure eligibility checks and reporting

Financial engineering & public finance instruments

Our Services | Technology

➤ With our **Technology** service line, we provide **end-to-end support** to the Organisations' Digital Transformation Journeys. We embrace innovative opportunities and emerging trends to help Clients achieve **operational efficiency** – yet guaranteeing **best-in-class Cybersecurity standards**. We also boast solid hands-on experience in data analytics, covering the whole data lifecycle management, and including predictive modelling.

IT Architecture & Solutions

Cloud Transformation Strategy

Benchmarking & Software selection

Digital Maturity analysis

Smart City & IoT

IT Operations & Performance

IT Strategy & Governance

ICT Strategic Plans and ecosystem governance

Digital Agenda and Roadmaps

Architectural models

CRM

Front-end processes

CRM Solutions Design

Scouting & Benchmarking Impact Assessments

Cost-Benefit Analyses

Cybersecurity

Security Strategy

Regulatory Compliance & Risk Management

Vulnerability Assessment & Penetration Testing

Incident Management & Forensic Procedures

Data Analytics

Information Architecture

Enterprise Data Management

Big Data, Artificial Intelligence, Machine Learning & NPL

Business Intelligence

Our Success Stories | Organisational Design

Case-study

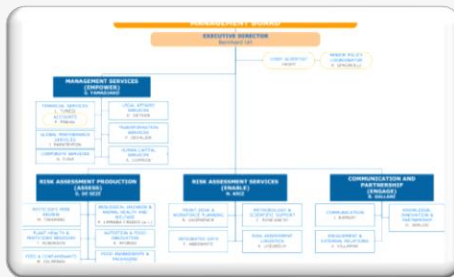


- Case study: **Redesign the EFSA's Operating Model**
- Problem Statement: Revise the **Operating Model** in view of the new Transparency Regulation and Strategy2027, targeting efficiency gains
- How? **Star Model framework**

Main Achievements



New Organisation

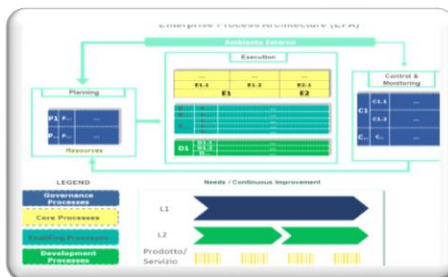


Facts & Figures

- **1000+** Scientific & Administrative Staff
- **4** Scientific Departments
- **19** Scientific Units & **62** Teams
- **4** Scientific & Research Development Programmes
- **3** Scientific Committees



New Process Architecture



Process & Product simplification

... from EPA 2.5 to EPA 3.0 ...	
25 Macro Processes	➔	14 Lev 1 Processes	
55 Processes	➔	70+ Lev 2 Processes	
133 Variants	➔	0+ Lev 3 Processes	X

Improvement

- 👍 44% reduction
- 👍 47% reduction
- 👍 Removal



People



- **Participatory approach** (co-design): 1000+ staff involved
- **Guidelines** for Recruitment (106 FTE's) and **Internal Mobility Program**
- **20 Training sessions** on the new Operating Model

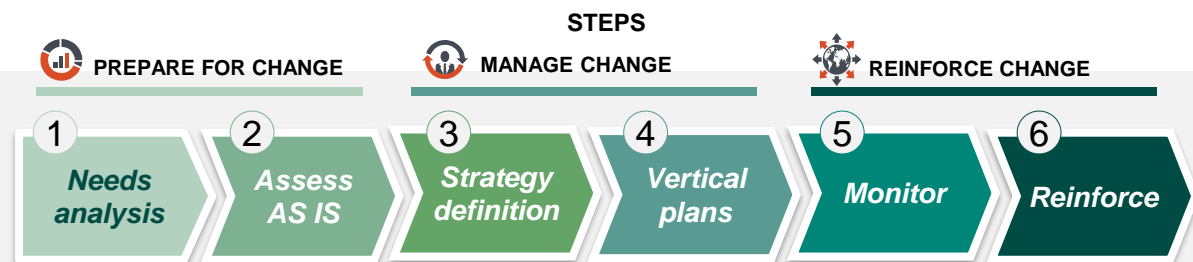
Our Success Stories | Change Management Design Case-study



- Case study: **Change Management** of the Regulatory Business Optimisation Value Stream for the **European Medicines Agency**
- Problem Statement: Design the Change Strategy and support its implementation to facilitate the internalization of Change by a wide pool of **External/ Internal Stakeholders** following the adoption of **new scientific processes and tools**
- How? **Prosci and ADKAR methodologies**, applied in a SAFe Agile environment



The path of change management strategy in the organization across different areas (e.g., organization, processes, IT tools, etc.).



