

SOLUTIONS PORTFOLIO & REFERENCES

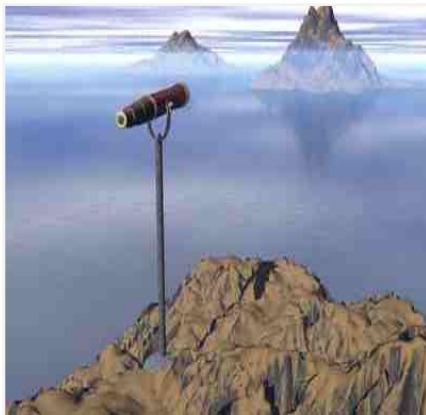
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SMART VISION, assessores e auditores estratégicos, Lda.,

Rua Cristóvão Pinho Queimado, nº 59

Edifícios Miradôr Business & Residence

3800-009 AVEIRO

NIPC 507 291 956

Matriculada na 2ª C.R.C. do Porto sob o n.º 59403



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Our Vision

We believe that a company competitiveness is highly related with is perception of the desires, expectations and behavior of his clients.

We are aware of this constant market evolution, searching and developing new solutions and tools that help our clients in this “mutation”.

SMART Vision will be seen as a trustworthy advisor and a leader in the market of strategic consultancy and auditing services in Public Sector, promoting the quality of their services, solutions and their collaborators' recognition. Our human capital will be considered exemplar, remarkable and required by the generality of the institutions, acting, in their intervention domains, as the elite of the “academic” and the “how to do” knowledge.

We define our company has a team of competent and committed professionals and we are known and recognized for the quality of our own tools used to develop and maximize the potential of our solutions and business models.

Our high degree of expertise and reliability, combined with a distinct approach oriented exclusively for a full and unquestionable satisfaction of our customers, let us enjoy a level of success in the market, which has catapulted us to very interesting levels of growth and excellence.

Our Mission

The mission of SMART Vision is to provide professional achievement of its customers, employees and partners, leading organizations and public entities in to their “change process”, aligning people, processes, systems and structures through the use of unique methods of strategic advisory and audit, with the maximization of the value chain, acting, always in strict compliance and conformity with the legal and moral standards applicable.



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Our projects of high complexity and organizational coordination, require the **direct and exclusive involvement of experienced professionals in different areas of activity**. The need for a multidisciplinary team with these characteristics is crucial to ensure full achievement of the objectives within the deadlines that we propose.

The Public Sector reform in progress, push services and public organizations to adopt new paradigms in management and organization, and within this framework, SMART Vision is the ideal partner to monitor and implement this process of change, as it combines a deep knowledge of legal and operational range of the sector with the incorporation of a team of highly qualified and motivated professional.

In this context, SMART Vision commits itself with a set of assumptions, among which we detach the following:

- SMART Vision provides their services as **TECHNICAL ADVISORY**, making available to the project knowledge and experience needed for their implementation, acting at all times under the narrow criteria of professionalism and confidentiality;
- SMART Vision **PROVIDES** the necessary human and material resources to the effective accomplishment of their projects;

- SMART Vision will ensure the proper **INTEGRATION** of its teams working with the teams provided by the client, generating at all time, the necessary and indispensable synergies of collaboration between both, through the use of appropriate tools for coordination, participation and interaction;

- SMART Vision compromises itself to act as **SPONSOR** of the process, ensuring, at all times, the full enforcement of quality of their works.

To perform these functions, SMART Vision gathers capabilities that provide the appropriate development of projects, offering a range of differentiating features which represent, by itself, significant competitive advantages and ensure the optimum performance of their works. In this context, we highlight the following:

- We have a wide experience in the development of numerous projects and work in different areas, but complementary to each other;
- We employ, in our projects, multidisciplinary teams of highly qualified and specialized professionals who use methodologies internationally accepted and recognized such as CMMI®, COSO®, COBIT®, ISO®, PMBOK®, BSC®, BPMM and BPMN® among others.

