

# BEST

ProData Consult magazine about IT, projects and the people behind them. 3, 2013

# PRACTICE

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**IT management for  
the initiated**

John Nielsen  
**When project  
management  
becomes a lifestyle**

RealMæglerne  
**Spot-on  
analysis**

Claus Flinck, ProData Management

**COMPLEXITY  
MANAGEMENT  
IS FUNDAMENTAL**



## 4 Complexity management is fundamental



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# Management and leadership – why?

Welcome to a new issue of ProData Consult's customer magazine Best Practices. This issue focuses on management advisory services and leadership.

And why is that? After all, ProData Consult is primarily known for delivering hardcore technical IT consultants.

But we are also known for delivering some of the most talented project managers and business consultants in the market at the 'body shopping' level – when our customer has clarified the nature of the assignment and can provide a clear skills profile, which we can deliver.

One of our long-standing ambitions has been to advise and assist the customer during the clarification phase. But our current business model has had its limitations in that context. Consequently, we spun off the company ProData Management,

which is tailor-made to meet these challenges.

ProData Management is built around a core of dedicated partners, some of the true heavyweights in the business – partners who 'have been there, done that and have the scars to prove it' as they put it. These partners assure continuity in projects and the build-up of internal expertise. They have the experience and knowledge to ask the right questions in the clarification phase and provide a tailor-made team. The best people to perform the task – technically and in commercial terms – are carefully selected from ProData Consult's extensive consultant database.

In other words, these are not 'standard consultants' who deliver a 'standard report' according to a 'standard template' but an execution-oriented and tailored team aimed precisely at the task at hand while sup-

port and continuity are ensured through partner participation. Customers have responded enthusiastically to this business model, for which we also see an unfilled niche in the market.

In this issue of Best Practices, major league IT managers share their ideas about good management and how you can use management advisers to best advantage.

We are also inviting you to free seminars – both in the head office in Hvidovre and in our division in Århus – where the best of the best in their specialities will share their expertise. See the insert for details.

I look forward to seeing you at one of the seminars.

Søren Rode  
Managing Director



# COMPLEXITY MANAGEMENT IS FUNDAMENTAL

AN EXECUTIVE PARTNER AT PRODATA MANAGEMENT, CLAUS FLINCK HAS MORE THAN 30 YEARS' EXPERIENCE IN THE IT INDUSTRY. OVER THE YEARS, HE HAS HELD A VARIETY OF EXECUTIVE POSITIONS FOR MAJOR DANISH AND NORDIC COMPANIES. IN THIS INTERVIEW, HE GAUGES THE MOOD OF THE DANISH MARKET, SHARES HIS EXPERIENCE AND GIVES HIS TAKE ON THE HALLMARKS OF GOOD IT MANAGEMENT.

*Interview with Claus Flinck, Senior Adviser and Executive Partner at ProData Management.*

Before Claus Flinck became an Executive Partner at ProData Management in spring 2013, he had a long and successful career behind him as a decision-maker with some of the biggest financial services operations in Denmark and the Nordic region. This background and experience is particularly important in two ways: First, he has personal experience of making all the mistakes necessary to be able to call oneself an expert in a field. And secondly, he has experienced costly hired management consultants make mistakes in his business. Both aspects have equipped him with a superb nose for the good IT project and its proper management and – not least – the ability to instantly recognise the opposite. With

regard to the latter, he advises businesses to be on the sharp lookout for a 'one size fits all' approach.

'Throughout my career, I have used management consultants in many contexts. My general attitude is that I do not consider people who present me with standard solutions to a problem to be management consultants. In my world, they are just standard consultants. They have been hired to solve a concrete prob-

lem and they do it without asking questions. A management consultant should think and act like the executive team of an organisation, and that requires something entirely different',

*'Instead of focusing on the technology, a good consultant concentrates on the needs underlying the technology. The problems in the business the project is intended to solve, in other words.'*

says Flinck, and refers to his own organisation at ProData Management, which sends only highly experienced consultants out on assignment. That means no 25-year-old new graduates who have only just learned to rattle off what they have read in a textbook.

'Instead of focusing on the

technology, a good consultant concentrates on the needs underlying the technology. The problems in the business the project is intended to solve, in other words. That is where the value lies and where a management consultant can make a difference,' Flinck explains.

## **Complexity has risen**

Only a few years ago, businesses and organisations commonly launched major technology projects that were so complex and required such huge investments that the projects were allowed to operate in isolation from the business. Those days are over, Flinck declares.

Today, the tendency is towards a steady flow of smaller technol-

ogy projects, each of which must demonstrate its capacity to support the business. If they cannot, they are denied funding.