Change happens at the individual level. For a group or organization to change, all the individuals within that group or organization must change. The **ADKAR Model** is a framework for understanding and managing individual change.

		ADKAR model vertical plans				
		Communication	Sponsorship	Coaching	Training	Resistance Mgmt
A	Awareness	✓	✓	✓		
D	Desire		✓	✓		✓
K	Knowledge			✓	✓	
A	Ability			✓	✓	
R	Reinforcement	✓	✓	✓		

Our Success Stories | Innovation Case-study



- Case study: Support **European Agencies** and **Bodies** in planning and/or conducting **innovation contests**
- Problem Statement: Support the EU Body in planning and/or conducting of **innovation contests** and **hackathons**
- How? **Planning, executing, evaluating and providing ex-post support**



We applied a **consolidated methodology for the design of Open Innovation initiatives, hackathons, and prize challenges** combining research and scouting, design thinking, startup mindset, and creation of new business streams



Analysis: facing contemporary issues

- › Identify main **trends** and **opportunities**
- › Collect **needs** and **ideas**

Co-designing the challenges

- › Prioritise **themes** and define **challenges**
- › Define **IPR ownership, Jury's profile** and **award incentives**

Exploring new technologies

- › Identify and validate the **best event options** (e.g., new custom platform or existing one)

Activating our Network

- › Involve stakeholders in the challenge **design, delivery** and **communication**

Combining Design Thinking & Lean Startup

- › Plan practical work through **Design Thinking** and **Lean Startup**
- › Maintain **engagement** and measure **participation**

Creating & communicating experiences

- › Define **visual identity, editorial plan** and **logistics**
- › **Communicate** to stakeholders and collect **feedback**

Follow-up

- › Test **Idea Design Sprint results**
- › **Integrate the solution** and **measure its impact**

Organise and run webinars / meetings to introduce and promote participatory research and innovation

Our Success Stories | Innovation Case-study



- Case study: **Roadmap** for actions on **artificial intelligence** for evidence management in **risk assessment**
- Problem Statement: Support the EU Body in developing a **harmonised approach** for the **adoption** and **use** of **AI solutions**
- How? Assessing **Market** and **Organisation's Readiness**, and other **Organisations' experience**



Recommendations



Horizontal recommendations

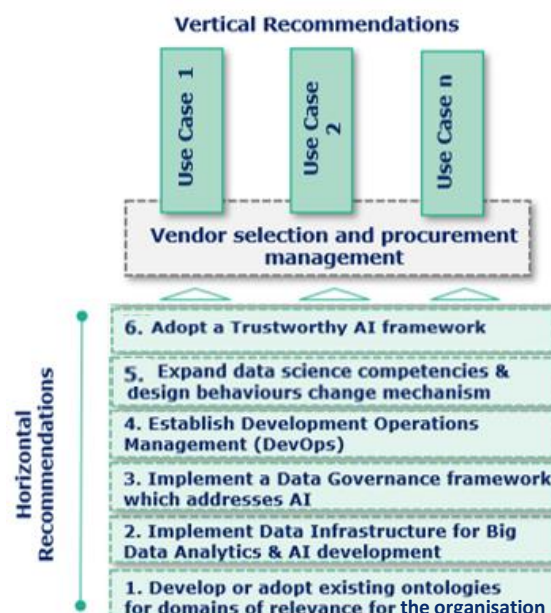
Cover **foundational elements** enabling a **systematic adoption** of **AI** within the evidence management process.

