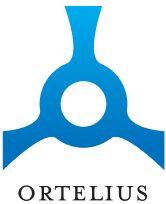


AHEAD





## ***Our promise***

*By revealing your hidden improvement potential, Ortelius puts you ahead of the competition, guaranteed.*

*We will help you capture, understand, and improve what you excel at, by utilizing our people, our method, and our tool for business improvement - inorigo®.*

*You will gain insights about a new dimension into the complex reality in which you operate - and how you can utilize it to your advantage.*

Ulf Jensen, VD  
Ortelius Management

# Utilizing your potential

Just as a captain needs nautical charts and navigation techniques to guide a ship to new destinations, business leaders need knowledge and tools to guide the organization towards its goals.

You make fact-based and responsible decisions if you understand the world you operate in fully. That is why Ortelius focuses on organizing the world of information as the world is organized, or if we go back to the ship analogy, draw maps that are true representations of the actual conditions. Once presented with information it can interpret and understand, the human brain can be used to its full decision

making potential.

This represents true empowerment of individuals on all levels.

*True empowerment of individuals on all levels*

Improvement is at the core of mankind, we naturally

try to improve the world around us, sometimes with good results, and sometimes with

unexpected consequences. We at Ortelius work each and every day with our clients to help them make better improvements to their businesses. We help you capture, visualize, and simulate your reality with a high degree of precision, thus unleashing the potential of individuals, groups, and organizations.

When you meet an Ortelius employee you will find an inquisitive, helpful, enthusiastic, and knowledgeable individual. We are consumed with the desire to make our methods and tools available and accessible to everyone, because we truly believe that everyone deserves and needs this capability.

The Ortelius innovation and methods represent a paradigm shift, and we would like you to be in a position to understand it, because

those who understand can also utilize the opportunities that it represents. This publication serves that purpose, to help you understand how this shift will generate opportunities, opportunities that our clients already have started exploiting. Paradigm shifts can be hard to understand at first, but when you finally get that insight, that feeling of “getting it”, you will be ahead of the rest.

80%

of the time for an “information worker” is spent looking for information and to coordinate information. Only 20% is spent to add value.

*McKinsey Global Institute*

In this publication we have summarized our understanding of the challenges facing many businesses today and how these challenges can be met. We conclude by describing three different starting points for utilizing the potential of your business.

# What's your reality?



## Deadlocked in the face of change

- Lacking agility when conditions change. Depending on the degree difficulty to adjust, it can jeopardize the very existence of a business.
- The traditional implementation of processes and routines in IT systems cements the current state and reduce flexibility
- Both the rationale for change and the change itself is hard to understand by the people affected, resulting in a natural resistance to change.
- Ability to forecast and to understand the implications of the forecast (simulation) in real-time is becoming an important tool for avoiding obsolete inventory, lack of demand for products and services, and under-utilized competencies.
- The increasing pace of innovation is hard to merge with the demand for continuous improvements.

## Increasing complexity

- Business leaders have an ever increasing array of parameters to take into account when making decisions; this in turn requires more advanced methods and measures for monitoring progress and results.
- New operating models blur the traditional boundaries of the corporation and require new capabilities in interaction with suppliers, partners, and customers
- The market requires flexibility and a high rate of change in the customer offering. This results in more complex business process, especially on the global stage
- Recurring acquisitions, mergers, and re-organizations creates disconnected functions and employees, in turn requiring ongoing alignment efforts
- IT as a conduit of knowledge is becoming the everyday reality for the workforce.
- Increased workforce mobility results in the need to harvest knowledge, and make it readily accessible and reusable in an efficient manner.
- Rules, regulations, and customer demands drive the need for accuracy and precision related to traceability, transparency, and accountability.



