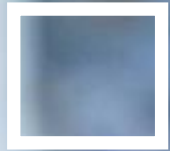




Creative Idea Description



Software Development Process



Offer and Initial Budget

THIS SESSION GOAL



Theme 3

OFFER AND BUDGET OF A SOFTWARE DEVELOPMENT
PROJECT

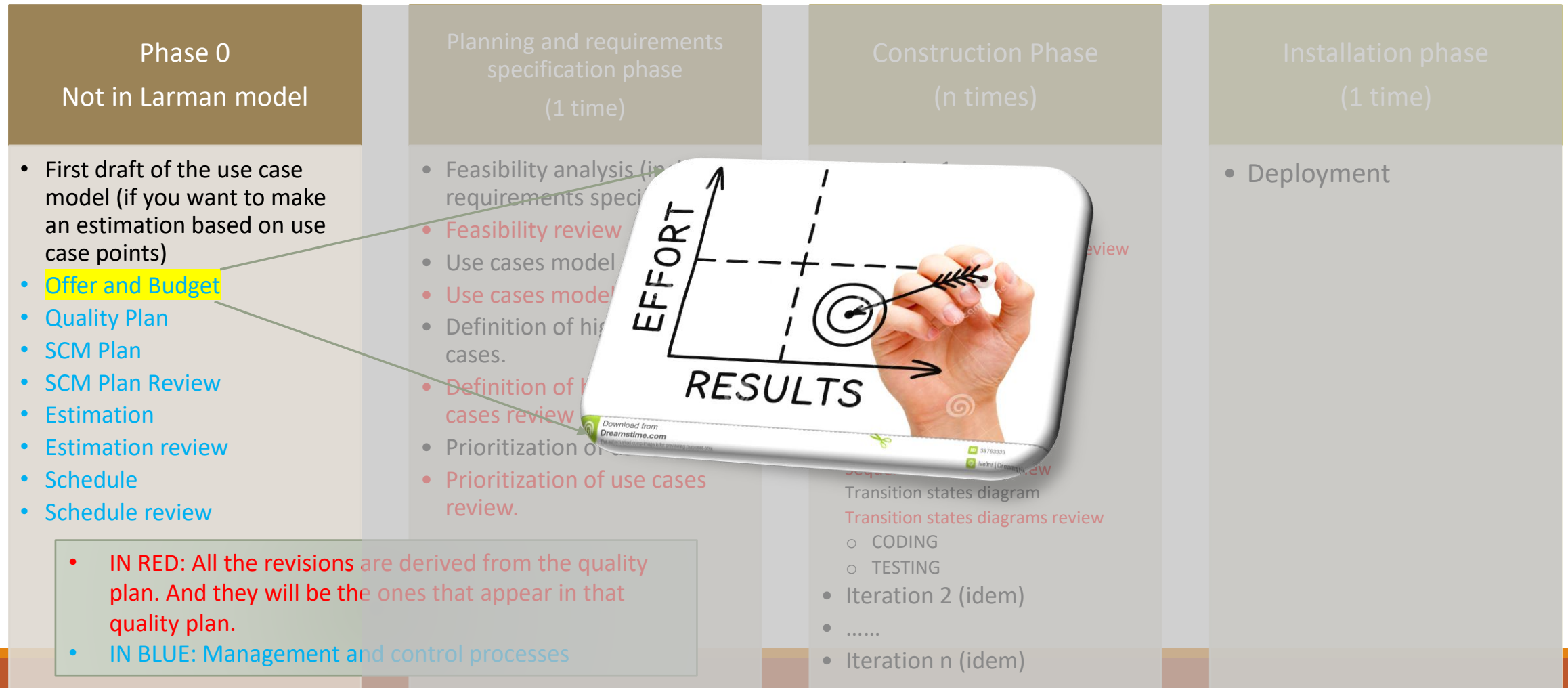
Introduction

General goals:

- Learn the detailed activities involved in creating a [software project offer](#)
- Learn about some [strategies to address cost estimation in early stages](#) of a project
- Be [able to develop an Offer document](#) for the creative idea selected for the subject

Introduction

Where is the Offer activity of a software project located?



