

# CAMICASE

## COMPUTER AIDED METHODOLOGY FOR INTEGRATED CONSULTING IN APPLICATION SELECTION AND EXPLOITATION

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### **Abstract**

This paper explains how a SME could profit from an instrument which should enable a rapid, uncomplicated and cost-effective analysis of an enterprise within a few days. CAMICASE combines the subjective impression of an expert with the output of an objective and quantitative analysis. It takes into account the current performance as well as the potential performance in the future. The CAMICASE approach consists of the survey phase, the calculation phase and the evaluation/interpretation phase.

### **Keywords**

Rapid, uncomplicated, cost-effective analysis of an enterprise, combination of subjective and objective impression

The original version of this chapter was revised: The copyright line was incorrect. This has been corrected. The Erratum to this chapter is available at DOI: [10.1007/978-0-387-35321-0\\_72](https://doi.org/10.1007/978-0-387-35321-0_72)

## **1 INTRODUCTION**

Due to the increasing competition on the markets it is vital for every company to optimally use its resources and to be able to rapidly identify potentials for improvement. Particularly, small and medium enterprises (SME) are always facing new challenges. For this reasons, it becomes more and more important to react quickly and to adapt the entire company to the new challenges.

CAMICASE is especially targeted for the SME as they can not afford a long-drawn-out and expensive process for enterprise analysis. They need a tool-kit to quickly assess the strengths and weaknesses of their business and business systems so that they can concentrate their efforts on areas with maximum potential.

These tendencies caused several institutes in Switzerland to initiate the investigation project CAMICASE (computer Aided Methodology for Integrated Consulting in Application Selection and Exploitation) in 1994 (Investigation project of the commission for technology and innovation (KTI), project number: 2785.1).

## **2 PROJECT DESCRIPTION**

### **2.1 Aim of the project**

The goal of the CAMICASE programme is to develop an instrument which should enable a rapid, uncomplicated and cost-effective analysis of an enterprise. Further objectives are:

- To enable an enterprise high quality analysis within a few days.
- To know how the enterprise performs, in quantitative (financial and non-financial) terms compared to similar enterprises.
- To find out the needs of development of the compagny in terms of its infrastructure, organisation, R&D, planning and control, logistics, operations, marketing and business.
- To provide a testing-tool to ensure a continuous improvement via regular audits. The long term effect of continuous audition is extremely valuable because the more improvement takes place the more difficult it becomes to identify the next area for improvement.

With CAMICASE as a tool-kit lengthy and expensive analysis can be avoided. The strengths and weaknesses of the business can be discovered quickly and the efforts can be concentrated on areas with maximum potential for improvement.

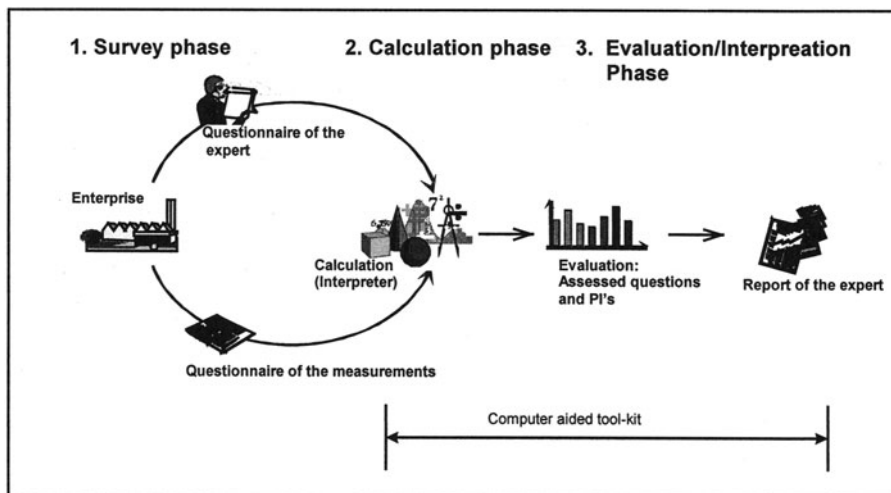
### 3 CAMICASE CONCEPT

The CAMICASE programme has developed a new approach which combines the subjective impression of an expert with the output of an objective and quantitative analysis. It takes into account the current performance as well as the potential performance in the future. The CAMICASE approach consists of:

- **The Survey Phase** where the company is analysed by an expert as well as an analyst. The analyst uses a more formal approach using the CAMICASE questionnaire to collect data whereas the expert applies a more subjective approach.
- **The Calculation Phase** rationalises the quantitative data collected by the means of a objective survey to define the competitive stance of the enterprise.
- **The Evaluation/Interpretation Phase** streamlines the subjective point of view of the expert with the quantitative and objective view of the enterprise to create a complete profile of the enterprise, which are then used to develop further plans for improvement.