They address several topics such as the data **infrastructure**, **governance** and other elements that need to be in place to adopt AI in specific use cases and achieve the **organisation's vision** of adopting **human-centric AI** within the evidence management phase of risk assessment. Some horizontal recommendations address the needs of other roadmaps as well.



Vertical recommendations

Propose for each of the **10 prioritised use cases** of evidence management the **optimal vendor management scenario** and **sourcing option** to **acquire** or **develop** AI solutions



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Project References

Presentation title goes here

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Our Hands-on Experience | Transformation (1/3)

People & Organization



RAU Organisational Design (2022 – ongoing) Client: **European Border and Coast Guard Agency (FRONTEX)**

We are supporting Frontex with the organisational development of the Risk Analysis Unit, by defining the new target operating model sustaining the implementation of the ETIAS and VIS frameworks

Management Service Division Strategic Review (2021) Client: **World Food Programme (WFP)**

We supported WFP by executing a functional analysis and strategic review of the Management Service Division. We provided an assessment of the organisational structure and internal processes, also comparing best practices. Finally, a Division optimisation roadmap was developed.

Staff Engagement Surveys (2016 – ongoing) Client: **Network of EU Agencies** (e.g., EFSA, ECDC, EBA, SRB, EIOPA, EEA,...)

We supported the Agencies in defining their employee engagement strategies and ad hoc measurement systems with a specific attention to topics such as: the transition to the new world of work, culture change and wellbeing.

RBO Change Management (2021 – 2022) Client: **European Medicines Agency (EMA)**

We supported the EMA RBO Value Stream in defining a thorough Change Management strategy, as well as in planning and executing specific engagement and communication activities, to ensure change internalization of all Stakeholders.

EFSA Organisational Design (2020 – 2021) Client: **European Food Safety Authority (EFSA)**

We supported EFSA with the design of the new Organisational Blueprint and Governance framework through an innovative approach based on active staff participation in the definition of transformation's key drivers.

Strategy 2027 Definition (2018 – 2020) Client: **European Food Safety Authority (EFSA)**

We supported EFSA in defining its 2027 Strategy. Based on the Environmental Scan and Strategic Gap analyses, we identified the Strategic and Operational Objectives, as well as Expected Outcomes. Then, we produced the Implementation Plan.

Strategic Competency & Workforce Planning Project (2016 – 2018) Client: **European Food Safety Authority (EFSA)**

We supported EFSA in designing a Competency Framework and defining a Competency Library to streamline Job Profiles and implement **Analytical Workforce Planning**.

Our Hands-on Experience | Transformation (2/3)

Service Design



Paediatrics Process Leaning (2022) Client: **European Medicines Agency (EMA)**

We supported EMA in improving the efficiency & productivity of defined core processes by applying Lean Six Sigma methodology, actively involving key actors. We provided guidance on the implementation of benefits monitoring system.

End-to-End Support Services Project (2019 – 2020) Client: **European Food Safety Authority (EFSA)**

We supported EFSA in re-defining its Service Delivery Model, by designing new end-to-end processes, the TOM of the Shared Service Office and the new Service Catalogue. We adopted a participatory approach involving real-case studies, also via gamification.

End-to-End Science Project (2019) Client: **European Food Safety Authority (EFSA)**

We supported EFSA in redesigning its core scientific processes by reviewing and streamlining 50+ into 10 new integrated end-to-end processes. We adopted a participatory approach involving 300 staff (e.g. design-thinking workshops).

Enterprise Process Architecture (2015 – 2018) Client: **European Food Safety Authority (EFSA)**

We supported EFSA in identifying, structuring and managing its core and supporting processes with the creation of the EFSA Process Architecture (EPA). We also re-defined process roles' governance and re-organised the related process documentation.

Step 2018 Project (2014 – 2016) Client: **European Food Safety Authority (EFSA)**

We supported EFSA in defining a new Target Operating Model and in reviewing corporate Strategy, Portfolio and Budget Management processes

Our Hands-on Experience | Transformation (3/3)

Planning & PMO



ART Programme Implementation (2020 – 2021) Client: **European Food Safety Authority (EFSA)**

We supported EFSA with PMO and Change management by shadowing the Programme Manager, supporting Project Managers in planning and monitoring the progress status, the risk and lessons learned logs.