Offer & Budget Considerations

- There exist **many kinds of bids for Software Projects**, each of which involves different aspects to focus on in the documents:
 - **Attending to the nature of the project:**
 - Development Projects: typically involving all phases of life-cycle but not always
 - Application Maintenance Services: typically ranging several months/years
 - **Attending to the size of the Project:**
 - Big projects: typically long-term projects based on specific methodologies
 - Small or short-term projects: that may or may not involve all life-cycle phases
 - **Attending to the context:**
 - If we are incumbent in the client/service or not
 - If we want to invest in a client or not
 - Local/National/International
 - Financed/Private capital/Mixed
 - **Attending to the proposal:**
 - Initiative of the client via a RFP.
 - Initiative of a software company as business development of their products.
 - Promotion as a result of research an innovation.

Offer & Budget Considerations

- The Offering process is typically **carried out in workflow**, involving its elaboration, validation and approval.
- **Project team members conceptualize and work on elaborating the technical document (engineering view)** with all of the information related to the functions, business cases and services offered. In large organizations this task is usually carried out with the help of a **team which is specialized in Offering and Business Development**.
- **Project managers add the financial view**, including a cost budget, fares or rates/hour and company margins.
- **Validation of the Offer** to be presented to the client may reside within the project team, but depending on the amount, additional approvals might be necessary. Big amount offers are typically approved by an **“Offer Committee”** that can be composed of figures like general directors or even the CIO / CFO.
- This workflow is usually **carried out in systems** that track and manage commercial activity between an organization and their clients (v.g. a CRM system).

Offer & Budget

Characteristics of a good Offer document (I)

- **Add an executive summary**

- Specially mid size and big projects need an executive summary. It's a concise, condensed version of the most important details from the rest of your proposal.

- **Identify the problem to be solved**

- Whatever it is, make sure to state the challenge you're addressing clearly, and why.
- The idea behind this step is to figure out who would be interested in reading your proposal and why they would want it at all. This helps you, as a writer, to focus efforts on the right things.

- **Describe the needs of your customer or client**

- Any context regarding the knowledge and relation you already have from your client is a great value over competitors and shows deep alignment with your client.
- Also, use the information they provide (or any other research you did) and compile it into a list of requirements for your proposed solution. This also shows the client that your goal is to solve their problem, not just get paid.

Offer & Budget

Characteristics of a good Offer document (II)

- **Outline what you are proposing to do for them, including timelines and deliverables**
 - Your proposal should include a description of what you will be doing for your customer or prospective client, as well as how long it will take and in what stages. Don't go into heavy detail with dates — that can come later.
 - Be as clear as possible about what they'll get from you. This helps remove any questions or doubts the customer may have about your skills or timing.
- **Explain how your solution works and why it is better than alternatives**
 - So why should anybody buy software from you rather than your competitors? Why are they paying for your services instead of just doing it themselves?
- **Present a high-level timeline with deadlines for milestones and dates for project completion**
 - A timeline also shows that you've done your diligence in terms of planning and preparation. For the client, it means they can reliably fit the business proposal into their overall schedule.

Offer & Budget

Characteristics of a good Offer document (III)

- **Provide an estimate of cost based on previous projects or other estimation methods**
 - You should estimate what you are expecting to charge for the project so that your clients know exactly how much they will have to pay. Also, cover how they'll be charged.
- **Outline any contingencies or risks that might affect the proposal**
 - Always outline any potential issues that may come up during the actual development process, even if they are unlikely or you think they are not worth mentioning.
- **Include relevant testimonials, case studies, and references**
 - Include any relevant statistics or reports from experience working on similar projects. You can also include any good industry references (like other companies that were satisfied with your services), which would help prove your value.
- **Marketing is quite important. Make an attractive layout and exposure. End with a statement that you're available to answer any possible questions and give your contact information**

