

# STRATandGO

## System Requirements STRATandGO v10.0

PROCOS AG

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LI-9490 Vaduz

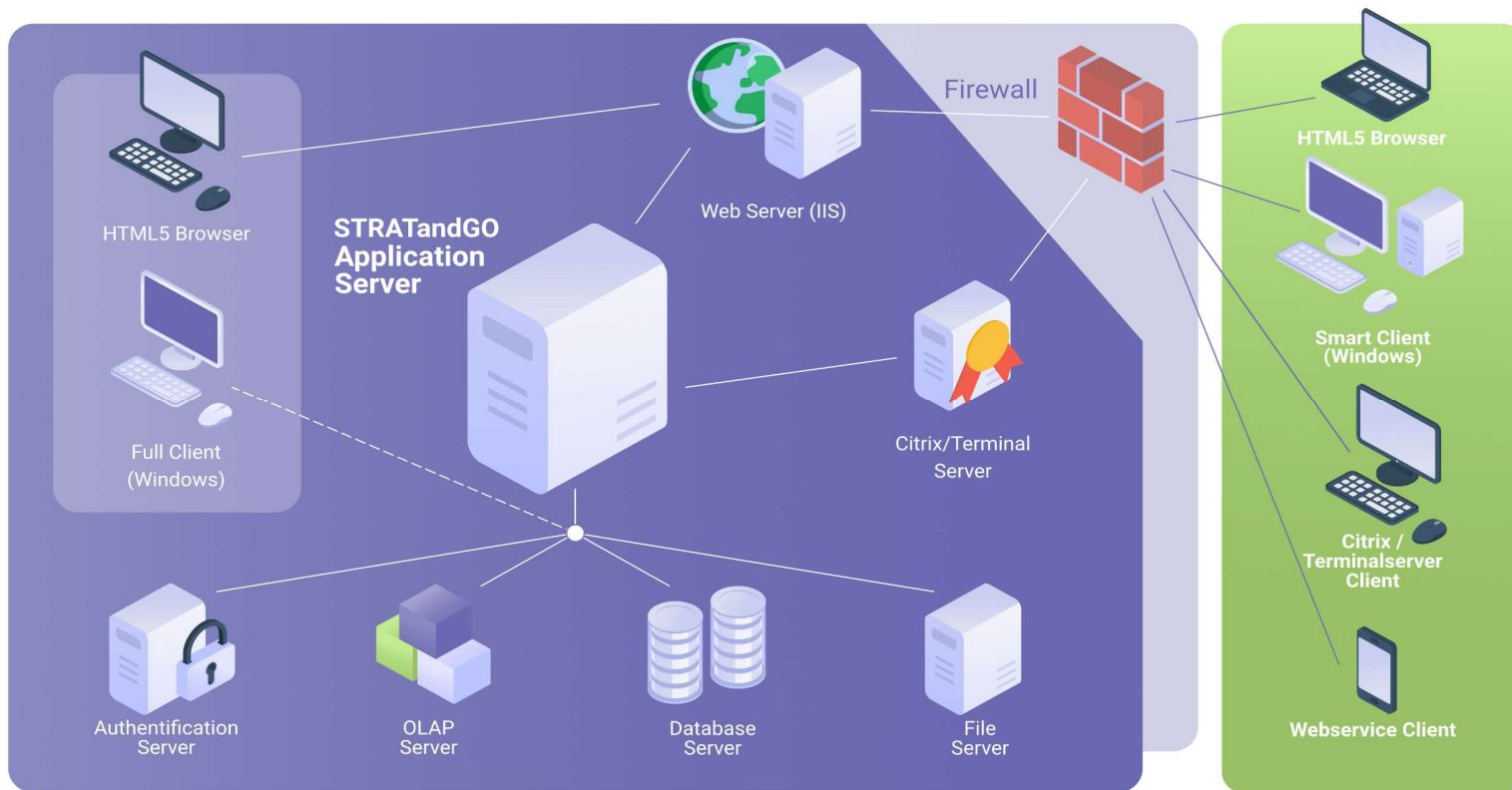
Liechtenstein

**Date:** October 2024

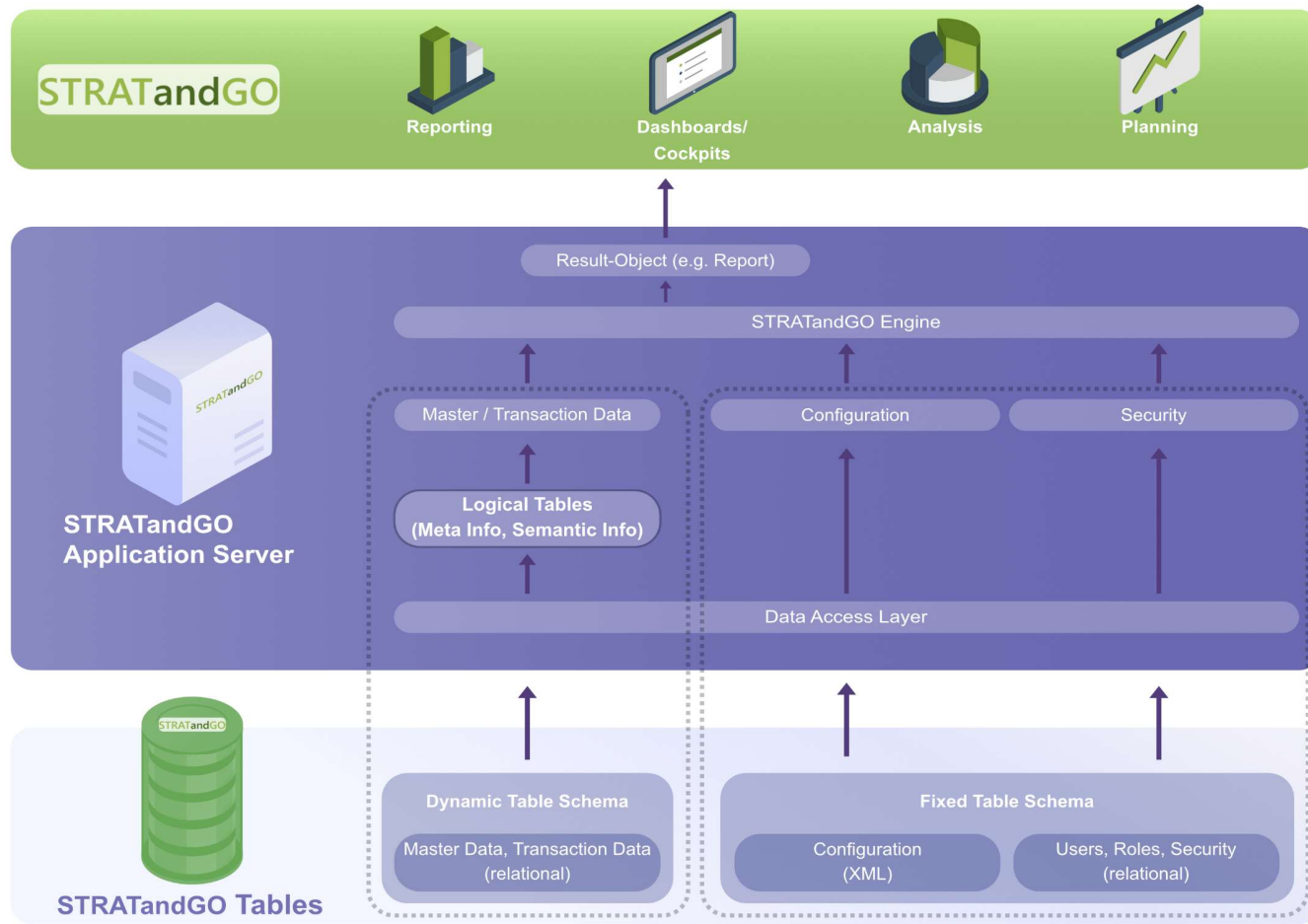
No	Requirement / Criteria Description	Response	Response Description / Comment
1	<b>General Bidder Information</b>		
1.1	Please write the location of the head quarter of your company (full address)	yes	PROCOS AG Gewerbeweg 15 LI-9490 Vaduz Liechtenstein
1.2	Please indicate the single contact for the purpose of the proposal (Name/Email/Mobile-Phone)	yes	CEO Norbert Büchel norbert.buechel@procos.com
1.3	Please indicate if you can provide at least three references for comparable projects.	yes	YES
1.4	Please indicate if you had prior project experience in the same region regarding Strategy and Performance Management software implementation.	yes	YES
1.5	Based on the software criteria: Please provide a rough timeline (month basis) for the Strategy and Performance Management software implementation project	yes	3 - 6 Month
1.6	Please indicate the total number of employees worldwide	yes	50 incl. Partner
1.7	Based on the software criteria: Please provide a rough cost estimate for the Strategy and Performance Management software implementation project (please exclude the licensing or warranty costs).	yes	Configuration of requirements, implementation and training rough estimate is USD 100'000 excl. licensing costs or warranty
1.8	Based on the warranty requirements, please provide the licensing costs for a software user. If you have various licensing model, please provide a short description of the model along with the different costs in the comment box	yes	Average one time license cost, no timely limit US\$ 3'000, company license also available
1.9	Based on the warranty requirements, please provide the warranty costs for the software. If you have various warranty models, please provide a short description of the model along with the different costs in the comment box or indicate if warranty costs are covered in the licensing costs	yes	We do NOT provide hardware components. Warranty/support cost for STRATandGO software is detailed in section "Warranty Requirements" lines 4 and 5.