Check what fits your situation



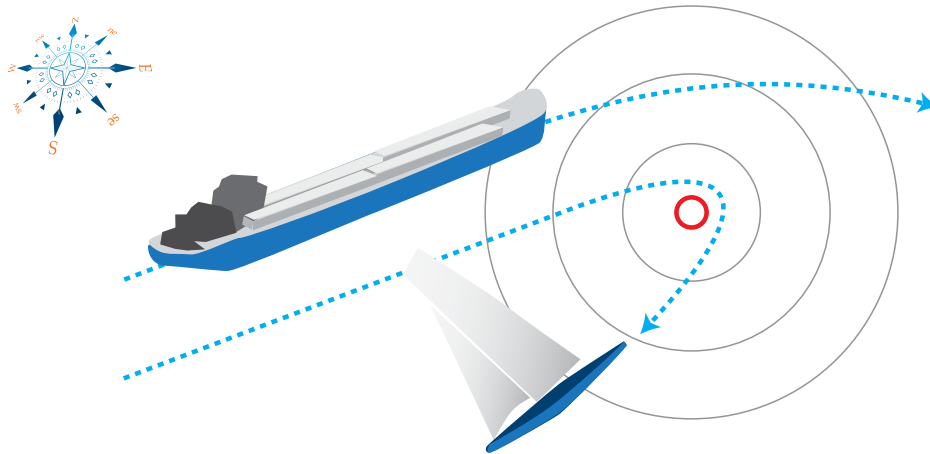
## Information overflow

- The amount of information managed by businesses is growing exponentially
- Lack of access to the right information increases the level of risk in the decision making process
- Vast amounts of data make it hard to separate what is mission critical and what is irrelevant
- No one knows for sure what information is critical tomorrow
- Information is not considered a strategic asset. There is lack of accountability when it comes to organizing and managing reusable corporate information.
- Information systems are an important component for driving efficiency gains.
- Suboptimal implementation of information systems drives high maintenance cost and creates a barrier to change, resulting in vulnerability for the business.
- Questionable business metrics are often the result of an inability to structure and manage information.

## Lack of interaction

- More than 30% of our working hours are spent in meetings.
- It is hard to understand and really grasp what is happening in the organization. Since many critical decisions are made in hurry, based on questionable and disconnected information, it is hard to understand a complete view of the situation.
- There is less and less room for reflection, planning, and strategic thinking.
- The next frontier for gaining efficiencies can probably be found among tacit workers.
- There are few tools available for the tacit worker, supporting the notion of common and long term knowledge management from a holistic perspective. The overwhelming majority of tacit workers describe their reality using text, pictures, and spreadsheets.
- With an increasing amount of knowledge trapped in the brains of individuals, we become vulnerable and diminish our ability to reuse knowledge across the organization.

# Management perspective



"The demands on my management team are ever increasing. We are expected to deliver qualitative insights about the future and decide the course of the corporation for the next 5-10 years. The owners and the market want to feel assured that we have a sustainable and successful strategy, and that this strategy can be adapted to new circumstances. We would like our decision to be well founded and fact based, ideally by simulating and testing different business scenarios.

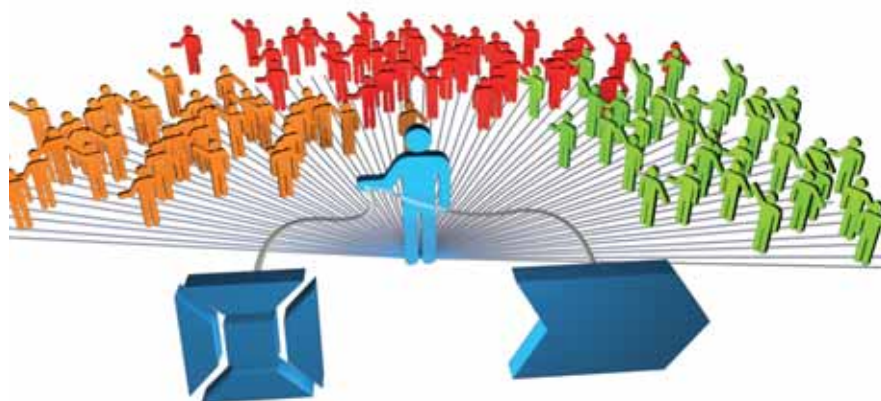
The issues we grapple with are numerous and complex.

- How will the organizational change we consider impact a particular geographic market?
- How are our distribution channels impacted by selling company X?

- Could we increase the customer value of our offering in China if we bundle our products with a monitoring service?
- How can we synchronize our IT investments in order to get an information advantage compared to our competitors?

We would like to bring clarity and transparency across the organization, utilize the competencies of each individual, partner, and supplier. Simply put - we must utilize internal and external assets much more efficiently in order to evolve with maintained profitability over time. Then, we are no longer a sluggish supertanker which takes years to turn, but rather an Americas Cup team with the ability to continuously adjust course based on circumstances.

# Product portfolio and business development perspective



”My organization is responsible for developing the right products and services. Our success depends on how well we can manage the flow of information between internal functions and processes, and between our business and our different stakeholders. We need to make a lot of decisions, and we need to feel comfortable with making them.

The biggest challenge are the intangible processes of capturing market demands early, and converting them into an understanding of what we should and could offer, and when we should offer it.