Offer & Budget

Index of an Offer document

1. Introduction. Background and Context

- Introduction to the document
- Analysis of the background and context
- Objectives of the proposal

2. Objectives of the System

- Description of the system. Scope & Functionality.
- Benefits of the system

3. Methodologies

- Brief description of the methodology to be used, including the fundamental tasks and the products generated as well as any certifications/standards available

4. Organization and Planning

- Schedule of activities and control
- Method of monitoring and control of deviations
- Place of execution of the works
- Relation Model & Service Level Agreements

5. TeamWork

- Resource effort estimation
- Description of the work team with the tasks of each person or group of people.
- Organizational chart of the work team (complete, that is, including the client)

6. Budget and Billing agreement

7. Risks

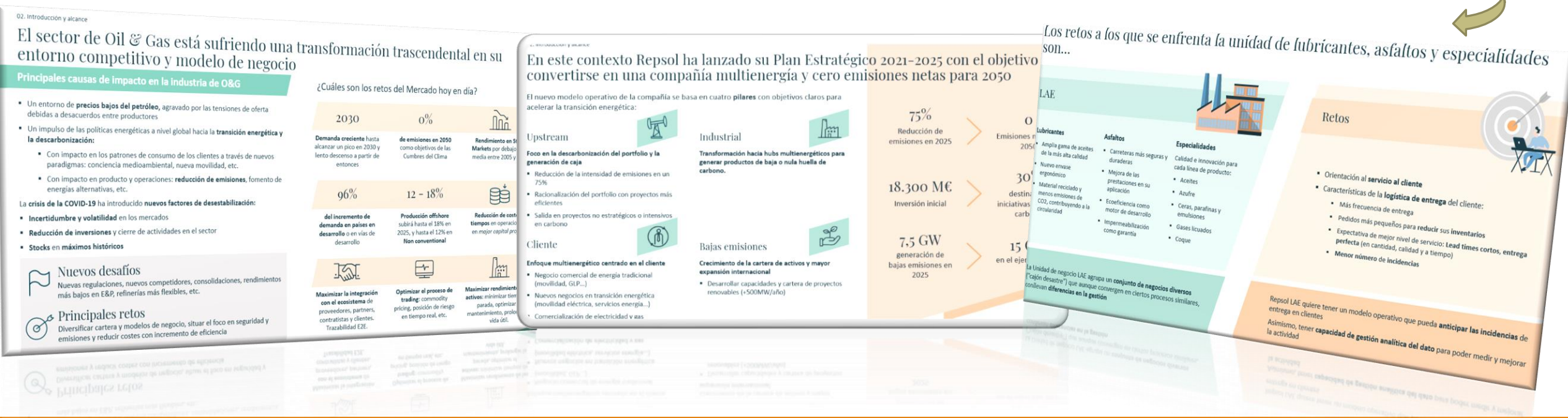
8. References

9. Annexes

Remember: as mentioned before, different types of Offers need different types of documents

Offer & Budget Document: 1. Introduction Background and Context

- Introduction to the document: **purpose, content, related documents**
- Objectives of the proposal: **brief, may be standard for company offers**
- Analysis of the background and context: **specific to the client & project**



At this point it is important to show a good understanding of the client company

Offer & Budget Document: 2. Objectives of the System

- Description of the system: **challenges addressed, scope and functionalities incorporated**
- Benefits of the system: **how the system addresses the challenge**

El Reto

Objetivos del programa

- Conceptualización de un Nuevo Modelo Operativo de la Logística LAE, incluyendo para ello el desarrollo de soluciones en los ejes: **Procesos, Herramientas y Personas**
- Análisis AS-IS de estos ejes y la definición del modelo TO-BE acorde con los siguientes pilares centrados en los negocios Lubricantes, Asfaltos y Especialidades:
 - Definición de procesos E2E
 - Interacciones entre áreas implicadas, definición de responsabilidades
 - Criticidad y limitaciones de sistemas
 - Organización eficiente y orientada a relación con clientes
 - Perfiles y competencias requeridas
 - KPIs, cuadro de mando fiable, en tiempo real
 - Construcción de un Business case