No	Requirement / Criteria Description	Response	Response Description / Comment
1	<b>Warranty &amp; Support Requirements</b>		
1.1	All warranties and support on all provided components (hardware and/or software) shall start at the issuance of the final acceptance certificate of the solution	yes	We do NOT sell any hardware components or any databases but we support all current versions of Windows client and server versions. The MS SQL Server, Oracle databases etc. (relational databases) are also supported. We are the manufacturer of the software solution STRATandGO and therefore we can only give warranty on our own product.
1.2	The Bidder should be familiar with SLA levels. He should be able to state the SLA contents associated with the proposed Premium Level warranty offered	yes	
1.3	The duration of this warranty/support shall be mandatory for six months (6) and should be able to be optionally extended	yes	The warranty/support is for the first 6 month. After the first 6 months, a maintenance fee is 20% based on license cost per year
1.4	The bidder is to detail financial costs for support options for one year	yes	Starting second year, the warranty/support is 20% per year, based on license costs
1.5	The warranty shall include the support of the products / components during the warranty period by the Bidder. The replacement products / components shall meet the related specifications without further modification.	yes	Support for the STRATandGO software product can be guaranteed.

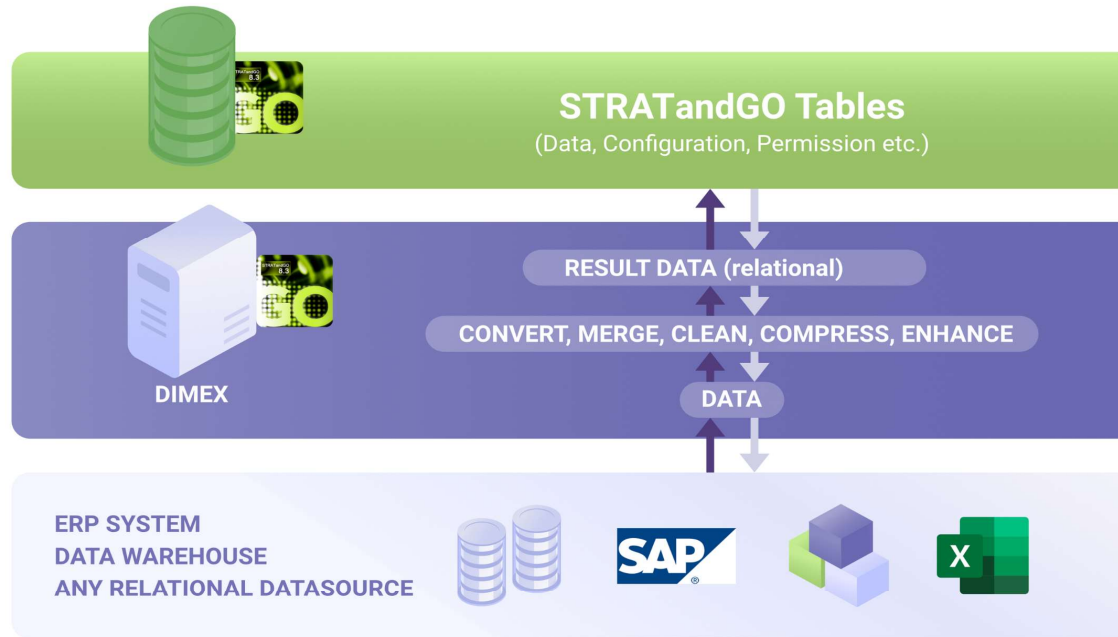
# STRATandGO Software Architecture



# STRATandGO Structure



# STRATandGO ETL-Tool DIMEX



# 1 Client Requirements

## 1.1 Windows Client

### HARDWARE

<b>CPU</b>	Minimum: 4GHz or faster processor
<b>Memory</b>	Minimum: 4GB RAM
<b>Disk space</b>	1GB for installation (exclusive .NET framework)
<b>Display</b>	Minimum: 1024x768 Recommended: 1280x1024 or higher
<b>General</b>	TCP/IP network connection with 100Mbit or faster

### OPERATING SYSTEM AND SOFTWARE

<b>Operating System</b>	Windows 10 (Pro, 32/64-bit) Windows 11 (Pro, 64-bit)
<b>.Net Framework</b>	.NET Framework 4.8 (Full)
<b>Additional components</b>	-

## 1.2 Web Client (Browser)

### HARDWARE

<b>Windows</b>	Microsoft Edge, Google Chrome, Mozilla Firefox
<b>Mac</b>	Safari browser

## 2 Server Requirements

### 2.1 STRATandGO Application Server

#### HARDWARE

	Hardware requirements are highly dependent on the number of clients and overall solution volume.
<b>CPU</b>	Dual- or Quadcore of Core2/XEON-generation or higher.
	Minimum: 8GB (dedicated)
<b>Memory</b>	Required memory is... ... higher if other applications are running on the server. ... highly dependent on overall solution volume.
<b>Disk space</b>	1GB for installation Caching and Report Archive features require additional disk space (depending on solution/history up to multiple GB)
<b>Display</b>	Minimum: 1024x768
<b>General</b>	TCP/IP network connection with 100Mbit or faster

#### OPERATING SYSTEM AND SOFTWARE

<b>Operating System</b>	Windows Server 2014 R2 Windows Server 2016 Windows Server 2019 Windows Server 2022
<b>.Net Framework</b>	.NET Framework 4.8 (Full)
<b>Additional components</b>	Microsoft Message Queue (Windows Feature); only required if Web Clients should be used and they should be able to print.

## 2.2 Database Server

STRATandGO requires a relational database in order to store data, configuration, documents, permission etc. The database is **not** part of STRATandGO software. Furthermore, the corresponding data providers are **not** part of the STRATandGO software. For supported databases see list below.

### HARDWARE

Hardware requirements are highly dependent on data volume and the number of clients.