- We must fully understand the composition of our own, and our competitor’s product and service portfolios.
- We have to understand how different customer offerings relate to each other, and we have to feel confident that we can price the offerings in a dynamic and accurate manner.
- We need to be able to produce a profit & loss statement by product, portfolio, platform, etc.
- We have to know which customer offerings or platforms are long-term winners.
- We must act in unison with all suppliers and partners when more of the construction and design

is performed by organizations beyond our direct influence.

In order to achieve this, we need to earn the confidence of our management, communicate with precision and clarity, and harness the innovative power within the organization. We need a structured approach for managing continuous improvement as well more disruptive innovations.

- What is the environmental impact of our new offering? Is it safe to use our products and services?
  - How do we adapt to new rules and regulation?
- Could we get into the driver’s seat by offering innovative solutions, thus pushing both regulation and our competitors?

What we need is a way to simulate and test business and operating models, just like we test a new construction within the 3-D CAD environment before it ever becomes a physical product. If we could apply the same stringent approach on our business we would be able to separate a successful business model from a failure, without it ever leaving the drawing table.

# CIO perspective



"The expectations on me as CIO have changed dramatically. I am now responsible for developing and streamlining the business with the help of IT. I am part of the executive management team and since most investments have IT components I have a lot on my desk. It is my responsibility to make sure that everything works together, and that we don't get locked into technical solutions consuming massive amounts of time and money to change when the business adapts to new conditions.

It is crucial for us to come up with a common representation, or "model", of the business, with the business. This model describes how information will be managed in the business, and it enables us to simulate how the business actually works.

We must be able to represent the PAST, the PRESENT, and the FUTURE, and it needs to be dynamic so that we can start simulating business changes and see where the limits of adjusting the current IT environment to support the changes are.

This is how we can confirm that we have correct understanding of the business requirements, and at the same time match this to our capabilities and available solutions. In a way, this approach is not far from what has been promoted by Enterprise Architecture; however; this is fast, interactive, and dynamic.

The fact that the model can morph into a temporary or complementing solution within the boundaries of our existing IT environment is a major advantage for us. This way we can support the business with solutions on their timeframe and at a fraction of the cost of delivering the same functionality within our legacy environment.

Preferably we would like to see the simulation capability and the dynamic business model become a natural choice for the business in its continuous improvement efforts.

If I get the mandate to show the way and thus obtain buy-in from the business to use this approach, we as a team would have taken a leap towards becoming a repetitive winner in the marketplace. "

# Everyone has the same strive

Conditions change and the issues are expressed in different terms. Regardless of industry or business function we see the same trend. A number of key words keep resurfacing.

70%

of new jobs created between 1997 and 2004 were complex information intensive jobs.

*US Bureau of Labour Statistics*

What does this imply for you?

3 of 4

business executives believes that simulating the future would yield better decisions

*IBM Institute for Business Value*

Can you simulate your business?

Transparency  
Cooperation  
Precision

Simulation of decision  
Real time decision support  
Reusability  
Measurability

What programs need to be in place to handle this?

8 of 10

CEO:s expect that the business environment in which they operate will become significantly more complex.

*IBM Institute for Business Value  
Global Chief Executive Office Study 2010*

92%

of key decision makers think that access to the right information is a critical success factor.

*Journal of systems  
2007*

Do you concur?

Is this enough?

6,2%

of the IT budget is dedicated to supporting complex information intensive jobs.

*US Bureau of Labour Statistics*

# Creating a head start

We realize the challenge, but also the opportunity. It is about gaining new skills – fast. The ability to understand the entire business must be enhanced in order to drive efficiencies and achieve synergies. The precision of decisions will be enhanced when you can run what-if scenarios on your entire business. Structured reuse of information, results in traceability and measurability.

It is that simple. When the circuit is closed, the signals reach their destination, and the hidden improvement potential is revealed.

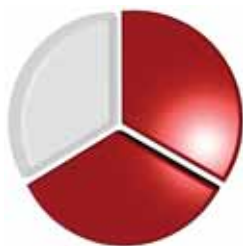
In order to sustain the business advantage and create value in the long term, you will also need the ability to change course, and to predict the future.

## The successful business needs to enhance three skills:



### Capture the present

A methodology and tool that makes sense to everyone, creates enthusiasm, and delivers a common understanding of the complex environment in which you operate.