Alcance

- Fase de Conceptualización: Ampliar el nivel de detalle disponible sobre la definición funcional y técnica del proyecto
- Diseñar los artefactos necesarios (Procesos, Organización, Arquitectura de Información) para su posterior implantación
- Definir un **roadmap** de implementación a alto nivel con plazos y costes **aproximados**

02. Alcance

1. Impacto en Medios de Pago: Detalle de la Solución Funcional

Técnicamente, la solución es análoga a la ya implantada para la plataforma de **MdP**, y debe integrarse dentro de la misma como un desarrollo más. Las excepciones a lo ya implementando serían las siguientes:

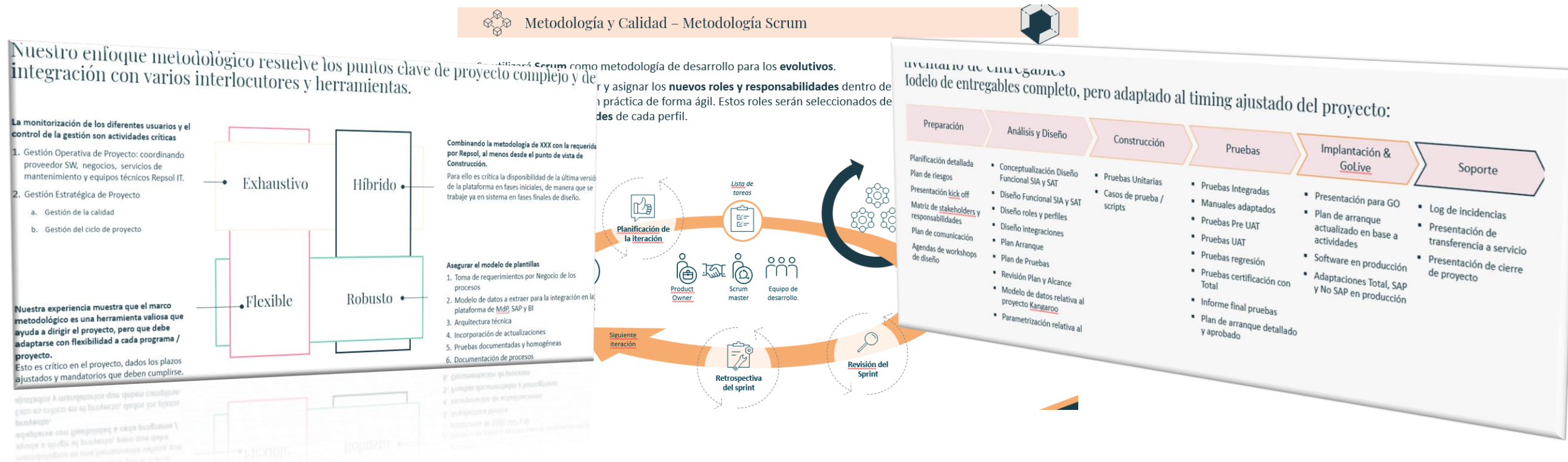
- Desarrollar un módulo nuevo en el aplicativo **SIA** conexión host to host con Total, tanto en vertiente adquirente, como emisora (operaciones tarjetas **Eurotraffic** en EESS Repsol, y tarjetas **Solred-Eurotraffic** en Red Total). Este módulo se desarrollará con la misma premisa que los actuales ya existentes (no se contempla realizar conexión alguna con Stratus, dado que se saldrá a producción con EESS ya implementadas en SIA).
- **Ajustar la aplicación de descuentos**, realizando los desarrollos necesarios para que esta tipología sea parametrizable en la plataforma, de cara a la implementación del **partner** TOTAL, dentro del modelo de descuentos ya establecido en la plataforma, y sin ninguna nueva casuística.
- Se contempla dentro de SAT, los desarrollos necesarios para incluir las EESS de la red Total en nuestro sistema, de cara a **poder facturar correctamente a nuestros clientes** las operaciones en el extranjero, con el régimen fiscal correcto (no así la consulta online de dichos establecimientos).
- **Generar diferentes series y facturas en la facturación a Titulares**, para cada uno de los países marco del acuerdo (inicialmente 8 países), adaptando los procesos de facturación actuales (no se contempla tener diferentes entidades en la plataforma), de tal manera que **este funcionamiento pueda ser fácilmente ampliable por parametrización a nuevos países**.
- Para los sistemas BI Y SAP **Ecofin** se establecerá un mecanismo de integración entre MdP y estos sistemas, basado en los ficheros actuales, para minimizar el impacto en desarrollos.
- Se aplicarán los ajustes necesarios en la **parametrización contable**, de cara a poder informar correctamente a SAP, para proporcionar las herramientas necesarias para la liquidación con Total.
- Asimismo se contemplan las **interfaces detectadas hasta el momento en la comunicación** con Total para una correcta información bidireccional (Operaciones, Lista Negra, Maestro de Comercios, contempladas en el Manual Operativo firmado entre Repsol y Total).
- Los desarrollos solicitados se realizarán para las dos entidades en Producción (**Solred** y Repsol Portuguesa), teniendo en cuenta, que salvo los requisitos legales de cada país, la solución debe ser única.