Transparency Regulation Scoping (2019 – 2020) Client: **European Food Safety Authority (EFSA)**

We supported EFSA's top management in the envisioning, scoping, chartering, and planning of an overarching programme aimed at implementing the measures defined by the new Transparency Regulation.

Enabling Services PMO (2019 – 2020) Client: **European Food Safety Authority (EFSA)**

We supported Project Managers/ Work Package (WP) Leaders in drafting Project/WP plans, monitoring progress status, resource utilisation and milestones completion, adopting an Earned Value Mgmt. approach.

Expertise Management Programme PMO (2016 – 2018) Client: **European Food Safety Authority (EFSA)**

We supported EMP Programme Management with the Envisioning, Chartering and contentious PMO support. We provided periodic overviews on budget figures (e.g., ROI) and overall support to Programme Board Meetings.

Programme Evaluation (2020) Client: **International Organisation for Migrations (IOM)**

We supported IOM in evaluating previous programmes implemented to support migrant entrepreneurship. We mapped out all active programmes in Italy and in Europe and co-created alongside the client ad-hoc guidelines for future action.

Our Hands-on Experience | Policy Innovation & Managing Funds (1/2)

Policy Analysis & Evaluation



Smart Tourism Destinations (2021 – ongoing)

Client: **EC/ DG GROW**

We are supporting DG GROW with a study on how European destinations are making use of data-driven solutions to enhance tourism. The project aims to provide a wide range of services to 50 destinations to become Smart Tourism Destinations and develop recommendations and concrete action plans at all levels (i.e. EU, national, regional, local) to catalyse follow-up actions for further work on mastering data for tourism

Study to support the review of the Web Accessibility Directive (2021 – 2022)

Client: **EC/ DG CNECT**

We are currently supporting DG CNECT in evaluating the effects of the Web Accessibility Directive which sets the European standards for making online public services accessible to everyone. We are conducting an EU-wide analysis of the key costs and benefits brought by the Directive to key stakeholder groups (citizens, public sector bodies and accessibility industry members), following the Better Regulation Principles.

Regional and local data-driven innovation through collective intelligence and sandboxing (2021 – 2022)

Client: **JRC**

We are supporting the JRC to analyse the data ecosystems of 7 different European cities, and to test innovative approaches, models and tools to strengthen such ecosystems.

Vision (2020 – 2023)

Client: **EC (H2020)**

We support the EC to reinforce, interconnect and mobilise Europe's AI community, and to orchestrate and accelerate Europe's transition to a world-leading position in the research, development and deployment of AI technologies.

The Strategic Use of Public Procurement for Innovation in the Digital Economy (2017 – 2020)

Client: **EC/ DG CNECT**

We supported DG CNECT to benchmark the progress of 30 European countries on the implementation of a mix of policy measures to mainstream innovation procurement, and to estimate – through the use of an innovative machine-learning approach, the amount of public procurement devoted to the purchase of innovative solutions.

Study on actual consumer practices and operators offers for intra-EU calls (2017)

Client: **EC/ DG CNECT**

We supported DG CNECT by developing a study aimed at an in-depth understanding of consumer practices and telecommunication offers by operators across a sample of 15 countries. The result of the study could serve to support discussions by policy-makers and accompany the legislative procedure

Study on best practices for ICT procurement (2014– 2016)

Client: **EC/ DG CNECT**

We supported DG CNECT by developing a study on best practices for ICT procurement, with the overall objective to build a community of people concerned with the public procurement of ICT systems and services that will share best practices around how to make better use of standards in public procurement in order to resolve “lock-in”.

Analysis of the Value of New Generation of eGovernment Services and How Can the Public Sector Become an Agent of Innovation through ICT (2014– 2015)

Client: **EC/ DG CNECT**

We supported DG CNECT by developing a study aimed at better understanding Open eGovernment Services (OGS). Thus, presenting a definition and taxonomy of OGS, assessment of value of OGS based on a costs-benefits analysis, assessment of how public sector innovation happens, and a final report synthesizing the outcomes of a Scenario Workshop.