'To illustrate the tendency visually, imagine a staircase diagram where IT and technology take the business up to higher and higher and higher levels in a series of small, zig-zag jumps. The trajectory was much steeper in the past. You either made massive investments in technology and hoped the business would keep up. Or you did the opposite. Invested heavily in the business and hoped the technology would catch up later. The demands for business agility are much higher today,' says Flinck.

'The world is spinning faster these days, which is also part of it. When you could run IT projects like you did in the old days, the goalposts did not move much over the course of the project. That is not how it is today, when a three-year strategic plan has turned into a declaration of intent after only two weeks.'

Claus Flinck calls it complexity management. Chaos and uncertainty are fundamental conditions in business management today.

'That does not mean managers should not have goals for what they are doing. Of course they should. But it does mean that they should always be prepared to adjust the goal when reality changes so that the two coincide. This is where people like us come into the picture. Because it can be good to have a discussion partner when you are designing change management. Especially someone who

has personally experienced the same challenges', says Flinck.

'For instance, I was involved in starting a project where the objective was to optimise internal business processes. While the project was under way, we discovered we were on the brink of a paradigm shift in the service area. When we started, "good service" meant that businesses took care of their customers. But as we stood at the midpoint of the project, the definition of "good service" suddenly changed to mean making it possible for customers to take care

*'But it does mean that they should always be prepared to adjust the goal when reality changes so that the two coincide.'*

of themselves via self-service solutions. This happened while we were in the process. It was part of the whole on-line banking wave, when people realised they would rather sit at home and work out their budgets instead of doing it with their bank advisers.'

#### Remember the execution

Across all customer and business categories, Flinck can see that there is one particular challenge that is causing a lot of headaches in these years.

'A lot of people are struggling with growth management. During the financial crisis, this was a matter of execution and optimisation, but there are no more cuts to be made. If they let more people go, they will gut their operations. So, instead, increasing numbers are asking: How can we grow our way out of the crisis? There, we are

helping a lot of businesses utilise their technology in ways they had not considered.'

*What is the most important experience you have gained after all your years heading up IT projects?*

'Remember that the plans have to be executed. The worst IT projects I have been involved with are those where we have failed in the execution. Often because we were over-confident that execution would happen automatically. It doesn't. As a manager and colleague, that means you must always keep your word, deliver and think in terms of the common enterprise,' says Flinck.

'So, these days I plan to be behind. This comes from the understanding that unexpected things will most likely pop up during the course of a project. They always do. But I want to be behind from day one and not on the last day of the project.'

*Good advice from Claus Flinck:*

### What should you think about when you buy management services?

1. 'The first thing I always did was ask: "Do they understand me?" If they do not understand me, my business and my challenges, then I have no use for a management consultant. Because if they do not understand me, I know from experience that I will end up managing the project myself and it will never be any better than I am. The trick is to find consultants who can tell you something that you did not know before. It is precisely that you are paying for.'
2. Next, you have to find consultants who have the guts to assume responsibility on your behalf. They should think and act like executives in your business. This is important. Especially when challenges arise along the way.
3. Finally, I would urge companies to be completely open about their business and not only talk about everything that is going well. The moment you take the leap and talk about the sore points, you will put other people in a position to help.'





Read more about  
ProData Management at  
[www.prodatamanagement.dk](http://www.prodatamanagement.dk)

You are also invited to contact  
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+45 20 60 18 05 or by email:  
[cfl@prodata.dk](mailto:cfl@prodata.dk)





# WHEN PROJECT MANAGEMENT BECOMES A **LIFESTYLE**

JOHN M. NIELSEN HAS A LONG CAREER WITH THE A.P. MØLLER - MÆRSK GROUP IN HIS PAST. HE HAS WORKED WITH THE BEST, LEARNED FROM HIS OWN AND OTHERS' MISTAKES THE HARD WAY AND HERE PROVIDES A RUNDOWN OF THE ESSENTIAL PROFESSIONAL AND HUMAN TRAITS OF THE PERFECT MANAGEMENT CONSULTANT.

*Interview with John M. Nielsen*

# 'CONTROL IS GOOD. TRUST IS BETTER.'

That is the motto of John M. Nielsen's own company. It is also a clear and pithy statement of what he wants to stand for as a human being and business partner: A kind of schematic and craftsmanlike approach to his profession, but where the soft values come up trumps the ability to look another person eye-to-eye and together find your way to mutual understanding and respect.

Best Practice interviewed John M. Nielsen on the current theme of management. Over his many years in the IT industry, he has worked with a raft of management consultants who each in their own way either met or failed to meet his standards for the traits a good consultant should possess. With his strict upbringing in the A.P. Møller - Mærsk Group, his experience is not to be underestimated.