Try to explain why you are different than other competitors

Offer & Budget

Document: 3. Methodologies

- Brief description of the methodology to be used, including the fundamental tasks and the products generated as well as any certifications/standards available

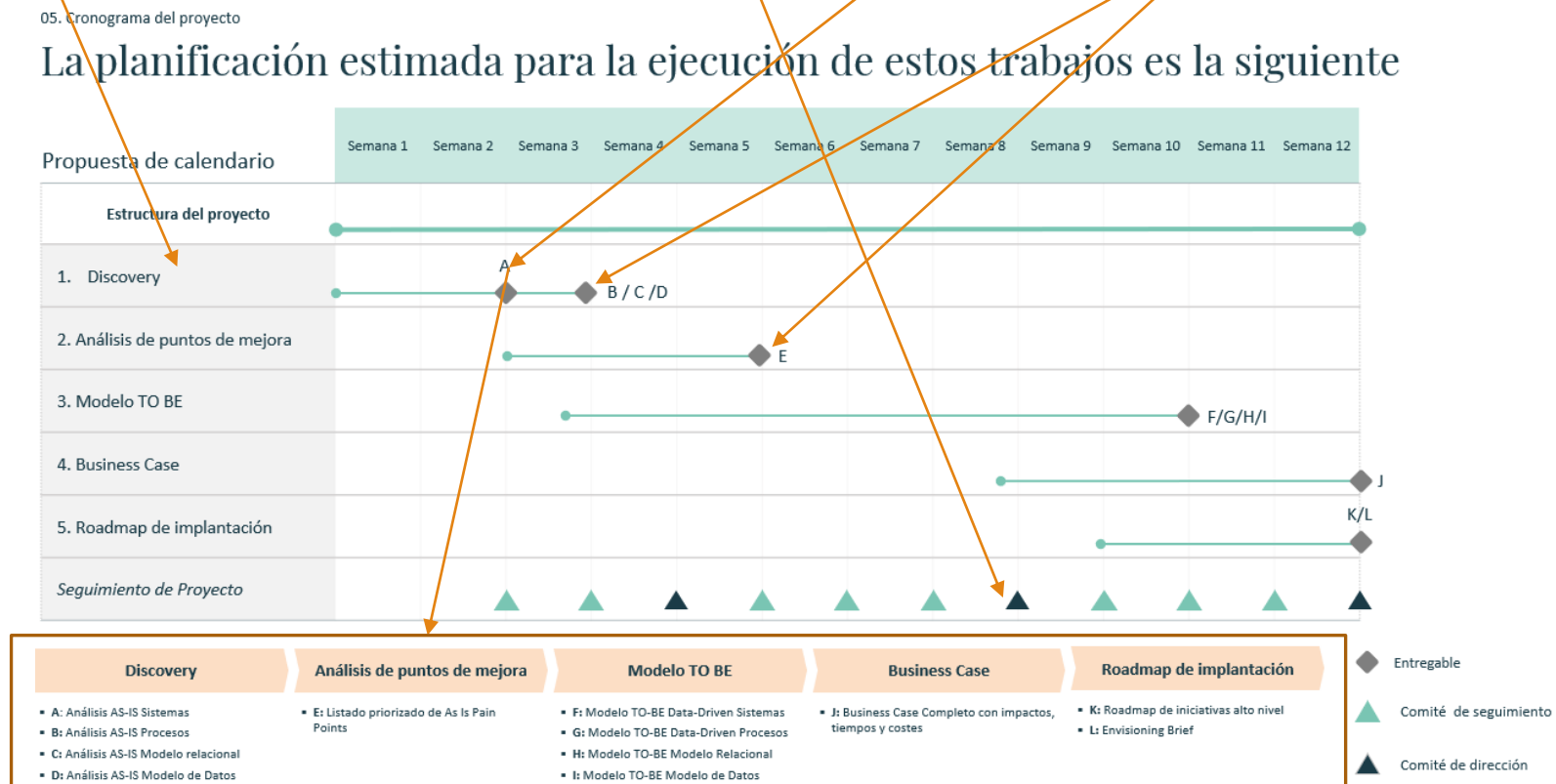


In our subject, !remember the previous Themes, you already know which methodology we will be using!

Offer & Budget

Document: 4. Organization & Planning (I)

- Schedule of activities and control: **outline of the planning, deliverables, milestones and key events for the client**
- Method of monitoring and control of deviations: **committees, meetings, tools, etc..**