### Simulate the future

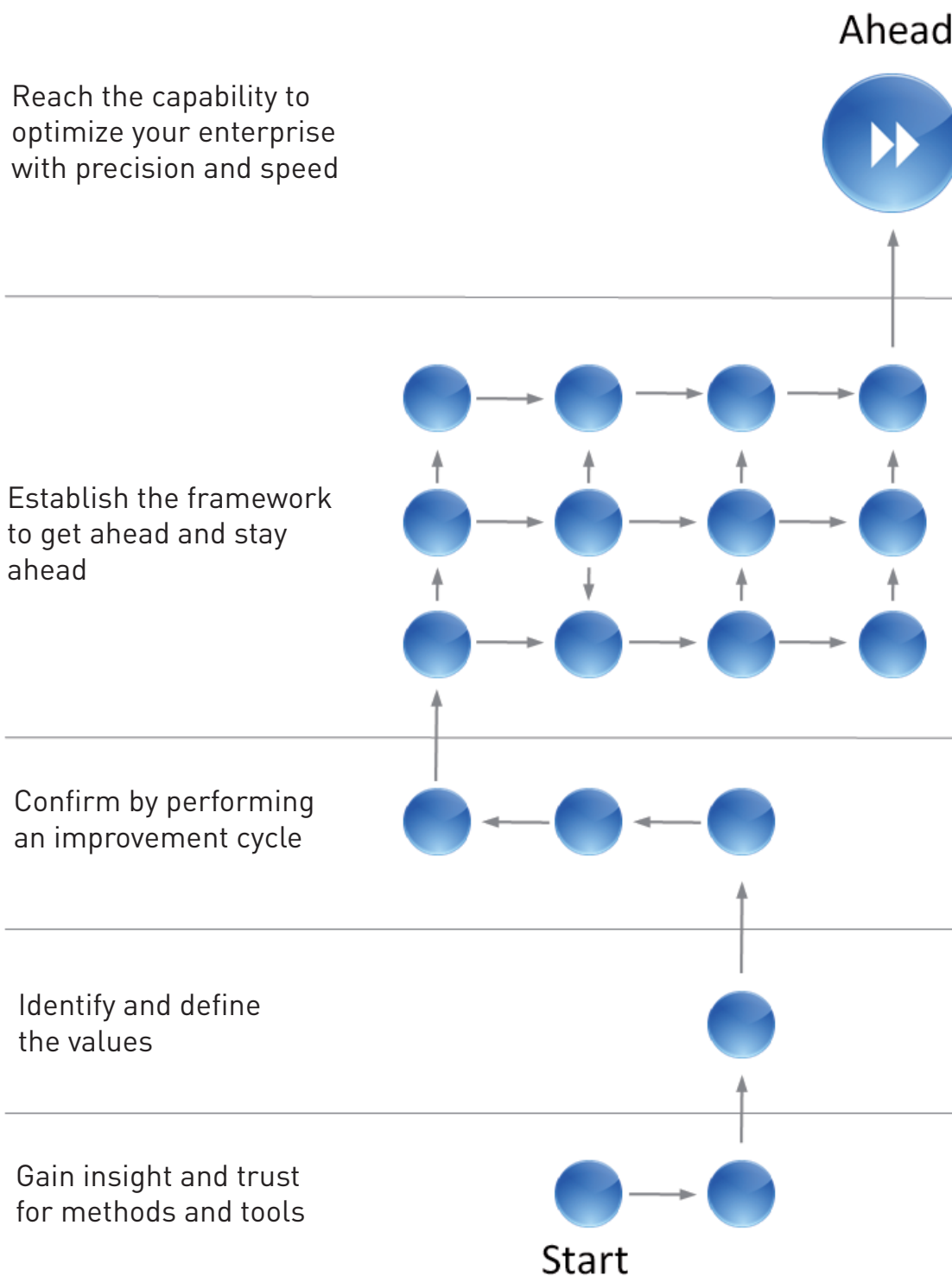
The ability to run comprehensive what-if scenarios minimizes uncertainty and risk, and maximizes the potential associated with the change. The scenarios can be new business models, innovations, expansions, or organizational changes, just to mention a few.



### Straight into the future – in no time

The ability to go straight from simulation and testing, to providing the business with increased capabilities and value. The business can make instant use of the result in a temporary solution. At the same time, IT uses the exact same solution as the basis for planning a more long term technical implementation that can be incorporated into the current system landscape.

# Way forward



# How far ahead would you like to get?

Depending on the situation and the conditions, the starting point and journey are different. We have defined three possible starting points, depending on your specific conditions.

Our preferred starting point is always the same – to **IDENTIFY** the value by creating a picture of what the real potential is. This results in a dynamic value map with the business case and a roadmap what, when and how to create value along the way

If you rather would like to move faster we confirm the values by starting up an initiative to resolve an issue or utilize an opportunity. This starting point is called **CONFIRM** and gives you the opportunity to test a new approach to dri-

ving change, while validating the effectiveness with limited risk

In the more comprehensive approach, **ESTABLISH**, we initiate the different tracks to establish the EEF framework. Define the roadmap, initiate the organization with roles and responsibilities, educate, install the common point of reference, change management and start up the first cycles in the improvement lifecycle.