## Fond of the creative process

John M. Nielsen began his tenure with A.P. Møller - Mærsk in shipping. After a couple of stints in the Far East, he was asked at one point whether he wanted to come aboard a large and very important IT project in the group. That was in 1995.

'I thought it sounded like a fun project to be involved in and it was my gateway to IT. I later became CIO for Maersk Logistics, then VP for all application support and maintenance and all IT-related development projects within Maersk Line and Maersk Logistics. At that point, when we were at our peak, we were spending a large three-figure sum – in the millions of US dollars – on IT. I was part of the wave when we began in earnest to digitalise more and more things, which entailed huge adjustments to IT system support. Once all the major IT projects at Maersk had been delivered and there was no next project knocking on the door, I jumped the IT ship and took on other types of projects within the group. I did that until 2012, when I went solo,' says Nielsen and explains that he has always been interested in projects and project management.

'I think it is a huge thrill to encounter a problem that I do not immediately know how to solve. So you put together a team and together you make something that has never been made before. And you have thoughts that have never been thought before. I am very fond of this kind of creative process,' says Nielsen and continues:

'And you always work under time constraints in projects, which I actually enjoy. The pressure is on. As I like to say, my favourite project is one where everything is on fire and where you have to get all the isolated elements under control.'

## Consultants must add value

Nielsen explains that when he worked for A.P. Møller - Mærsk, he made liberal use of management consultants.

'The first time I ever ran into the term "man-

agement consultant" I was a relatively young project manager working on a major ERP project. Maersk was partnered with a large Danish consultancy firm and I had a lot of lively discussions with a special consultant. He was very talented. He left his prejudices at the door when he came into the project. He offered no ready-made solutions and did not pass out templates to be filled in. He sat down with me and was involved in working out strategies and plans. What he brought to the project was the experience he had gained with other companies that had been in situations similar to ours. We worked together for several years. At one point I think I was spending more time with him than with my own family. I learned a great deal from him.'

However, Nielsen has also seen examples of management consultants who did not add significant value to the organisation.

'I have worked with all types of consultants in my time and I have typically had the most problems with consultants from the big consultancy firms. I hasten to add that does not apply to all consultants from the big houses,

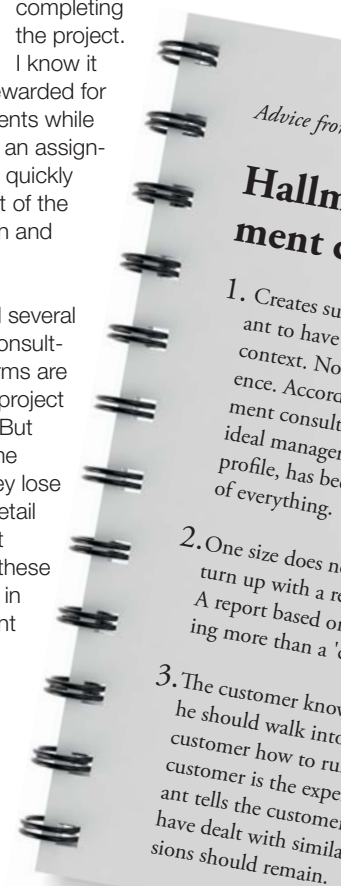
because I have certainly met many talented people as well. But I have felt on several occasions that the major consultancy firms cared more about selling additional consultant hours than about completing the project.

I know it

*'But I have felt on several occasions that the major consultancy firms cared more about selling additional consultant hours than about completing the project.'*

is standard to be rewarded for cross-selling the clients while you are working on an assignment. And that can quickly make you lose sight of the target,' says Nielsen and concludes:

'I have experienced several examples of how consultants from the big firms are good at selling the project in the board room. But when it comes to the implementation, they lose interest, sense of detail and respect for that which exists. All of these things are essential in a good management consultant.'



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from the expert:

## marks of a good management consultant

ccess for the customer. This requires the consultant to put himself into the customer's shoes, not only intellectually, but also in terms of experience. To John M. Nielsen, this is why a management consultant is not a 22-year-old kid from RUC. The consultant has a mature and credible presence in the market for years and has tried a little

not fit all. A consultant must absolutely not use a ready-made concept for getting the job done. Giving responses to 50 templates leads to nothing but 'cover my ass' IT strategy.

ows best. The consultant who thinks that an organisation and start telling the story of their business is dead wrong. The good management consultant is not there. The good management consultant is where the problems are. This is where the discussion



# IT MANAGEMENT FOR THE INITIATED



RASMUS HOLM IS AN INDEPENDENT IT CONSULTANT, CURRENTLY WORKING AS A SENIOR ADVISER ON A MAJOR PROJECT FOR PRODATA MANAGEMENT. HE HAS A LONG PAST IN THE PUBLIC SECTOR AND THUS KNOWS ALL THE INS AND OUTS OF THE SYSTEM. THE OFFICIAL ONES AS WELL AS THOSE ONE NEVER HEARS ABOUT. LISTEN IN.