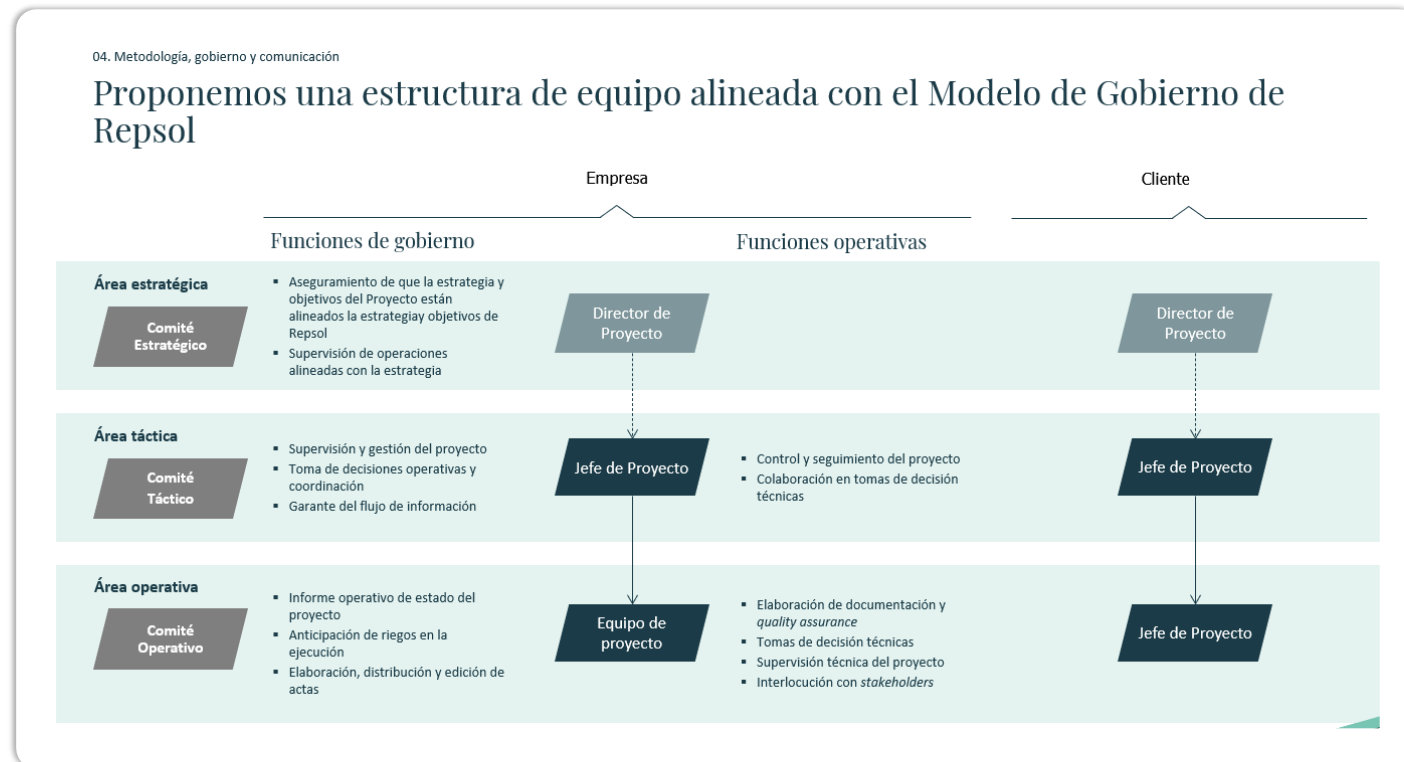


At this point we still do not need a detailed MS Project with resources, etc... Use our schedule!

Offer & Budget

Document: 4. Organization & Planning (II)

- **Relation Model:** configuration of the