- We combine in our team, specialists in the implementation of tools of management by objectives, project management and performance assessment;
- The methodologies promoted or developed by SMART Vision assures high quality results which offer our clients a unique added value.

The **references** that we honorably present you, demonstrate the **confidence** placed in us by our clients and ensure that each project is designed and performed according their goals

We are therefore very honored to bring our presentation to your assessment.

The following sections present some of our solutions and services as well as the references of our team.



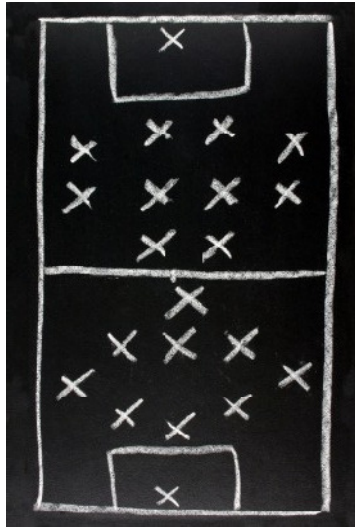
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Strategic Advisory and Organizational Efficiency

⚡ Strategic Planning & Mapping

- ⚡ Systematization of the corporate strategy with the support of analysis tools like SWOT analysis and decision matrix;
- ⚡ Building standard scorecards;
- ⚡ Support on strategy mapping and defining tools to monitor performance.
- ⚡ Developing Common Frameworks for Strategic Management – Solutions that provide resources for "universal" and establish standards of planning and reporting of local authorities in line with the regional strategy.

⚡ Strategic Realignment of Organizational Structure

- ⚡ Job description and analysis;
- ⚡ Evaluation of organizational and functional structure;
- ⚡ Strategic advisory on creating and defining an array of skills and responsibilities, organizational structure, functional requirements and profiles and amounts of resources necessary to proceed those assignments;

⚡ Risk Assessment & Management

- ⚡ Development of risk assessment approaches appropriate to the specific environment;
- ⚡ Implementation of monitoring tools that facilitates risk identification and analysis to guarantee the achievement of organizational objectives.

⚡ Implementation of Integrated Performance Evaluation

- ⚡ Modeling evaluation models and selection of indicators or strategic elements based on real-time monitoring supporting all the analysis dimensions:
 - ⚡ Strategic – Management Cockpit
 - ⚡ Tactical - Managing by Objectives
 - ⚡ Operational – Dashboards, Key Performance Indicators

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Strategic Advisory and Organizational Efficiency (cont.)

Business Intelligence

- Assessment of report needs;
- Definition of analysis perspectives;
- Building and customizing reports;
- Setup of reporting and decision support offices.

Project and Portfolio Management

- Optimization of the local government portfolio projects;
- Alignment of the local government portfolio projects with the strategy of their administration;
- Clarification of the decision strategy to the «stakeholders»;
- Reduction of the selected number of projects and increasing the number of finished projects (assertiveness);
- Facilitation of the selection process and prioritization of local government projects giving it greater transparency and precision (governance);
- Simulation of scenes and optimization of the local government budget and resources to enable the selected investments;
- Specification of the projects with indication of the action plan, responsible for the prosecution and delimitation of constraints;
- Analysis of investment and give responsibilities to the actors intervening in the decision and the execution;
- Register of the group decisions and register of metrics, for evaluation during and after the project;
- Auditable Process and eligible for continuous improvement, contributing to the organizational knowledge.



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Strategic Advisory and Organizational Efficiency (cont.)

⚡ Business Process Management - Alignment, simplification, dematerialization, monitoring and continuous improvement



⚡ Implementation of holistic systems, based on BPM models, that support dynamic business processes alignment with corporate strategy and address common problems, such as:

- ⚡ Processes poorly documented or undocumented;
- ⚡ Bottlenecks that restrain efficiency;
- ⚡ Limited visibility on the performance of processes;
- ⚡ Key indicators of performance or undefined processes not optimized;
- ⚡ Complex integration of various processes and applications;

⚡ Simplification and optimization of business processes and implementation of a system of continuous improvement based on real-time visibility on the activities of the entity.