*Interview with Rasmus Holm, management consultant.*

You could not see it if you did not know it was there. But Rasmus Holm is nothing less than a specialist in running public sector IT projects with both the technical and managerial skills required to navigate what can be a political minefield. But Holm began his career in a completely different place. After finishing his media coordinator course in Herning in 1999, he was hired by a printing house in Haslev where his responsibilities as a system administrator included building up the company's IT department. After a few years in that function, he got his first job in the public sector as a system administrator for what was then the Danish Ministry of Business and Economic Affairs, in 2003, when – in his own words – he was hired as a 'hard-core technician' who produced scripts and other geeky things.

'I was sometimes allowed to be involved as a project team member for various projects, and I was also given project manage-

ment training while I worked there. After a few years I was promoted to technical manager and sat next to the operations manager who was responsible for HR management. When he went out on stress leave in 2008, I took over his functions and became the operations manager responsible for 17 people and an IT installation providing support and operations for about 2,000 users. That same year, the IT department at the Ministry of Economics and Business Affairs was merged with the IT department at the Ministry of Finance, so we went from a staff of 25 to 55 and I ended up as operations manager,' says Holm. Later, he was also involved in the formation of the Danish Agency for Governmental IT Services

*'When I asked the management whether they ran ITIL processes, they said yes. But when I asked the colleagues on the floor, they asked me what that was. And when I asked them what they did when an incident occurred, they just looked askance at*

– Statens IT. Originally the unit was to be established under the Ministry of Taxation, but Statens IT was instead organised under the Ministry of Finance, where Rasmus Holm was placed. 'As I result, I ended up responsible for operations of all the general applications. The system portfolio

supported more than 11,000 users.'

In other words, Holm has vast experience of public-sector IT projects, which has been extremely useful to

him as a Senior Adviser for ProData Management, where he is currently guiding a large public-sector customer through a comprehensive IT modernisation process.

'The customer had been sitting

there for 18 months with an improvement programme that another consultancy had produced for them. They needed supervision and opened a dialogue with ProData Management about the assignment. This developed into a meeting with the management at the customer's organisation and five days later ProData Management delivered a proposal along with several recommendations. That proposal took the organisation further in five days than they had come in the preceding 18 months. Thereafter, I was introduced as the management consultant they needed for the assignment,' says Holm, and explains that the first time he visited the customer, he also stepped into a major technical and managerial challenge.

ProData Management, headed up by Rasmus Holm, ended up providing both supervision and strategic advice on a viable technological direction for the customer's continued work.

**Right and wrong choices**

As Holm explains, there are several rules of the game that you not only need to be aware of but would be wise to follow when you are working with project management in the public sector.

'There is a lot of bureaucracy in the public sector because they want to make sure everything is done by the book. All agreements must be kept under rigorous control because they are horrified at the thought of being accused of cronyism. But sometimes that fear also gets in the way of immediate common sense. For instance, when even small projects or purchases have to go through the SKI agreements or even be put into large EU procurements. That prevents a swift decision-to-implementation process,' says Holm, and explains that this can also make it difficult for IT managers in the public sector to design a vendor-based IT strategy. Even if choosing a Microsoft







## ★ MANAGEMENT CONSULTANTS ...

Consultants with ProData Management have in-depth industry experience and more than 10 years of managerial experience in the private or public sector.



platform would make the most sense for the organisation, for example, there are conditions in the system that make it difficult, if not impossible, to plan in that way.

'On the other hand, it ensures transparency in the purchasing process. Everyone can keep an eye on who is buying what from whom, and that is a very good thing. But basically I have to say that when I have worked as a manager in the public sector, it has sometimes been hard to make the right choice for the organisation because the right choice would have taken too long. So there have been times when I made the wrong choice because it would be faster,' says Holm.

### More business-mindedness

When Holm is asked to identify the biggest development in the public sector in the last 10 years, he points at the stronger demands to run the government like a business.

'I witnessed several times how when there was money left over in the IT budget, sure enough, the individual unit would find a reason to buy something or another to make sure they got the same budget allocation the following year. Today the tendency is to think it is perfectly okay if we do not use the entire budget. Business-mindedness has become much more prevalent in

the public sector. At least within central government, which has been my main bailiwick.'

'This is also where management has become an interesting product. As focus has increased on improving efficiency and optimisation, it can be a good idea to bring in outsiders who can see things in a different light and are familiar with similar projects in other types of organisations. Nor is it entirely immaterial to bring in someone who worked for so many years in the public sector and knows what it takes to get projects up and running. There are

many in the system who are dependent upon the decisions of others. In these cases, it is important to know who has to support a project for it to have any chance,' says Holm and relates a final example from his day-to-day experience.