We ensure delivered results with value for the organization, faster and with higher precision than traditional business improvement methods.

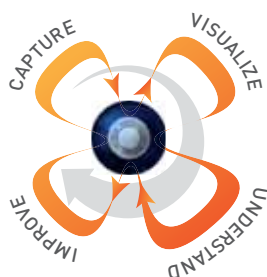




## Management Consultants

At Ortelius we are inquisitive, business focused, and fueled by a desire to share knowledge regarding how business improvement and transformation can be powered by our method and tool. We deliver value on our client's schedule, but we also view ourselves as coaches, guiding your organization's knowledge to a level where we are no longer needed.

## Method



Our method delivers fast turnarounds, constant incorporation of feedback, refinement, and ability to start using the results within weeks, not months or years. The core of our method is to represent and visualize the business as it really works. This core is supported by methods and process that ensure quality and repeatability in our results.

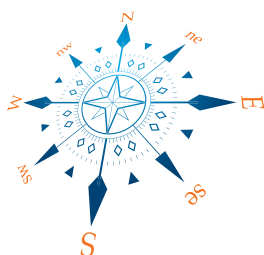
We consider our clients to be experts at their business and industry; we provide structure, reusability, and knowledge transfer. We always work with two goals in mind, 1) deliver value, and 2) put the client on a path of consultant independence and self-sustainability through efficient knowledge transfer.

## Tool



Our tool, inorigo®, ensures that the benefits delivered can be used widely within the organization, and that the knowledge now locked into unstructured storage and brains is harvested and stored in an organized manner. The information available through inorigo® is quality assured. In addition, a combination of our method and the software ensures that the results are extendable and change friendly, i.e. future proof.

## Change & Thought leadership



Without the support of the organization and the people within it, no improvement, change, or transformation can prosper.

Change is commonly regarded with trepidation or as a threat. By visualizing the complex reality in which the organization operate, we build awareness about the current state, challenges, and create an understanding of what could and should be done. This understanding transforms anxiety into a willingness to be part of the solution.

To thrive in an ever changing environment requires a leadership and an organization with the insights into how this can be utilized efficiently. Ortelius guides you with establishing an organization that in turn is responsible for, and capable of, institutionalizing a continuous improvement cycle. Knowledge transfer from Ortelius is performed on a continuous basis, and as your capabilities increase, we remain a partner that supports your further development.

# About Ortelius

## Background

Ortelius was founded 1999, based on an idea to create a method for revealing and utilizing the hidden improvement potential in any enterprise. The trend was, and is, that enterprises were becoming more information intensive, and fewer and fewer workers were hired to refine traditional raw materials into products. Instead of refining iron and concrete, the “raw material” being refined was information.

*Instead of refining iron and concrete, the “raw material” being refined was information.*

This resulted in that businesses previously focused on optimizing the physical production and delivery of their offering, now had to embark on a corresponding

journey, now focused on their information intensive resources.

Our method had been established, developed, and refined during a number of decades in the initiatives we had been responsible for, both as line managers and management consultants. We realized that a new approach was needed in order to give our clients the capability to refine information in an even cleverer manner.

That was the catalyst for developing our unique software platform, inorigo®, which today is used in all our improvement initiatives. Some clients use it as a strategy map, others as an operational decision support in their manufacturing process. Some use it as an analysis tool for more substantial investments, others as a simulator. Your ability realize the potential of this approach is the only thing needed in order to start utilizing it and reaping the benefits.