groups of teams in charge of the main responsibilities of the project both on the part of our company as well as the client company.



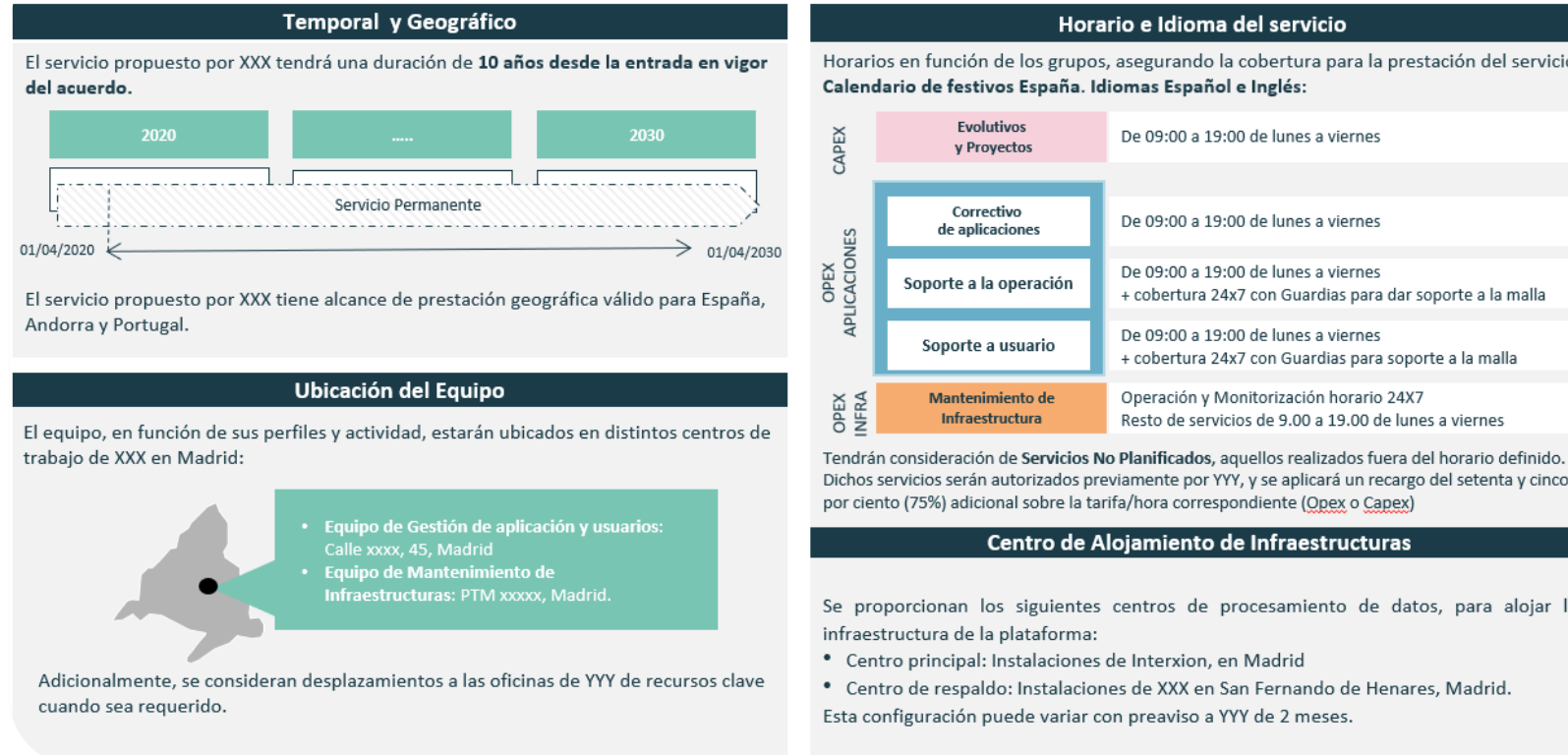
Three Levels of relation is usually appropriate for most of the projects