'In one project that I have been involved in, they work a lot in independent silos.

As a result, it can be difficult for us as external consultants to find the good business case in this particular department. But when we looked across the organisations at several different managers, we were suddenly able to see an outstanding business case. This silo division is typical of the public sector and it can be very useful when someone comes along and asks the right questions across the entire spectrum.'

## Bluebook

Name: Rasmus Holm  
Age: 37  
Position: Independent IT Consultant and Senior IT Adviser in PDM  
Education: Degree in media coordination and many single-subject courses at ITU

★ **INSPIRATION AND  
DISCUSSION?**

**YES, PLEASE ...**

write to

info@prodatamanagement.dk  
or fill out the form on the website  
www.prodatamanagement.dk

# Spot-on analysis at RealMæglerne

**REALMÆGLERNE IS A NETWORK OF INDEPENDENT ESTATE AGENTS WITH AFFILIATES ALL OVER THE COUNTRY. REALMÆGLERNE'S MAIN OFFICE AND IT DEPARTMENT WAS SEEKING AN ANALYSIS OF THE CHAIN'S VARIOUS IT PLATFORMS IN THE HUNT FOR AN OPTIMAL AND FUTURE-PROOF OPERATIONS MODEL. PRODATA MANAGEMENT WON THE ASSIGNMENT AND REALMÆGLERNE ARE NOW IN THE PROCESS OF IMPLEMENTING THE RECOMMENDED CHANGES.**

*Interview with Niels Brandt, Managing Director.*

Niels Brandt is Managing Director of RealMæglerne Holding A/S. He has about 120 affiliates in his estate agent network, each of which are key stakeholders. That also applies in IT, where RealMæglerne has for several years been running two different property systems on behalf of the many estate agency affiliates.

'We have developed our database systems ourselves over a period of 15 years. As a result, it gradually became very person-dependent and inflexible relative to sickness absence, breakdowns, weekend duty, etc. We did not want that. We were keen to become less person-dependent. We were also unsure about whether we should drop one of the two property systems and run with only one. We had internal discussions of outsourcing as one possibility, but we needed external consultants to indicate the right direction for the process. So, we formulated six concrete problem statements that we really wanted answers to,' says Brandt and explains that RealMæglerne ended up inviting three suppliers to bid for the assignment. ProData Management won the orders because the proposal and the price were in line with expectations.

Following an initial meeting between RealMæglerne and the ProData Management consultants at which the assignment was reviewed in detail, the parties began the analysis process. There were several components involved, including research and in-depth interviews with selected individuals at RealMæglerne. Against this background, ProData Management prepared a report which not only responded to the six problem statements but also included recommendations for how the organisation should staff

*'Our partners should have freedom of choice. We should not dictate the use of a particular solution.'*

and organise the IT department at RealMæglerne's main office.