## Our Innovation

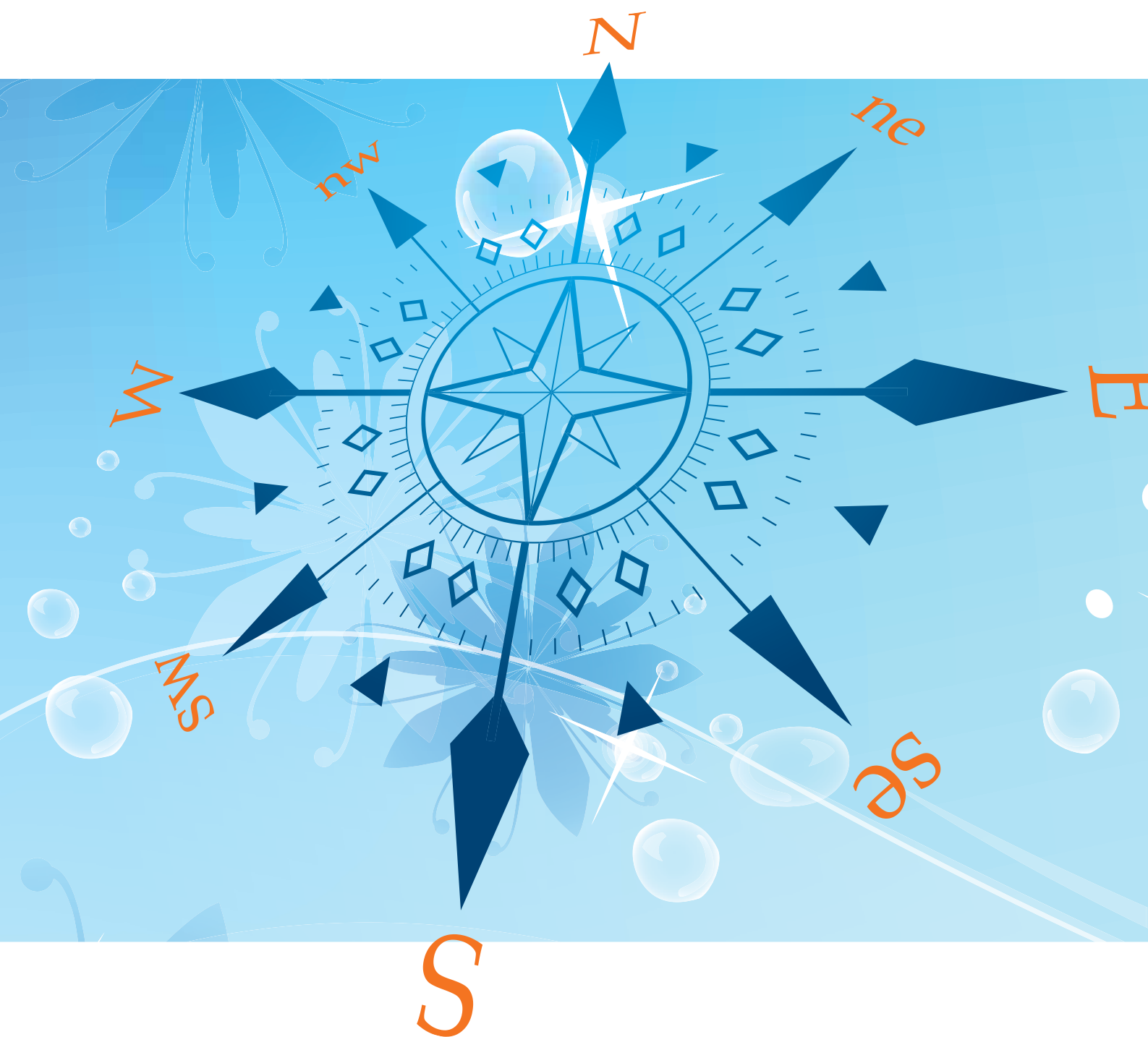
At the core of everything we do is an innovation of how to organize information in a clever manner, a way of representing the complex reality without any ambiguity.

It is this representation that is the foundation and enabler for organizing information such that it mirrors the reality. When the mirror image can be observed, it reveals a new kind of improvement opportunities. Just as the x-ray, the heat camera, and the microscope reveals what previously was hidden, our method and inorigo® has the ability to reveal the weaknesses that currently hinders your business to respond to the increased pace of change and the increased complexity in a decisive and informed manner.



## Enterprise Evolution Framework (EEF)

Our framework for enterprise evolution contains our collective knowledge and experiences to help you get started. We encourage you to read more on our homepage.



### Abraham Ortelius

In the 16th century people with power and riches obtained the services of cartographers to describe their influence in the world in the form of a map. The result was often biased to please the client; however, cartography forced the use of more or less exact measuring method.

Abraham Ortelius was different from rest in that he found a higher calling, and he managed to convince enough of his fellow cartographers of the benefits of using one and the same representation when making maps. This in turn resulted in Abraham Ortelius publishing the first modern atlas of the world in 1570 – *Theatrum Orbis Terrarum*.

# Case Studies

*Action speaks louder than words, and sometimes the achievements exceed the expectations. As always there is an element of surprise, and we assure you that most of them are of the kind you will welcome. This is how some of our customers got ahead.*



## LEAN – from powerpoint to powerplay

One of the manufacturing plants of a provider of cabinet and closet products had obvious difficulties with utilization of their assembly line. A number of bottlenecks periodically stopped outbound shipments altogether, and use of overtime escalated beyond control.