### OPERATING SYSTEM AND SOFTWARE

#### Operating System

Any operating system with a Windows-Client-connection, e.g. Windows Server, SUN Solaris, IBM AIX, HP-UX etc. The software requirements are to be referred from the database manufacturer.

For enterprise solutions

- Microsoft SQL Server 2014 R2 or newer
- Oracle version 12c or newer
- MySQL version 8.0 or newer

For offline usage or local installation:

#### Database Engines

- Microsoft SQL Server Compact 4.0 / Express 19.1 or newer
- SQLite version 3.31 or newer

Other relational database (SQL92-support) with

- native .NET
- OLE DB
- ODBC (only 32-bit supported)

data-providers (drivers) support for data access might be supported but require clarification.



## 2.3 Web Server

### HARDWARE

	Hardware requirements are highly dependent on the number of clients and overall solution volume.
<b>CPU</b>	approx. actual web server configuration
	Minimum: 8 GB (dedicated)
<b>Memory</b>	Required memory is... ... higher if other applications are running on the server. ... highly dependent on overall solution volume.
<b>Disk space</b>	1GB for installation
<b>Display</b>	Minimum: 1024x768
<b>General</b>	TCP/IP network connection with 100Mbit or faster

### OPERATING SYSTEM AND SOFTWARE

<b>Operating System</b>	Windows Server 2014 R2 Windows Server 2016 Windows Server 2019 Windows Server 2022
<b>Web Server</b>	IIS 10 or higher ASP.NET
<b>.Net Framework</b>	.NET Framework 4.8 (Full)
<b>Additional components</b>	Microsoft Message Queue (Windows Feature have to be enabled via "Turn windows features on or off"); only required if Web Clients should be used and they should be able to print. Only the "Microsoft Message Queue (MSMQ) Server Core" services are required (ADSI, HTTP Support, Triggers etc. are not required).

## 2.4 Client Support Service

This Windows Service can be installed/run on it's own server machine, if required.  
For now this is responsible for processing print request from the Web Clients.  
If you would like to print from within the Web Client application, this service is required.

### HARDWARE

No specific hardware requirements

### OPERATING SYSTEM AND SOFTWARE

#### Operating System

Any windows operating system that is able to provide Microsoft Message Queues (OS feature have to be enabled via "Turn windows features on or off").  
Only the "Microsoft Message Queue (MSMQ) Server Core" services are required (ADSI, HTTP Support, Triggers etc. are not required).

## 2.5 File Server

The usage of a file server is optional but recommended for  
File-based data sources (e.g. Excel sheets, CSV)  
Documents, that are not stored to the database directly

### HARDWARE

No specific hardware requirements

### OPERATING SYSTEM AND SOFTWARE

#### Operating System

Any operating system that enables users to access documents via SMB/CIFS protocol.

### 3 Supported Data Sources

The following sources can be used to import data into STRATandGO™.

- All data sources with an OLE DB, ODBC or native .NET data provider.
- OLAP data sources via MDX / OLE DB for OLAP A138
- Microsoft Excel, CSV, Text
- SAP BW, SAP Queries, SAP Tables, SAP RFC, SAP Cubes

The corresponding data providers are **not** part of the STRATandGO™ software.  
They have to be provided by the customer..

# Project Management Methodology

## Introduction to Kimball's Methodology

PROCOS utilizes Kimball's Project Management Methodology from *The Data Warehouse Lifecycle Toolkit*, focusing on a business-driven and iterative approach to data warehouse design and maintenance. This methodology ensures alignment with strategic goals, emphasizing practicality, scalability, and user needs.

## Phases of the Methodology

### Phase 1: Project Planning and Business Requirements Definition

Gather requirements from stakeholders to understand business objectives (e.g., customer insights, financial reporting).

Define the project scope, critical business processes, and key performance indicators (KPIs).

Key deliverables: business requirements documentation, project plan, and risk management plan.

### Phase 2: Dimensional Modeling

Design the data warehouse structure using star or snowflake schemas.

Organize data into fact tables (quantitative metrics) and dimension tables (descriptive data).

Collaborate with business users to ensure the model meets analytical needs.

Key activities: identify business processes, define facts and dimensions, and design schemas.

### Phase 3: ETL Design and Development

Focus on the Extract, Transform, Load (ETL) process to ensure data quality and performance.

Extract data from operational systems, transform it for consistency, and load it into the data warehouse.

Key steps: data extraction, transformation, and loading while maintaining optimal query performance.

### Phase 4: Data Warehouse Deployment

Roll out the data warehouse to users, setting up interfaces (e.g., BI tools) and providing training.

Conduct user acceptance testing (UAT) to ensure the system meets user needs.

Deployment activities include configuring BI tools, user training, and finalizing documentation.

### Phase 5: Maintenance and Evolution

Focus on monitoring performance, managing data quality, and adapting to new business needs post-deployment.

Implement automated monitoring tools and conduct periodic reviews to ensure alignment with business objectives.

Key activities: performance monitoring, ongoing data quality management, and updates as necessary.

## Benefits of Kimball's Methodology

**Alignment with Business Goals:** Ensures the data warehouse supports relevant business processes and KPIs.

**Scalability:** Allows for incremental expansion based on evolving needs.

**Improved Data Quality:** Focus on ETL processes enhances trust in data.

**User Empowerment:** Simplifies data access and understanding for business users.

## Conclusion

Kimball's Project Management Methodology provides a structured framework for developing and maintaining effective data warehouses, aligning projects with business objectives and fostering a data-driven culture.