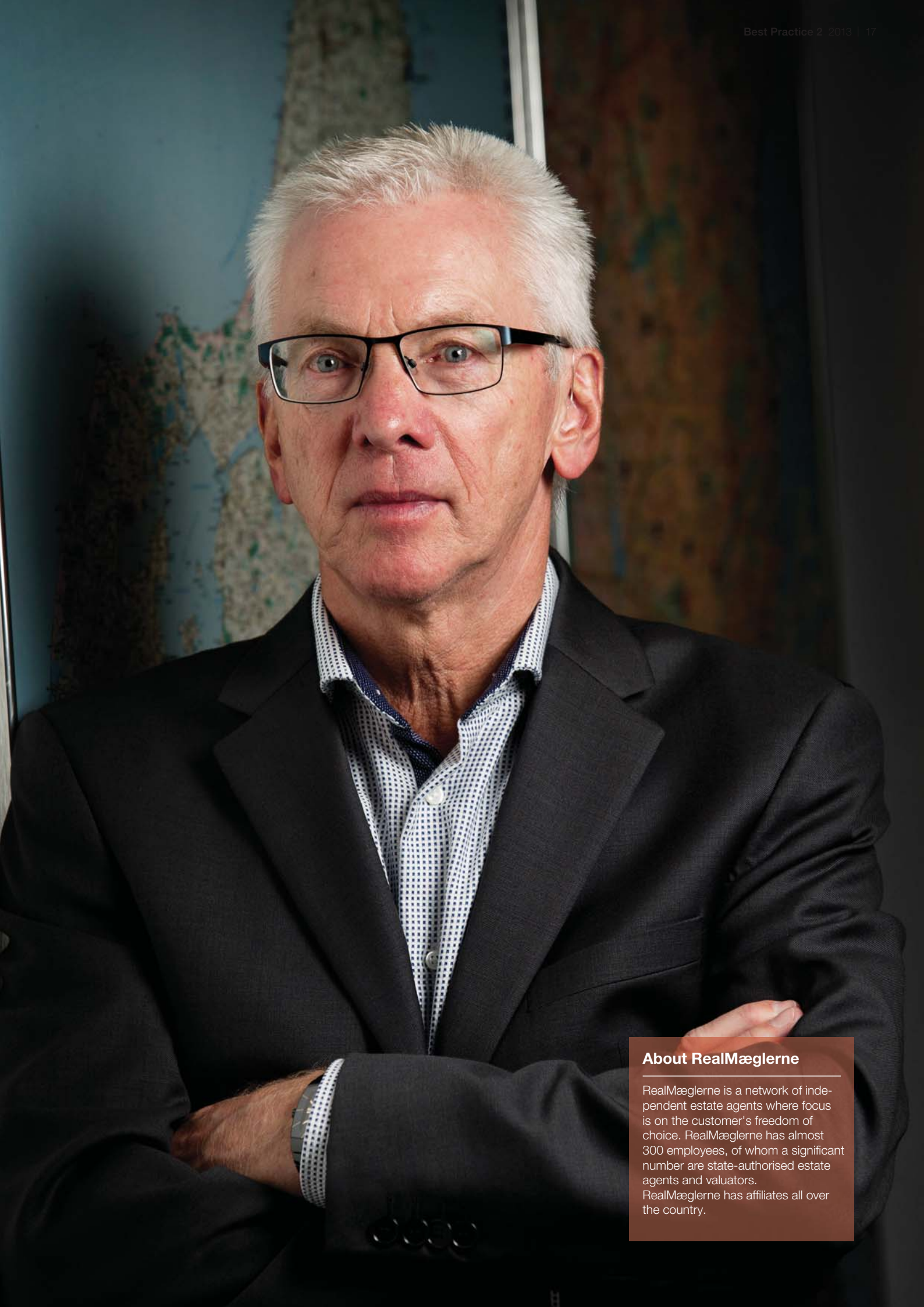
'The report was presented at our board meeting, to which ProData Management were invited so that they could answer any questions. The report was accepted on the whole by the board, whose judgement was that it was spot-on because it included several good and alternative recommendations that we could use in our organisation. We

are now in the process of implementing the recommendations,' says Brandt. The report concluded, among else, that RealMæglerne should continue having two property systems in the estate agency chain. 'Our partners should have freedom of choice. We should not dictate the use of a particular solution. We suspected that ourselves before we got started with the project, but of course it was good to have that confirmed in the report,' explains Brandt.

'We have now started dealing with the outsourcing process, but that will take a while to set up. One of the things we want to do is cut the number of suppliers, but that is not something you can do overnight.'

Overall, Niels Brandt has been very satisfied, not only with the delivery from ProData Management, but also in his direct dealings with the consultants.

'Through the entire process, we have really appreciated their professional approach and it has been a pleasure working with them. Their suggestions have been well thought-out which indicates that they have taken the time to thoroughly get to know and understand our business,' concludes Brandt.



### About RealMæglerne

RealMæglerne is a network of independent estate agents where focus is on the customer's freedom of choice. RealMæglerne has almost 300 employees, of whom a significant number are state-authorised estate agents and valuers. RealMæglerne has affiliates all over the country.



**WIKIPEDIA:****DEFINITION OF NEARSHORING:**

*Nearshoring is 'the transfer of business or IT processes to companies in a nearby country' (...) Nearshoring is a derivative of the business term 'offshoring' (...) Nearshoring means that the business has shifted work to a lower cost organisation, but within its own region, broadly defined.'*

# NEARSHORING IN POLAND

## PRODATA CONSULT IN WARSAW HAS MOVED TO NEW OFFICES!

ProData Consult's Polish subsidiary moved into new and very nice premises in Warsaw on 16 September.

'We had quite simply grown out of our former premises, which had also become outmoded,' says Thomas Vater, Nearshoring Account Manager for Denmark. 'With the new premises, we can provide better service to our local Polish customers and, not least importantly, we now have the space to seriously serve the steadily growing group of Scandinavian customers for whom we have IT consultants working off-site at our offices.'

The new offices are less than a 10-minute drive from the airport. 'It has now become, if possible, even easier to get back and forth to our Polish division, says ProData Consult A/S CEO Søren Rode with a smile. 'I used to joke a bit provocatively that it was easier to get from Copenhagen to our division in Poland than to get to our division in Århus. But with the new premises, that is no longer a joke!'