A LEAN initiative had alerted to the problems, now it was time to find a solution.

Ortelius was trusted with capturing the issues by applying our business modeling expertise and our tool, drawing knowledge from a cross functional team. It soon became apparent that a common understanding of the workings of the assembly line was missing.

Through a number of workshops, a common view of how people, assembly lines, products, and outbound shipping related to each other was

captured and visualized. Six weeks later the visualization had been transformed into a dynamic planning overview showing both assembly lines and products in real-time. The effect materialized three weeks later when the planning process had adjusted and the capacity released.

### Some of the results:

- An estimated 30-40% capacity gain in the assembly line
- A full scale prototype was installed and used both in daily operations and as a basis for other improvement efforts and as a reference point for holding requirements
- 13 screens were installed across the plant, giving everyone access to an overview and necessary detailed information
- The machine operators could adjust the pace in order to achieve a smooth flow for the entire manufacturing, instead of just focusing on their line.
- The supervisors could plan staffing more proactively
- When stoppages occurred it was possible to trace and re-plan critical customer deliveries



MANUFACTURING  
INDUSTRY

## Cleanse, organize, and align – now we have living require- ments specification

This global manufacturer’s implementation of a PDM system was hampered by the number of product combinations, the complexity of the products, and the fact that product information was spread across several data sources. The rules regarding permitted combinations were incomplete, correct master data was only a concept. In addition, a structure in which to describe the true nature of the product was missing. Ortelius

started with a deep-dive into analyzing the product structure, suggested a solution, and built a common point of reference which was used as the source for all configuration and implementation decisions.

### Some of the results:

- 200 “smart” product elements could be used to represent what previously was 2000 product combination, a reduction in complexity of 90%
- Enhanced capacity and functionality in the new PDM system
- Quality assured information for the entire product range



TELECOM  
INDUSTRY

## Getting your arms around the global organization in 80 days

The IT organization in a telecom multinational had a challenge in explaining to its “customers” why things were charged at a certain rate and what the costs were made up of. Allocation keys were commonly used, but the business required cost transparency.

IT is a complex function due to the complexity of the products, services, softwares, and systems with their related infrastructure and hardware. In addition there was a need to swiftly open and close sites across the world with minimal disruption and cost. The accounting system lacked the perspectives and intersections needed in order to understand the operations. What was the cost of a site? What was the cost structure of a certain service? Who was using a certain service, or where in the business was a certain application used? The situation was brought to the tipping point when severe cost cutting demands were put on the IT organization.

Ortelius was engaged to create a dynamic representation of the products and services and their respective costs. Together with the management team we created the means to describe define all the parts that together made up the products and services. With this foundation in place we involved other parts of the organization in order to comprehensively represent the structure of internal customers, the organization as a whole, and the external outsourcing partners. Finally, the budget was worked in and matched up to the current chart of accounts.

### Some of the results:

- The initial dynamic representation of the IT organization was created and accepted during the first three weeks.
- During the next 60 days a full scale prototype was operational. This prototype enabled the management to identify intelligent cost cutting opportunities and to get their arms around the business.
- In September, a full-scale implementation was completed.



MANUFACTURING  
INDUSTRY

## Customer driven optimization

One of the plants of a global manufacturer was falling behind its peers in the internal benchmarking. Traceability, production and quality control were not living up to the standards of World Class Manufacturing.

The costs involved with rectifying the problem with the help of corporate resources were entirely out of the investment budget available, and even if the money was made available the desired result would be delivered to late, the plant was facing a close down.

Together with representatives on all levels of operations we captured the workings of the entire plant, from the arrival of raw materials, processing parameters in the manufacturing equipment, operators, teamwork, external factors, and quality parameters from the lab, and finally the resulting product. We created a

living representation of what had been captured, validated the correctness, and created an optimization tool that enabled an entirely new level of production control. Now it was possible to monitor, optimize, and incorporate feedback so that production could continuously increase quality, but also control quality to the level required by each individual customer.