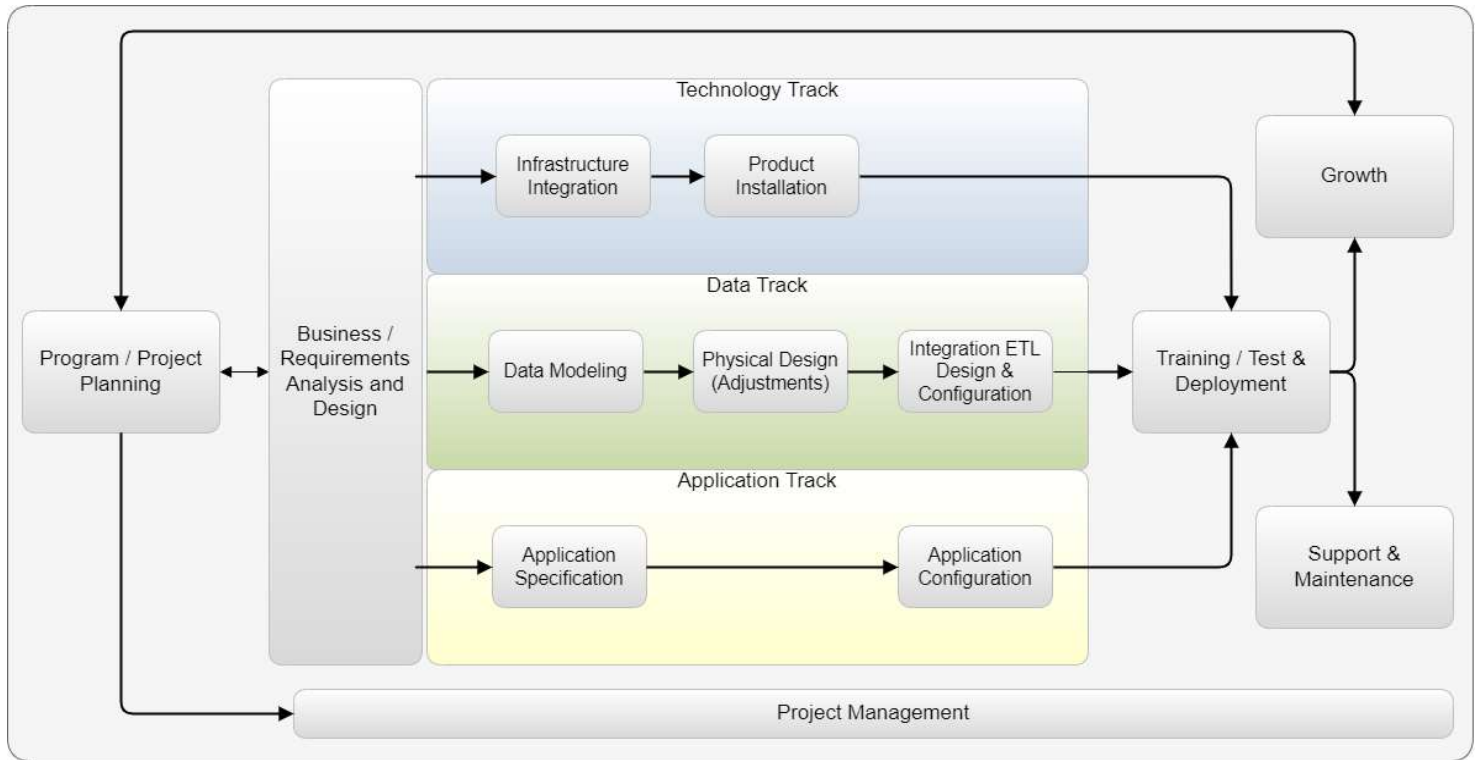


Figure 1: Kimball, R.: The Data Warehouse Lifecycle Toolkit, 2nd Edition

## Product Release Cycle (STRATandGO™)

**Annual Planning:** Collect feedback and define enhancements.

**Development Phase:** Focus on quality and performance throughout the year.

**Pre-Release Testing:** Ensure stability and bug-free releases.

**Patches & Updates:** Provide critical updates between major releases.

**Ongoing Support:** Gather feedback post-release to inform future updates.

## Quality Assurance and Testing

**Automated and Manual Testing:** Verify functionalities and simulate real-world scenarios.

**Security Testing:** Conduct audits for data protection.

**Regression Testing:** Ensure new updates don't disrupt existing features.

**Beta Testing:** Gather user feedback before major releases.

**Continuous Monitoring:** Address emerging issues promptly.

This comprehensive QA process guarantees that STRATandGO™ delivers a reliable, secure, and high-quality product with every release.

No	Requirement / Description	Response	Response Description
<b>1</b>	<b>Requirement Compliance</b>		
<b>1.1</b>	<b>Solution Functional Criteria's and Requirements</b>		
1.1.1	The system must provide multi-Language support and essential to have	yes	Multilingual capability. Multilanguage (content and software) includes for example English, Spanish, French, German, Italian, Arabic, also additional language at request.
1.1.2	The system must allow historical data integration / migration of around 5 years, which must be loaded to the system by the Vendor	yes	Historical data or chronological data or transaction data or open, flexible and extendable data structure.
1.1.3	The system must provide the ability to record, update, and track strategies, programs, objectives, project tracking and action items.	yes	Historical data or chronological data or transaction data or open, flexible and extendable data structure.
1.1.4	The proposed system must not have any limitations in the number of perspectives, objectives or KPIs that can be used	yes	No data limits or restrictions
1.1.5	The Operational KPIs should have a checkbox list to be able to define their types such as: <ul style="list-style-type: none"> <li>• Operational.</li> <li>• Process.</li> <li>• Services or other</li> </ul>	yes	Historical data or chronological data or transaction data or open, flexible and extendable data structure
1.1.6	The systems should provide the ability to track the strategy in accordance with Balanced Scorecard (BSC) framework, or any classification directed by the department in addition to the capability to incorporate custom strategic frameworks	yes	Historical data or chronological data or transaction data or open, flexible and extendable data structure

No	Requirement / Description	Response	Response Description
1.1.7	<p>The users can be categorized in multiple levels:</p> <ul style="list-style-type: none"> <li>• The administration user(s) must have the rights to create the frame of the strategy / create and delete all types of users and create KPIs. The system must have easy administration navigation for the administrators. Administrators must be able to perform all the activities required without any limitation at the application level.</li> <li>• Data entry users.</li> <li>• Viewers.</li> <li>• Approvers.</li> <li>• Contributor users with 'View' and 'Edit' privilege.</li> </ul>	yes	Data and function authorisations can be set as required on user or role based.
1.1.8	<p>The system should drill-down into the details of specific stages from Vision to Operational KPIs, below are some examples of required levels:</p> <ul style="list-style-type: none"> <li>•Vision, mission, and values.</li> <li>•Themes define the Strategic Perspectives.</li> <li>•Strategic objectives linked with strategic KPIs and the strategic risks.</li> <li>•Strategic objectives linked with government objectives.</li> <li>•Programs and initiatives to be linked with the budget.</li> <li>•Activities linked to operational KPIs and the operational risks</li> </ul>	yes	Any data relationships between the data entities can be set and mapped in the system, The analyses take the data relations into account.
1.1.9	<p>The system must allow data entry users with ability to fill up the information specific to their section KPIs, performance and preventive/corrective actions</p>	yes	All the defined data entities can be edited according the organization structure depending on the data permission.

No	Requirement / Description	Response	Response Description
1.1.10	The system must allow head of sections to submit the required information using form, which must be approved by relevant management approval hierarchy	yes	This process step can be configured together with the optional form.
1.1.11	The system should facilitate the function of assigning owners to the Objectives, KPIs and Initiatives from all strategic structure levels	yes	Any data element can be assigned to any data entity
1.1.12	The system should incorporate logic testing to alert users of potentially invalid measure values	yes	The system offers the configuration of logic tests to alert users of invalid data entries, the users can be notified by ad-hoc prompt or via email messages.
1.1.13	The system should have the functionality to send email notifications to the selected list of staff emails.	yes	The system offers to configure the functionality to send email notifications to the selected list of staff emails.
1.1.14	The system should facilitate the ability to assign weights to metrics and automatically determine related status (i.e., red/yellow/green) or any colour code defined by the Dept	yes	Weightings can be assigned to any data rows in the various data entities and displayed or expressed in any form.
1.1.15	The system should facilitate data visualization capabilities to include ability to produce charts, graphs, multiple dash boarding components, and multiple output formats	yes	The system supports a wide range of display options, such as charts, graphics, symbols (eg. traffic lights, trends, smiles etc.) diagrams, flexible and customizable tables, reports, forms, dashboards and all these elements can be assigned to the users or roles according to the required permission.



No	Requirement / Description	Response	Response Description
1.1.16	The system must provide a variety of dashboards that enables top management and all organization members to efficiently monitor the achievement of their own strategic objectives, the status of KPIs and the progress of the initiatives. In addition, must have the ability to design unique personalized applications for specific user groups	yes	The system supports a wide range of display options, such as charts, graphics, symbols, diagrams, flexible and customizable tables, reports, forms, dashboards and all these elements can be assigned to the users or roles according to the required permission.
1.1.17	The system must have the capability to provide customizable reports for all the possible scenarios and requirements which mainly will be as per following with expected variance of 50 % of the number of projects: <ul style="list-style-type: none"> <li>• Executive Summary.</li> <li>• Demographics Analysis.</li> <li>• Education Stream Outcomes.</li> <li>• Performance &amp; BSC.</li> <li>• Department Performance &amp; BSC</li> </ul>	yes	The system supports a wide range of display options, such as charts, graphics, symbols, diagrams, flexible and customizable tables, reports, forms, dashboards and all these elements can be assigned to the users or roles according to the required permission.
1.1.18	The system must provide browser-based reports with customizable set-ups, including sorts, groupings, and selection criteria generated in a variety of exportable formats (PDF, Word, Excel, PowerPoint.). Graphical representations, drill-down capabilities, performance measure indexing capabilities, and automated scheduling. The solution shall support distribution of those reports based on specific rule	yes	The web client is as identical as possible to the Windows client solution, including reports, tables, pivoting, graphics, diagrams, dashboards with complete data management, drill-down and performance measure capabilities, document attachments etc. All reports can be printed or are available in PDF, Excel and all other formats can be downloaded.
1.1.19	The system must provide the ability to assign/maintain relationships between metrics and strategies, programs, program objectives, departments, initiatives, funding priorities and tasks.	yes	Any data relationships between the data entities can be set and mapped in the system, The analyses take the data relations into account.