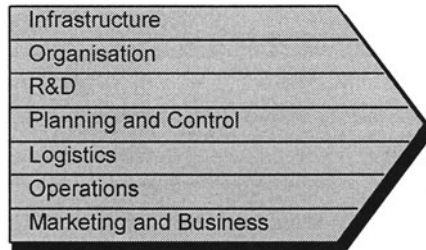
#### 3.1 Construction and division of the CAMICASE concept

The following graph illustrates the three elementary steps:



**Figure 1** The three elementary steps of the CAMICASE concept

In order to examine all fields of an enterprise the analysis is based on the following structure:

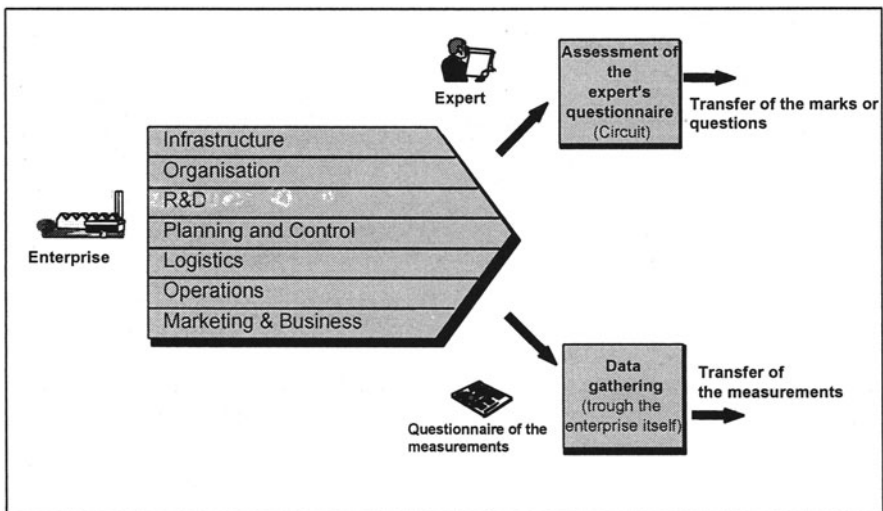


**Figure 2** Analysis fields in the CAMICASE concept

The company is divided into several divisions and this split is applied in all three stages of the analysis. As a result, one receives a clear statement at the end for each of the individual fields.

### 3.2. Survey phase

This is the first stage of the CAMICASE concept. The data gathering for all divisions of the enterprises occurs in two ways: The enterprises itself completes a questionnaire concerning their measurements and an expert fills in a separate questionnaire which is based on the interviews and the observations while making a circuit through the enterprise. The subsequent illustration represents this circuit graphically.



**Figure 3** Investigation stage of the CAMICASE concept

### 3.3. Calculation phase

After the collection and the assessment of the questionnaires and the measurements, the results will be transferred in an electronic system. The essential part represents the interpreter which joins the single measurements and calculates the PI's. Subsequently, this PI's will be compared with references and line values and according to their value they will be marked. This results will be combined with the impressions of the expert. The difficult part reflects the connection of the subjective view of the expert with the quantitative and objective view of the enterprise as well as the assessment of the PI's and the determination of reference values.

### 3.4 Evaluation phase

As a result, the interpreter provides a complete profile of the analysed enterprise. This profile shows the strengths and weaknesses of the business and the business systems and can now be broken down into the desired level of detail. Thus, the most important potential for improvement can be disclosed.

The evaluation of the results takes places on several stages. A general survey, based on the seven analysis fields, shows where the strengths and weaknesses are. A single field (e.g. organisation) can be split up into its sections. Each of these sections (e.g. operations planning) can be divided into individual questions and PI's.