### Some of the results:

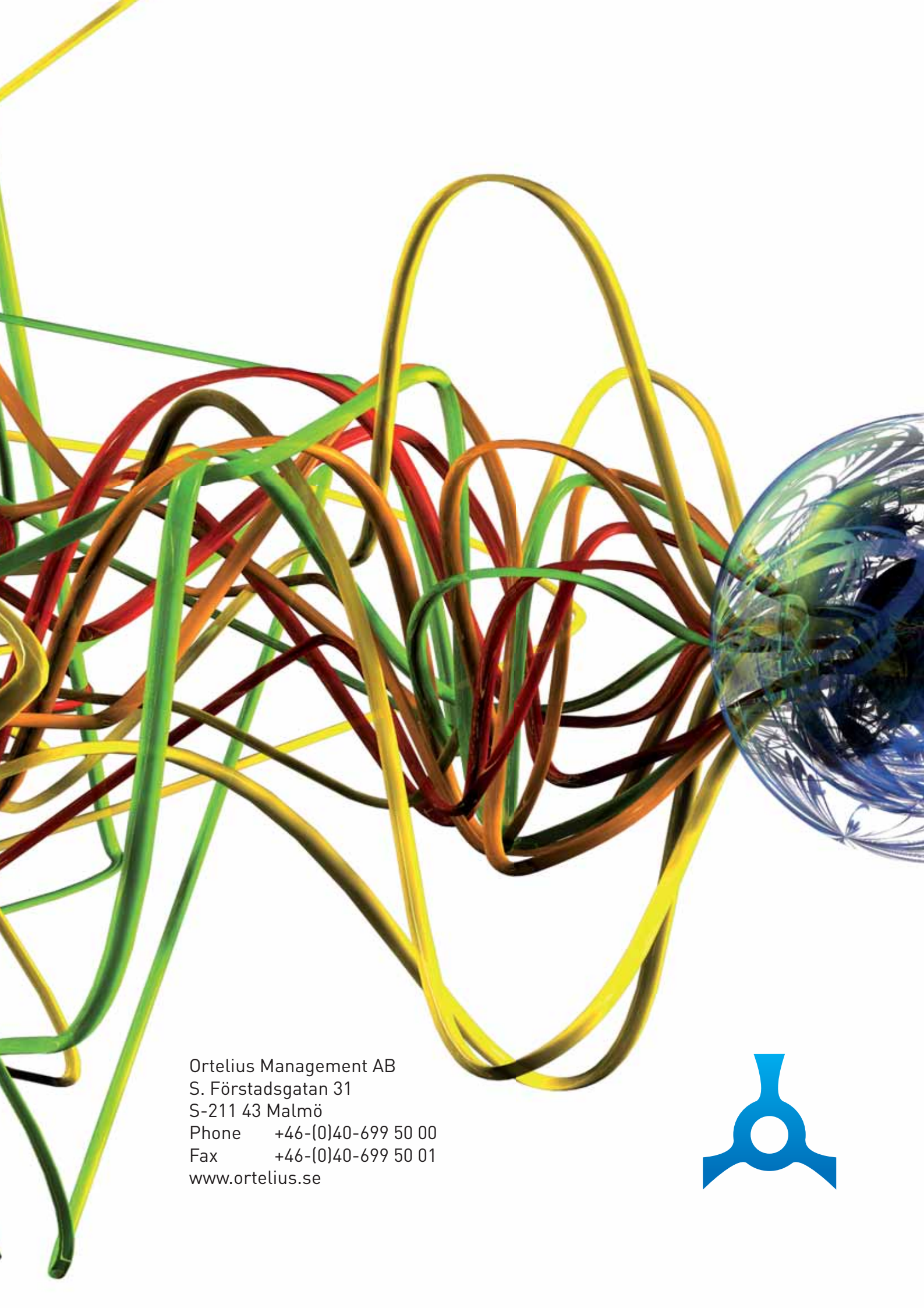
- The plant went from the bottom of list to becoming one of the top performers in internal benchmarking, and they have maintained that position since 2004
- Current and historical production data is easily visualized at any location in the plant
- Deviations are continuously analyzed from a holistic perspective
- Continuous quality improvements based on lessons learned from successful production batches
- Traceability – inferior materials and products can be traced and removed before leaving the plant

Read more about how to begin your journey with Ortelius on our website [www.ortelius.se](http://www.ortelius.se).

The image displays a 4x4 grid of 16 blue circular buttons, each containing a text-based tip or insight related to Ortelius. The buttons are arranged in four rows and four columns.

What's the size of your next CO <sup>2</sup> footprint?	Global Product Launch – the easy way.	Competency as a competitive advantage	Corporate Language: English and Taxonomlish
Common Point of Reference – towards the paradise island	Firm footing – when everything changes – keep your bearings	From LEAN initiative to clinical scorecard in 3 months	Long live living Enterprise Architecture!
Cleanse, organize, and align – now we have living requirements specification	Getting your arms around the global organization in 80 days	Customer driven optimization	When the citizen gets to choose – 30 points of contact or 1?
Strategy that everyone can use	Allocation of scarce production resources – from Excel chaos to full control	How to cross-reference 1000 pages of requirements documentation from 78 sources	Impossible! – 7 perspectives on a product portfolio





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