No	Requirement / Description	Response	Response Description
1.1.20	The system must provide the ability to assign an unlimited number of attributes to performance metrics	yes	Any table element is customized according the customer's requirements.
1.1.21	The system must provide the ability to capture attribute of strategies, programs, objectives, project tracking, and tasks such as long descriptions, short descriptions, notes, images, and links.	yes	Any table element is customized according the customer's requirements.
1.1.22	The system must include built-in statistical functions to include, but not be limited to, mean, median, mode, variance, standard deviation, frequency, dormancy, and forecasting.	yes	The system has a powerful scripting which includes a math library.
1.1.23	The system must have the ability to attach / upload MS Office and PDF files as well as JPEG/PNG to defined measures: System should allow users to attach supplement.documentation.	yes	The system offers the ability to attach any files independent of the format to any single data element.
1.1.24	The solution must be Web Based Technology with the customer logo and style branding.	yes	The system provides a Windows client and a completely web based. solution.
1.1.25	The system must include an auto save feature, which allows applicants the capability to save information and to return later to complete and/or update applications.	no	The system does not provide an auto-save feature.
1.1.26	The system must provide a control in the data entry dates	yes	The system provides individual and custom control checks in the data entry.
1.1.27	The proposed system must integrate with customer's Data Sources to retrieve different systems with master and transactional data.	yes	The system has an integrated and open ETL (Extract Transform Load) tool with a wide range of data accesses. It has a data integration process aimed at consolidating information from diverse sources into a centralized repository. The method involves collecting data, and reform data in a proper format, and finally, loading it to a database.

No	Requirement / Description	Response	Response Description
1.1.28	The proposed system must implement a very strong data accessibility and protection policy	yes	The system provides a strong data accessibility and protection policy.
1.1.29	Solution must allow users to create custom dashboards with drag and drop capabilities.	yes	The system provides the capability to copy data per drag and drop from any cell to another.
1.1.30	Solution implementation must include defining roles, which can be used for maintaining access control of various dashboards and reports.	yes	Data and function authorisations can be set as required on user or role based.
1.1.31	Solution must provide template to create consistent visualizations.	yes	Consistent visualizations can be centrally defined and inherited in the solution (e.g. report, grids, levels, rows, columns, cells etc.).
1.1.32	Solution must provide many templates to build a dashboard.	yes	There are enough templates available for creating dashboards, diagrams etc.
1.1.33	Solution must be accessible by end users with NO software to be installed on any device accessing it	yes	The software solution can be virtualized with a VM session or a web clients need only a browser.
1.1.34	Solution must provide open API to build custom extensions for integration into existing web-based applications.	no	The solution does not provide such an open API but it has a strong internal API.
1.1.35	Solution must provide capability to create access rights groups and provide access at different privilege levels.	yes	Data and function authorisations can be set as required on user or role based.
1.1.36	Group-wide standardised definition of Indicators (individual scorecards per recipient group can be put together from these KPIs in the 'modular system')	yes	The solution supports such definitions of indicators and other data. Measures can be recorded centrally and across the board in template repositories and individually assigned to the units or linked by the individual units
1.1.37	Automatic calculation of predefined measures (e.g. KPIs) on the basis of information collected/supplied.	yes	Custom configurable calculation logiics For the indicators (e.g. KPI) calculation, any measured variables from any value area (e.g. actual, target, forecast, etc.) and from any period or structural unit (e.g. organisational unit) can be used.

No	Requirement / Description	Response	Response Description
1.1.38	Aggregation of metrics of the individual companies at group/division/business unit level through simple selection of aggregation methods for metrics	yes	The aggregation logics are freely definable and can be assigned to each individual measured variable.
1.1.39	Possibility to set several limit values per measured variable.	yes	Unlimited number of limit values possible, individually and optionally per measure and unit.
1.1.40	Possibility to determine the direction for 'good' performance (error costs: low % is good, sales increase: high % is good)	yes	The direction for 'good' performance can be determined
1.1.41	Possibility to set different, periodic deadlines for the respective measurement parameter (e.g. monthly, quarterly, semi-annually, annually, etc.).	yes	The frequency can be determined individually for each measured variable
1.1.42	Possibility to set different, periodic deadlines for the respective measurement parameter (e.g. monthly, quarterly, semi-annually, annually, etc.).	yes	Any historical data can be accessed via the selected date for each measured variable and the application defined. Any value ranges (e.g. actual, target, forecast, etc.) can be defined for each measured variable. Values can be entered for these value ranges for each defined frequency and accessed while the report is being generated.
1.1.43	Multi-period capability: Possibility to plan targets for future years in the current period as part of budgeting/medium-term planning (5 years).	yes	The solution allows an unlimited number of periods for each value range (e.g. Actual, Target, Forecast etc.). These values can be entered retrospectively and in the future on any key date. This enables the storage of all data, which can be viewed from the perspective of each financial year.
1.1.44	Easy identification of who is responsible for a measure, KPI, action, target etc. and this per unit of the organisation.	yes	Each measure can be commented on per value area, key date and structural element (e.g. actual value of a specific date in the financial area).
1.1.45	Possibility to comment on the deviation from a measured variable (e.g. explain the reasons why a measure is above or below the target).	yes	Each measure can be commented on per value area, key date and structural element (e.g. actual value of a specific date in the financial area).

No	Requirement / Description	Response	Response Description
1.1.46	Requirement to enter a mandatory comment/explanation in the event of significant deviations.	yes	Comment entries can be forced, for example, when a tolerance value is exceeded or not reached, which can be defined for each measure.
1.1.47	The corresponding values can be divided into different value ranges for each measured variable (e.g. actual, target, forecast, multi-year plan, target, benchmark, etc.). This allows these value ranges to be compared in report columns, for example, and deviations to be calculated.	yes	The corresponding values can be divided into different value ranges for each measured variable (e.g. actual, target, forecast, multi-year plan, target, benchmark, etc.). This allows these value ranges to be compared in report columns, for example, and deviations to be calculated.
1.1.48	Possibility to attach documents or images (e.g. per measures deviation)	yes	All types of images, documents etc. can be linked to all types of rows (e.g. measures).
1.1.49	Possibility to record actions/measures for each deviation in the measured variables (strategic actions to achieve the targets of the measured variables).	yes	The solution features comprehensive action management/controlling. Actions / measures can be defined, for example, per measure or target deviation with custom definable project time, costs and other characteristics.
1.1.50	The entered actions / measures must be mappable in the sense of 'projects', recording of a (predefined) profile (name of the action, description (scope), objectives, time (milestones), effort (costs), risks). Ensure operational support for the divisions and their employees in tracking and reporting measures to the Group.	yes	The measures/actions are managed as a project in in the solution. It has comprehensive project management/controlling functions
1.1.51	These profiles can be freely customised for projects according to the customer's requirements (in terms of fields and layout).	yes	Tables and their columns and fields as well as the relations (data model) are fully defined according to customer requirements without leaving the software standard
1.1.52	Multi-currency capability	yes	Unlimited number of currencies and calculation logics. In addition, any number of exchange rate tables can be defined and conversions can be carried out directly at runtime.