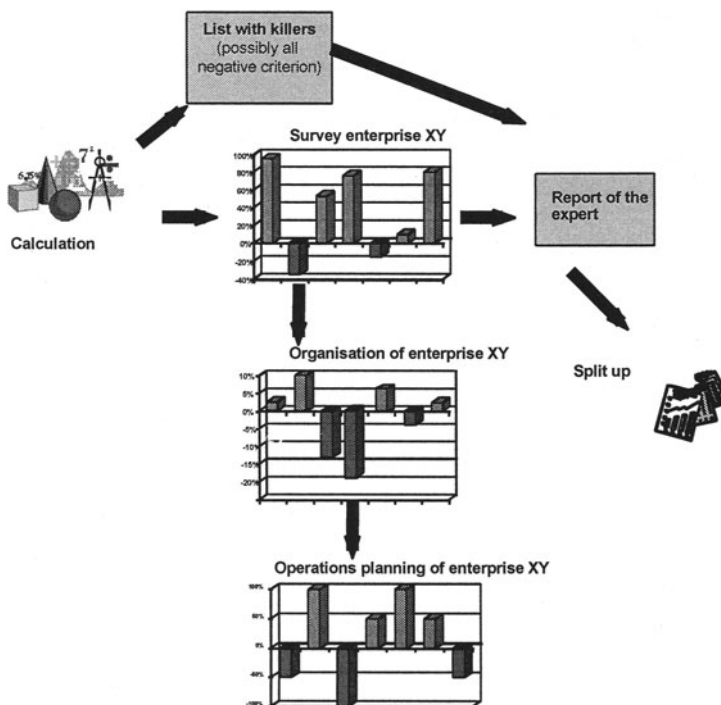


Figure 4

Procedure during the evaluation stage

## 4 POTENTIAL CUMSTOMERS

According to our experience and an initial market research the demand for a rapid and cost effective enterprise analysis tool-kit is high. Especially, SME are potential customers and users. Furthermore, banks and finance houses are potential customers as CAMICASE could support them to assess their clients business systems and performance to enable better investment decisions.

## 5 PROJECT ORGANISATION

Four companies of the software industry participate in this project; by name are this CHF&B, ProConcept SA, Sirius team SA and SIVECO SA. In terms of institutes the CIM Centre de la Suisse Occidentale (CCSO), the institute for management Development (IMD) Lausanne, institute for industrial engineering and management (BWI) of the Swiss Federal Institute of Technology Zurich (ETH) and the CIM Centre Muttenz, Fachhochschule beider Basel (FHBB) are involved.

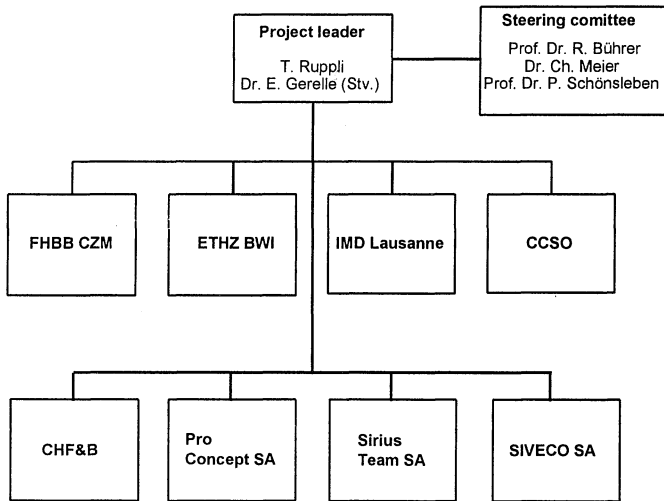


Figure 5 Project organisation of CAMICASE

### 5.1. Project core team

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- David Brüttsch, BWI, Zürich, Switzerland
- George A. Endress, q.e.d., Basel, Switzerland
- Martin Henz, CZM Muttenz, Switzerland
- Thomas Ruppli, CZM Muttenz, Switzerland
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## **6 BIOGRAPHY**

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Research scientist at the CIM-Centre MuttENZ, Switzerland. Involved in the following research projects: CAMICASE (Development of a tool which should enable a quick, simple and cost-effective business analysis of a company); ENAPS (Establish and test a permanent European Network for Advanced Business Process Performance Studies in European industry); and FORMACTION (Evaluation of the needs and interest of education and further training within the region Germany, France, Switzerland for frontier commuters). Mrs. Baschung is also involved in various consultancy projects within the areas of controlling and marketing. Previously she worked for six years in the banking sector in various departments.