⚡ Increase the corporate management flexibility through the capabilities of management policies, business rules and automatic selection of services.

⚡ Quality and Administrative Innovation

- ⚡ Implementation and Quality Auditing, based on the “Common Assessment Framework” – CAF, recommended by the UE for evaluation of the management of the quality and performance, drawn for the Administrative Public Sector;
- ⚡ Modal analysis of Imperfections and Effects (AMFE) and Implementation of Circles of Quality;
- ⚡ Implementation of methodologies and tools of TOM - Total Quality Management, conducive to the accreditation process;
- ⚡ EFQM Model (European Foundation for Quality Management);
- ⚡ Quality Function Deployment (QFD).

Strategic Advisory and Organizational Efficiency (cont.)

Public procurement

- Implementation of solutions and platforms of electronic purchases;
- Assessorship of rationalization/aggregation of local and regional necessities;
- Operationalization of a central office of purchases.

e-Government

Conceptualization e Operacionalization of e-government Platforms which approach the citizens to their local administration, provide services and information and collect suggestions at the activity level, fomenting the integrated civic participation at a regional level:

- Participative Budget;
- Virtual balcony/Citizen's Portal

Strategic audit and solutions of Economy, Efficiency and Effectiveness

- REVENUE ASSURANCE MATRIX* – Local Government ®;
- COST REDUCTION MATRIX* – Local Government ®
- Management, legal compliance, strategic and results auditing;
- Value for Money* - assessing if organisations are obtaining the maximum benefit from the goods and services acquired (economy, efficiency e effectiveness);
- Portfolio insurance optimization;
- Identification by functional analysis, the areas with over-spending or inefficient resource allocation and quantification of direct and series of savings resulting from increased efficiency in the functioning of these areas.

* Solutions developed by SMART Vision

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Financial sustainability and public-private partnerships



- ⌚ Analysis of business areas and abilities
- ⌚ Feasibility studies to the creation of public or private companies with public administration, Foundations and Public Associations of Private law ;
- ⌚ Gauging of the reasonability of the creation of municipal and intermunicipal companies;
- ⌚ Analysis casuistry, under the legal point of view, of the adoption of the administrative or private form of these companies and of the coherence of the privatization of determined public services, either for the way *ope legis*, by typical legal-administrative ways or by the legal-private ways;
- ⌚ Analysis of the capacity and quality of the indebtedness;
- ⌚ Optimization of the Investment Portfolio;
- ⌚ Elaboration of a Economic-Financier Studies for revision of Taxes and Prices in the scope of the Law n.º 53 - E/2006 of 29th of December and of Law n.º 2/2007 of 15th of January.

Financial Advisory

- ⌚ Design, implementation and conformity auditing of the Internal Control System;
- ⌚ Parameterization of the support applications of the Financial Accounting System, Inventory and Cadastre System and Stock Management System;
- ⌚ Monitoring of the inventory and reconciliation of movable and unmovable property (private and public domain);
- ⌚ Preparation of Rendering Accounts;
- ⌚ Accounting advisory;
- ⌚ Implementation of Cost Accounting Systems and Stock Management Systems.

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Establishment of Training Plans for executives and collaborators, adjusted to the needs of a dynamic, qualified and modern management

- ⌘ Diagnosis of necessities, conception and thematic training in room and/or *on-the-job*;
- ⌘ Evaluation and monitoring of the training results.



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We believe, with this presentation, to have provided the necessary elements to your superior appreciation, placing us at your disposal to provide further information or for the adjustment of our solutions and services to your needs and aspirations.

Renewing, once again our appreciation for you we thank you for the attention you gave us and we present our best compliments,

Yours faithfully,



Sérgio Chéu
Managing Partner

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sérgio chéu . MANAGING PARTNER

Rua Cristóvão Pinho Queimado nº 59
Edifícios Miradôr Business & Residence
3800-009 Aveiro
Mobile. + 351 91 252 91 11
www.smartvision.pt
sergio.cheu@smartvision.pt

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• ANNEX A – TEAM
REFERENCES



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