No	Requirement / Description	Response	Response Description
1.1.53	The project status controlling of the most important projects ('key projects') of the Group (approx. 100) should also be mappable via this tool. Project status controlling is a simple tool for recording and analysing project status information. We are not looking for a project management tool that takes dependencies, project plans and deployment plans into account.	yes	The solution has sufficient project management functions, including project portfolio management functions to evaluate projects on an ongoing basis.
1.1.54	Periodic decentralised recording and reporting (incl. aggregation) of e.g. the following info fields per project: no., name, description, objectives, time (milestones), effort (costs), risks, status, person responsible, comments.	yes	The solution offers freely configurable reports/dashboards with freely configurable report fields. The desired fields can all be displayed and can also be managed manually or via data imports.
1.1.55	Contents (fields) to be reported can be easily customised (i.e. you are not tied to a fixed project form from the manufacturer).	yes	The fields are defined individually for each customer and can also be customised or extended by the customer,
1.1.56	Requirement to enter a mandatory comment/explanation in the event of significant deviations	yes	Freely configurable logic. Comments can be managed for each master and transaction data record depending on time and structural elements. Multiple comment text types can be configured (e.g. explanation, actions etc.). The comment deviation rule for the data entry is flexible.

No	Requirement / Description	Response	Response Description
1.1.57	Tool support for determining the success of measures implemented in purchasing. This creates an opportunity to plan future savings (by means of regular documentation and tracking of current measures and projects).	yes	A procurement solution is not available, but data can be transferred from a 'procurement' system, calculated and analysed in a report as required. These data can be refined or supplemented if necessary. Our ETL tool DIMEX from the solution is used universally for data integration with other systems. This allows data from other systems and their data sources to be queried, calculated and imported/exported. For example, data can be read, calculated and imported into the solution to determine the success of measures implemented in purchasing and then analysed or further processed.
1.1.58	Input mask for various freely definable fields per measure	yes	Freely configurable fields that can be arranged in a form / mask. The required entity types (tables), such as measures, can be combined with any fields to form a data record. This data can then be maintained in a configurable table editor (e.g. arrangement of the fields, settings for grouping, sorting, plausibility checks, etc.). Data entries can also be configured for the associated transaction data (e.g. periodic values). This data is then available for any reports and dashboards.
1.1.59	Automatic calculation of savings when entering new price and comparison price (e.g. average price from previous year)	yes	The solution offers completely freely configurable calculation logic. In the extended formula editor, any data can be reloaded for calculations and complex logic can be mapped with conditions and the maths library can be used. These formula logics can be integrated into interactive data inputs (e.g. price) using variables. The calculated data can be written to the database, which can then be used for subsequent reports.

No	Requirement / Description	Response	Response Description
1.1.60	It should be possible to enter several offers (avoided costs) and select the one that has been implemented -> The savings achieved or the 'missed opportunities' are then calculated automatically.	yes	The data can be calculated and analysed as required. As described above, any data can be managed and calculation logic can be freely configured.
1.1.61	Ideally, it should be possible to select the type of saving (cost cutting/avoided costs) and various measurement methods (via an input screen). The calculation is performed automatically (e.g. comparison with average costs from the previous year, best non-negotiated offer etc.).	yes	A procurement solution is not available, but data can be taken from a 'procurement' system and calculated and analysed as required. As described above, such calculations can be freely configured.
1.1.62	Calculation of scenarios should be possible (for project result x, the KPI changes to value y).	yes	As described above, such calculations can be freely configured.
1.1.63	Recording changes to the project status/result	yes	Any data changes can be easily tracked at any time. Data changes are possible for all fields. In addition, qualitative and quantitative values can be historicised with various comment types and described for each structural element. Any attachments from external documents are also possible. This includes also the creation / modification date and the User-ID.
1.1.64	It should be possible to assign product groups to the projects/measures.	yes	Product groups can be obtained from a pre-system and saved in a table or managed manually. Freely configurable relation tables can be used to assign projects/measures to the product groups.
1.1.65	Report analysis of savings/project results at 'product group' level (lowest level).	yes	The data can be calculated and analysed as required. If the data is available, the reports allow you to drill down through all levels..
1.1.66	Report analysis of savings/ project results at action/ BU/ division/ group level (through aggregation).	yes	Aggregation logics are freely configurable.



No	Requirement / Description	Response	Response Description
1.1.67	The software supports the ability to provide a comprehensive audit of all updates including: Date, User Id update applied, new and old values	yes	Any data changes can be easily tracked at any time. Data changes are possible for all fields. In addition, qualitative and quantitative values can be historicised with various comment types and described for each structural element. Any attachments from external documents are also possible. This includes also the creation / modification date and the User-ID.
1.1.68	The software supports the ability to provide comprehensive reports for the data analyzes.	yes	All data can be displayed and analyzed via dashboards, reports, tables, forms or multidimensional analyses (e.g. gap, strength and weakness analysis. comparing differen practices, differen rankins, heat map etc.). Updating, writing and deleting data is also supported by the solution. For all these functions, strong function and data authorization can be defined down to cell level.
1.1.69	The software is capable to assign for example multiplle measures, tasks, measure variables, owners etc. to any data objects.	yes	Our solution is based on a relational database. Database relationships are the links between different tables in a relational database. In a relational database management system (RDBMS or DBMS), data is organized in tables. The relationships between these tables determine how the data in one table is linked to the data in the other table. This type of relationship, i.e. 1 data record from a table can be assigned to many (N) data records from another table, is called a 1:N relationship (i.e. 1 to N relationship).
1.1.70	The software provides a simple solution to send text messages	yes	This is fully supported.

No	Requirement / Description	Response	Response Description
1.1.71	The software provides a simple solution to send voice and video messages	no	Only if you send the audio and video files as an attachment
1.1.72	The software provides a simple integration with common e-mail software.	yes	There can be configured multiple SMTP servers (e.g. per company, locations).
1.1.73	The business case solution shall allow risk classifications to evaluate multiple risks (e.g. resource risks, technological risk etc	yes	The solution allows the classification of any data columns of the database tables.
1.1.74	The software shall allow to give individual weights to different business case evaluation criteria.	yes	The solution allows to weight any data record of the same business case.
1.1.75	The software shall support the calculation of an individual business case score based on evaluation criteria results and respective evaluation criteria weights to be able to rank and compare project initiatives	yes	The calculation of an individual business case score based on evaluation criteria results and respective evaluation criteria weights are possible.
<b>1.2</b>	<b>Control and workflow support</b>		
1.2.1	Process control: blocking periods, tracking changes. Making changes separately analysable	yes	A process control can be visualised and a business logic can be defined for each element (e.g: Process for data management: with unlocking the period to be recorded, locking data entry for verification of the recorded data and releasing the data for reporting). All values are historicised in the solution. Changes can therefore be easily tracked and corresponding reports created.
1.2.2	The software supports creating workflows for the visualization, clarifying relationships and communication features,	yes	The solution provides the following workflow features; Creating a workflow diagram (type of flowchart that maps a business process.) It outlines the steps or actions needed to get from the start of a process to its resolution. You can also configure conditions or key decisions in the process, which split a sequence into two paths. It has different functions for the communication (e.g. messages, emails).