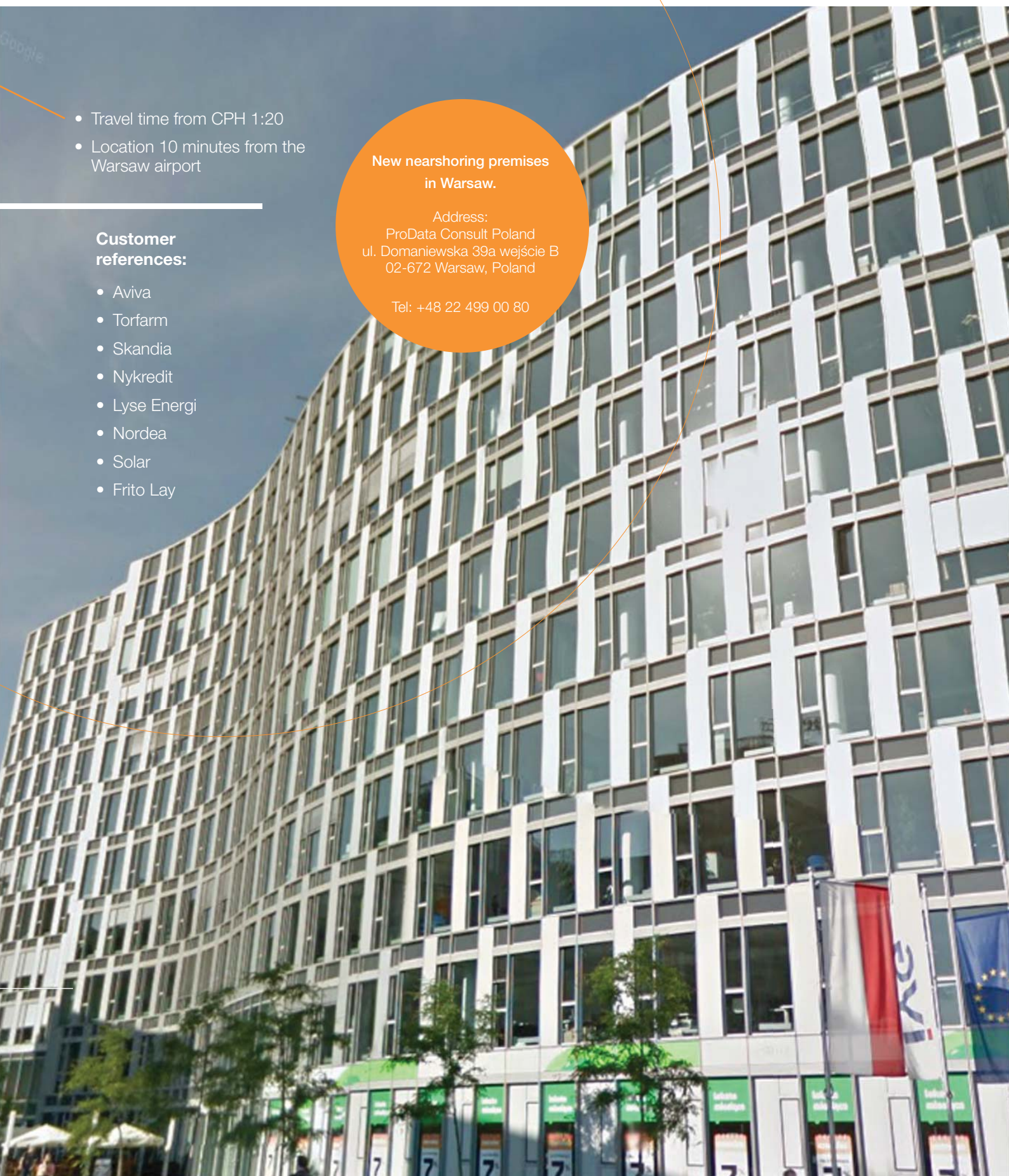
ProData Consult Poland's new head office is located in an area that is home to many high-tech businesses and despite the proximity to Fredric Chopin International Airport it is only a five-minute drive away from central Warsaw.

**If you would like to find out whether nearshoring in Poland may be an advantage for your business or learn more about ProData Consult's nearshoring model, please contact Thomas Vater at [tv@prodata.dk](mailto:tv@prodata.dk).**

### 10 reasons to nearshore in Poland:

1. Poland is part of the EU and the Schengen zone, so visas are not required for Danes to enter Poland or for Poles to enter Denmark.
2. The flight time between Warsaw and Copenhagen is less than 1½ hours.
3. The consultant from Warsaw can be on-site in Copenhagen or the project manager on-site in Warsaw no later than the day after the decision.
4. The short distance provides completely new opportunities for team integration and makes collaboration with nearshore resources much easier and more agile.
5. Poland and Denmark are in the same time zone – when people are at work in Denmark, people are at work in Poland.
6. Free movement of personal data. Poland is an EU Member State and is thus covered by EU Directive 95/46/EC concerning data protection laws.
7. Mature market with professional, loyal and trustworthy IT consultants.
8. Scalability: Eight times as many inhabitants and a large selection of skilled and highly educated consultants enables rapid upscaling of projects.
9. Long tradition of good engineering programmes in higher education. The level among IT consultants is generally high and fully equivalent to the level in Denmark.
10. A very competitive price at about 1/3 of the Danish.