Our Hands-on Experience | Technology (1/2)

IT Architecture & Solutions



Business Analysis & Technology Alignment Project (2019 – 2021)

Client: **European Food Safety Authority (EFSA)**

We supported EFSA with the collection of Business Requirements, their translation into Functional Requirements and Use Cases. We supported the various sprints of User Acceptance Tests, as well as the assessment and prioritization of the RFCs.

Smart City – Venis: Smart Control Room (2019-2021) Client: **Venis S.p.A. (Municipality of Venezia)**

We supported Venis with the co-design and ex-post verification of SCR platform's functionalities, as well as the definition of the TOM and specific processes (through use cases). We also supported with Project Management (e.g., progress monitoring, financial monitoring & reporting) and Change and Communications activities (e.g., organisation of technical roundtables).

Business Intelligence for Knowledge Elicitation (B.I.K.E.) (2018 – 2019)

Client: **European Food Safety Authority (EFSA)**

We supported EFSA in improving its reporting processes by mapping the AS-IS, identifying data quality issues and proposing assurance rules. We supported the system selection analysis and the implementation of the solution (Oracle EPBCS).

IT Strategy & Governance



AI for Evidence Management (2021-2022) Client: **European Food Safety Authority (EFSA)**

We supported EFSA with the drafting of a roadmap for actions providing recommendations for future multi annual, multi partner studies or projects in the area of AI approaches applied to the evidence management process.

Joining forces at EU level to develop a Roadmap for AI (2019 – 2020)

Client: **European Food Safety Authority (EFSA)**

We supported EFSA with the definition of a common Roadmap for AI with the Sister Agencies, by performing a desk analysis of AI trends, producing feasibility studies, evaluating AI maturity and performing an AI capabilities gap analysis

ERP Roadmap Study, ERP and Interoperability Assessment Report, and ERP Roadmap Refresh Study (2017 – 2022)

Client: **Food and Agriculture Organization of the United Nations (FAO)**

We supported FAO by assessing the ERP environment and proposing an updated roadmap for the evolution of the current system, to increase the interoperability with IFAD and the WFP and adapt to new organisational requirements and new technology capabilities.

Our Hands-on Experience | Technology (2/2)

CRM



EFSA's CRM (2021)

Client: **European Food Safety Authority (EFSA)**

We supported EFSA in the development of a Roadmap for CRM implementation, by mapping and classifying internal and external stakeholders, developing a business case for CRM's implementation within the Engage Department, by benchmarking existing solutions and by developing a tailored data model for Salesforce

APSS (2017-2020)

Client: **Provincia Autonoma di Trento (Trento Autonomous Province)**

We supported Trento Province with the development of a cloud solution for home care management, health information sharing, and facilitating collaborations for healthcare professionals. We designed, developed and implemented the first on cloud mobile app for home care, developed on CRM Salesforce platform, following the Agile and BPR methodologies, involving a cross-functional team composed by clinical staff, IT staff and advisors.

Cybersecurity



Auditing Service for the Technological Solution for the 2022 General Elections (2022)

Client: **Angolan National Electoral Commission**

We carried out a cybersecurity assessment for the Angolan electoral process, by:

- Reviewing the confidentiality, integrity and availability of the information processed;
- Assessing the current IT ecosystem security strategy and its weakness & vulnerability;
- Validation of the quality of the curricula of IT specialists involved in the electoral system

Study to support the impact assessment for the Digital ID Act (2022)

Client: **EC/ DG CNECT**

We supported EC in assessing policy options for establishing a legislative framework to support a convenient, widely usable, secure and interoperable Digital Identity for the Digital Single Market. We assessed the options via extensive consultation and data collection and the findings contributed to the revision of the eIDAS regulation. We assessed the expected costs, benefits and impacts of different policy options, and produced recommendations on the most effective, efficient and coherent one

Study on the scale and impact of industrial espionage and theft of trade secrets through cyber (2018 – 2019)

Client: **EC/ DG GROW**

We supported EC with a study to collect and analyse data on the estimated volume and impact of the cyber theft of trade secrets, and grasp stakeholders' perception on what could be the best policy response. We collected evidence through surveys, literature reviews, desk research, and interviews; we performed qualitative analysis via triangulation methodologies and drafted final recommendations, also based on the results of the workshop.