No	Requirement / Description	Response	Response Description
1.2.3	Automatic notifications from certain users on predefined dates (e.g. via e-mail).	yes	Such logics are freely configurable and the messages can be sent by e-mail via an SMTP server, reporting information etc).
1.2.4	Automatic notification of users if certain required information has not been entered (via e-mail).	yes	Such logics are freely configurable and the messages can be sent by email.
1.2.5	Automatic notification of users if targets are/were not achieved (via e-mail)	yes	Such logics are freely configurable and the messages can be sent as emails.
1.2.6	Central status overview of whether required fields have been updated by users (monitor)	yes	Available interactively in freely configurable status reports or as a printout.
1.2.7	Automatic validations, predefined validation reports.	yes	Freely definable validations can be configured in reports, which can be executed automatically.
1.2.8	Separation of functions: clerk can enter data, supervisor can validate data.	yes	Such roles and many others (e.g. data entry, verification, publishing etc.) can be defined.
1.2.9	Archiving periods (incl. measures)	yes	The data is periodically saved in historicised form, which allows evaluations for any periods / years and data comparisons.
<b>1.3</b>	<b>Reporting/export functions</b>		
1.3.1.	Possibility of easily generating standard reports and ad-hoc reports in the tool by the specialist department.	yes	Standard report templates with predefined column logic and row selections can be predefined for the various report groups. Existing report analyses can be easily displayed thanks to simple navigation by selecting the structures/dimensions, year/month/calendar and drill-downs.
1.3.2	Ability to present information in a wide variety of visualisation forms (tables, diagrams)	yes	Reports can be structured in any table/grid form and displayed as diagrams with a customised layout using the Map Designer (only for diagrams).
1.3.3	Abbildung mehrerer Dimensionen der Daten (z.B. Jahr/Monat/Gesellschaft/Projekte)	yes	Any number of data dimensions can be mapped.
1.3.4	Possibility to set filters per dimension in the reports	yes	Possible via report prompt filter, sorting entries. After the report has been generated, the column contents can be filtered or sorted interactively.

No	Requirement / Description	Response	Response Description
1.3.5	Possibility to export all stored information/extract it into reports (raw data) extract.	yes	This can be easily realised using our ETL tool DIMEX from our solution.
1.3.6	Possibility to export reports in various formats (mandatory: xls/xlsx, csv and pdf. possibly also ppt).	yes	All the formats mentioned plus Word, but without PowerPoint, are supported for export. Charts, dashboards or reports created using maps can be inserted into PowerPoint as images. Booklets with multiple reports including charts, gauges, maps and comments can be printed using the Map Designer with customised layouts or exported in the various formats. By Using the copy/paste feature in the solution, you can also export some graphical elements.
<b>1.4</b>	<b>Technical requirements</b>		
1.4.1	It is mandatory solution is hosted on own servers.	yes	The software solution can be hosted on your own servers according our technical description.
1.4.2	The proposed system design should consider a scalability, maintainability foundation and High availability with multiple tiers architecture for the solution and keep historical or archival copies of all data. These must be complete and easily searchable if we need to retrieve information.	yes	The software solution is continuously tested in practice and is used by very large organizations worldwide in highly heterogeneous system environments. It is scalable and its availability is very high. It is built with the 3-layer technique (user interface, business logic, data) from the base. All the data are stored in a SQL database and therefore processing the information in a relational database. A relational database stores information in tabular form, with rows and columns representing different data attributes and the various relationships between the data values. The solution supports for example MS SQL Server, Oracle etc. (with backup and recovery).

No	Requirement / Description	Response	Response Description
1.4.3	The proposed system must be responsive to all of kinds of devices, such as; Laptop, Desktop, Tablet, Mobile and for all types of currently versions of platforms such as Windows, iOS and Android at the time of go-live.	yes	The web solution has to be used to support all these devices because the most used browsers are supported.
1.4.4	The proposed system must have capabilities to integrate with existing IT systems such Active Directory, Exchange, etc...	yes	The various authentication systems such as Active Directory, Exchange, LDAP are all supported. For the messaging systems a SMTP server can be defined and for all the document attachments the folders are free configurable.
1.4.5	The proposed system have the possibility to be published and accessible from internal customer's network as well as from the internet using the customer's Active Directory for Single Sign-On.	yes	The system solution can be configured so that they have the possibility to be published and accessible from the internal customer's network as well as from the internet using the customer's Active Directory for Single Sign-On.
1.4.6	A Service Level Agreement (SLA) describing the responsibilities of each party (Selected Supplier(s) / Customer) shall be provided and must be accepted by each party	yes	A Service Level Agreement (SLA) is signed with each customer.
1.4.7	Implementation of the system must provide optimization of hardware usage that supports virtualization and to be designed in a highly available environment, using proper clustering and load balancing technologies. The Vendor needs to propose appropriate architectural design and to specify the minimum software and hardware requirements for achieving high availability.	yes	See in tab Technical Requirements.
1.4.8	The proposal shall include development and test environment, the development and Test environment License should be provided in the proposal.	yes	The Licence for the development and test environment will always be provided at request.

No	Requirement / Description	Response	Response Description
1.4.9	Warranty and annual maintenance must be at least three (3) Years of post-implementation support for all components of the system after the go-live and must.	yes	Maintenance and support of the system according the Service Level Agreement (SLA).
1.4.10	The service provider shall provide Onsite resource minimum 3 months. The resource should be certified on the technology with a minimum of 5 years' experience	yes	The software solution is continuously tested in practice and is used by very large organizations worldwide in highly heterogeneous system environments. It is scalable and its availability is very high. It is built with the 3-layer technique (user interface, business logic, data) from the base. All the data are stored in a SQL database and therefore processing the information in a relational database. A relational database stores information in tabular form, with rows and columns representing different data attributes and the various relationships between the data values. The solution supports for example MS SQL Server, Oracle etc. (with backup and recovery).

No	Requirement / Description	Response	Response Description
1.4.11	The service provider should provide Product / Solution road map and upgrade path “with minimum downtime” and scalable architecture.	yes	The software solution is continuously tested in practice and is used by very large organizations worldwide in highly heterogeneous system environments. It is scalable and its availability is very high. It is built with the 3-layer technique (user interface, business logic, data) from the base. All the data are stored in a SQL database and therefore processing the information in a relational database. A relational database stores information in tabular form, with rows and columns representing different data attributes and the various relationships between the data values. The solution supports for example MS SQL Server, Oracle etc. (with backup and recovery).
1.4.12	The service provider should provide the below components: <ul style="list-style-type: none"> <li>• Requirements gathering through Workshops with business users in order to define in details the output requested for each business area.</li> <li>• Logical and physical design of the system architecture as per the technical requirements.</li> <li>• Identifying various source for generating Dashboards and Reports.</li> <li>• Identifying various schedules that are required for automatically generating reports.</li> <li>• Design of all system security strategy, backup, and recovery.</li> </ul>	yes	Our consultants and technicians will all provide these components together with you.

No	Requirement / Description	Response	Response Description
1.4..13	User-friendly, web-based solution for data collection and reporting for all users involved (from group management to project managers). No local installations by users necessary, support of all common web browsers.	yes	With the web-based solution, all report types can be called up interactively with all selection and filter entries. Drill-downs to detailed reports, charts, gauges, maps/diagrams, comments and document links are fully supported. All master and transaction data with comments and document links can be managed in the web application. Calculation logic, plausibility checks etc. are also active on the web. The functions for exports and printouts are also available. Configuration and data changes in the Windows clients are active directly in the web application without any detours. All authorisation settings and automatic authentication are also integrated in the web solution. The clients do not require a software installation. All common web browsers are supported (Google Chrome, Mozilla Firefox, Microdoft Edge, Apple Safari).
1.4.14	The software shall be mobile friendly and all functionalities shall be available on mobile as well as on desktop devices.	yes	The web application is an app that the users access using any type of internet browser (ie. Google Chrome, Safari, Microsoft Edge) and all enduser functionalities are available. Therefore it uses the same accessibility as the desktop solution. Unlike traditional websites, web apps provide interactive and dynamic user experiences, closely resembling those of mobile applications but within a browser environment.
1.4.15	The software shall be web-based, thus being time and location independent accessible.	yes	The software is web-based thus time and location independent accessible.
1.4.16	Good performance (short system response time)	yes	Our customers are satisfied with the existing system performance and there are no complaints.