- Travel time from CPH 1:20
- Location 10 minutes from the Warsaw airport

#### Customer references:

- Aviva
- Torfarm
- Skandia
- Nykredit
- Lyse Energi
- Nordea
- Solar
- Frito Lay

#### New nearshoring premises in Warsaw.

Address:  
ProData Consult Poland  
ul. Domaniewska 39a wejście B  
02-672 Warsaw, Poland

Tel: +48 22 499 00 80



Business Manager  
Business Consultant  
Business Analyst  
Process Consultant  
Program Manager  
Project Manager  
Technical Project Manager  
Test Manager

Architect  
Database Administrator  
Database Designer  
Operations Administrator  
Infrastructure Consultant  
Network Specialist  
Programmer  
Support Consultant  
System Analyst  
System Designer  
System Developer  
Technical Tester  
Tester  
Test Coordinator  
Web Developer

.NET  
Baan  
Billing  
Business Intelligence  
Capital Markets  
Cloud Computing  
CMS  
Core Network  
CRM  
Data Warehouse  
Documentation  
E-Business  
E-Commerce  
Embedded  
ERP  
GUI  
Infrastructure/Operations  
Java  
J2EE  
Mainframe  
Networks  
Oracle  
SAP  
SAS  
Security  
Testing  
Web

Agile  
ASAP  
Automated Testing  
CMMI  
Extreme Programming (XP)  
IPMA  
ISEB  
ISTQB  
ISO  
ITIL  
Lean  
PMI  
Prince2  
Scrum  
Six Sigma  
SOA  
SPICE  
Structured Testing  
Usecases  
V-Model

.NET  
Android  
Black Berry OS  
BREW  
Calypso  
CICS  
COM/COM+  
DOS  
IBM AS/400  
iPhone OS

ActionScript  
ASP/ASP.NET  
Assembler  
C  
C#  
C++  
Cobol  
Delphi  
Dynamics AX (Axapta)

XML/XSLT

.NET  
ADO.NET  
Ajax  
BizTalk  
Embedded  
HP Quality Center  
J2EE  
J2SE  
JSON  
LINQ  
LIV.NET  
MOSS 2007/SharePoint  
Qt  
Silverlight  
Sitecore  
SOA  
SOAP  
TIA  
UMTS/3G  
WAP/WML  
WCF  
Weblogic  
Web Services  
WebSphere  
Win32  
Winforms  
WPF

Access  
Adabas  
DB2  
Firebird  
Informix  
Ingres  
Interbase  
Intersystems Caché  
Lotus Domino  
Microsoft SQL Server  
MySQL  
Oracle  
Paradox  
Progress  
Siebel  
Sybase  
Unisys  
Wonderware

SAP CRM  
SAP SRM  
SAP SEM  
SAP PLM  
SAP SCM  
SAP Netweaver (XI/PI, BI,  
MI, EP, MDM, KW, IdM, CE,  
WebAS)

SAP ABAP/4  
SAP Basis

SAP CO  
SAP FI  
SAP HR  
SAP SD  
SAP MM  
SAP PM  
SAP PP  
SAP PS

ProData  
consult  
SAP BW  
SAP WF  
SAP IS

# ProData Consult's core business is provision of IT con- sultants on an hourly basis.

We provide expert IT consultants within virtually all roles, technologies and industries across most of Northern Europe.

Even though ProData Consult is among the largest and most tightly consolidated IT consultancy firms in our market segment, our processes are non-bureaucratic, flexible and transparent – and being easy to work with is a point of pride.

You can quickly and easily find the consultants your business needs through the home page search function at [prodata.dk](http://prodata.dk). A new feature makes it possible to see how many specialists we have in the database who have the relevant skills.

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Java  
J2EE  
Linux  
MacOS  
Microsoft Windows  
MVS  
PalmOS  
Playstation/Xbox/Nintendo  
RTOS  
SAP NetWeaver  
SunOS  
Symbian OS  
Unix (AIX, HP, SUN)  
VMS  
VMWare

Dynamics NAV (Navision)  
HTML/XHTML/CSS  
Informix 4GL  
Java/J2EE  
JavaScript  
Natural  
Perl  
PHP  
PL/1  
PL/SQL  
QML  
RPG  
SAP ABAP  
SAS  
SQL