No	Requirement / Description	Response	Response Description
1.4.17	The software provides a simple solution for screen sharing between users.	yes	You need a common software from your IT to share the the users screen. Even though the basic function of screen sharing is simple, you'll want to choose a screen share app that enhances your experience with additional productivity features.
<b>1.5</b>	<b>Security / Permission</b>		
1.5.1	Huge number of users (administrator, editor, viewer) all working in parallel	yes	The solution is already running in very large environments and organisations (e.g. some of the largest pharmaceutical companies and banks) with locations around the globe (e.g. America, Europe and Asia). It is very stable and reliable. There are no problems at all with the number of users. The solution has a comprehensive authorisation concept. Roles can be defined and assigned to users. Authorisation control extends to the level of the individual cell.
1.5.2	Usernames/passwords: Single login through connection to existing Active Directory (no assignment of usernames/passwords)	yes	The solution supports the following authentication procedures: Active Director (AD), Lightweight Directory Access Protocol (LDAP)), Windows NT, Simple Name Mapping (SNM) and openID Connect
1.5.3	Definition of user groups (e.g. GL, Controlling, Line), which can have different standard views.	yes	Freely definable and unlimited groups (roles)
1.5.4	User authorisation concept: read/write rights can be assigned centrally by Group Controlling based on user login data (i.e. each user can be assigned access to organisational units (e.g. Group, divisions, BUs, companies, KPIs and projects as well as access to reports with read/write rights).	yes	The solution has functional and data permissions.for any data table and element. These are assigned centrally to users and/or roles with read/write/no authorisations based on user login data. For example, each user can be assigned access to organisational business units/KPIs/projects etc.

No	Requirement / Description	Response	Response Description
1.5.5	Assignment of authorisations not only at company, BU and division level, but also for individual data (e.g. KPIs, projects)	yes	The solution has functional and data permissions for any data table and element. These are assigned centrally to users and/or roles with read/write/no authorisations based on user login data. For example, each user can be assigned access to organisational business units/KPIs/projects etc.
<b>1.6</b>	<b>Implementation, operation further, development</b>		
1.6.1	Support for implementation by Group Controlling possible, external coaching if necessary. Ensure knowledge exchange, build up internal expertise, train Group Controlling. Concerns in particular the specification of data entry masks and reports, if possible delivery with ready-made, customisable 'starter kit'	yes	The solution is configured according to customer requirements, based on a basic solution. This is followed by key user training in order to transfer the expertise comprehensively to the customer
1.6.2	Operation (system adjustments and maintenance) as well as generation and customisation of masks and reports should be able to be carried out independently by Group Controlling, without IT specialists and at low cost	yes	After the key user training, the customer can maintain/administer the system independently.
<b>1.7</b>	<b>Interfaces, Data Import/Export</b>		
1.7.1	Data import via Excel files (or csv) possible (from various source systems)	yes	The solution has an integrated ETL (Extract, Transport, Load) tool to automatically transfer data from all possible upstream systems.
1.7.2	Automatic data import from Hyperion HFM (financial data)	yes	Hyperion uses highly proprietary data storage and does not provide data providers for third-party access. The data must be exported from Hyperion into another formats (e.g. Excel), where it can then be easily processed using our STRATandGO ETL tool DIMEX.

No	Requirement / Description	Response	Response Description
1.7.3	Certified interface for data import from SAP ERP, SAP HR & CRM, SAP BW; alternatively via automatic data interface	yes	Our STRATandGO ETL tool DIMEX uses a certified SAP connector from Theobald Software in Germany. This data provider supports SAP Queries, SPA RFC Functions, SAP Tables and SAP BW Cubes.
2.1	<b>Price-/License Modell</b>		
2.1.1	How is the licence and payment model structured?	yes	We offer one-off licences for STRATandGO™ as follows, both as NAMED USER and CONCURRENT USER models for administrators, editors and viewers. This means that customised licence models can be created. We also offer a group licence.
2.2	<b>Support by manufacturer</b>		
2.2.1	Which support concepts (hotline, Gold Card Service, 3rd level support) does the manufacturer offer?	yes	We offer 1st, 2nd and 3rd level support through our support centre in Vaduz (Liechtenstein)
2.2.2	Is on-site service possible?	yes	It depends on the region, country, the current political situation, the market, etc.
2.3	<b>Training/education/documentation</b>		
2.3.1	What training and education concepts are offered?	yes	We offer key user training, IT training for our ETL tool DIMEX (interface tool) and, on request, end user training and the creation of training documents.
2.3.2	Are meaningful training and documentation materials provided?	yes	The documentation is complete and up to date.
2.4	<b>Key Deliverables</b>		
2.4.1	The Proposer will construct, validate and agree a plan of activities concerning the launch of the solution at logical points of delivery of functionality and services activity.	yes	A meeting will be arranged with the customer fixing Software Requirements Specification (SRS) and/or Business Requirements Specification (BRS).

No	Requirement / Description	Response	Response Description
2.4.2	Proposers should attach proposed detailed proposals for Solution and Service-related warranties, support & maintenance proposals in line with the customer requirements.	yes	A Service Level Agreement (SLA) is signed with each customer.
2.4.3	The successful Proposer is expected to provide and manage all external subject matter experts and third parties required to perform the work.	yes	There will be only staff that have a lot of experience in such or similar projects (configuring the complete solution, software installation, etc).
2.4.4	The Proposer is required to provide ON-SITE, Email, Web Chat, and Phone support for the solution, its integration and supporting configuration and documentation	partially	This is country specific, please contact the sales partner.
2.4.5	Partner's engineers should generate the required specific configurations based on studying existing hardware that needs to be presented during solution development and implementation	yes	A meeting will be arranged with the customer fixing Software Requirements Specification (SRS) and/or Business Requirements Specification (BRS).
2.4.6	Installation & configuration for all required Operating Systems, software, and license.	yes	Our consultants and/or technicians will install, configure and license the software.
2.4.7	Preparation of all Design, Development and Configuration documentation based on business requirements including the information content expected to be provided with the business value specified in RFP.	yes	A meeting will be arranged with the customer fixing Software Requirements Specification (SRS) and/or Business Requirements Specification (BRS).
2.4.8	Submitting a proper documented Development Lifecycle	yes	The Document Development Life Cycle (DDLCC) will be submitted at request.
2.4.9	Professional Usability Acceptance Tests.	yes	This is normally the last project phase before going to production which is done by the project owner.
2.4.10	Project management implementation plan with detailing duration of tasks and sub-tasks.	yes	A meeting will be arranged with the customer fixing Software Requirements Specification (SRS) and/or Business Requirements Specification (BRS).

No	Requirement / Description	Response	Response Description
2.4.11	All the required training must be provided to the users and administrators along with the user and administrator manuals. The Vendor must propose the details of the training that should be undertaken by customer users.	yes	The training materials will be provided.
<b>2.5</b>	<b>Further development of software / ensuring future viability</b>		
2.5.1	Is the software being further developed by the manufacturer?	yes	The software solution is being continuously developed. The release cycle is: 1 major release per year, and patches / updates as required.
2.5.2	How does the manufacturer fix bugs?	yes	Bug fixes are available for customers or partners via a server download or via a remote connection.