Offer & Budget

Document: 4. Organization & Planning (III)

- **Place of execution of the works:** may include geographies, languages, schedules...

4.2 Geografía, Horario, Ubicación e Idioma del Servicio



Offers usually derive into Contracts but sometimes directly into PO, so better add every aspect

Offer & Budget

Document: 4. Organization & Planning (IV)

- **Service Level Agreements:** in case the client requires, SLAs will be added for the activities and milestones involved in the development project or service

Indicadores de servicio

Tiempos de respuesta en resolución

| Nivel de criticidad | Descripción | Tiempo de respuesta (240) | Tiempo de comunicación (250) | Tiempo de resolución (260) |
|------------------------|--|---------------------------|------------------------------|----------------------------|
| P1: Crítica (*) | <ul style="list-style-type: none">• Pérdida completa de una aplicación o proceso crítico en producción.• Las incidencias clasificadas con esta prioridad serán las atendidas en soporte 24x7, previsiblemente tras la activación del autorizador (proceso crítico). | • 1h | • 2h | • 4 h |
| P2: Alta | <ul style="list-style-type: none">• Pérdida parcial de una aplicación o proceso crítico que puede dejar dicha aplicación inutilizable o indisponible.• Bloquean procesos no críticos con elevado número de usuarios• No existe workaround razonable o si existe requiere un coste excesivo.• No permiten cumplimiento regulatorio | • 3h | • 6h | • 8 h |
| P3: Normal | <ul style="list-style-type: none">• Degradación o pérdida de funciones de negocio no críticas en producción, con bajo número de usuarios• Los usuarios pueden continuar operando, aunque con un nivel de prestaciones inferior a lo deseable.• Se pueden solventar mediante un camino alternativo de elevado esfuerzo | • 8h | • 16h | • 40 h |
| P4: Baja | <ul style="list-style-type: none">• Degradación o pérdida de funcionalidad en producción que afecta a usuarios individuales o a pequeños grupos de usuarios con mínimo impacto.• Impiden completar tareas no críticas sin impactar en otras tareas.• Se pueden solventar mediante un camino alternativo de bajo esfuerzo | • 8h | • 16h | • 120 h |

There are several kind of SLAs. For incidents, for developments, for availability, downtimes, resources..

Offer & Budget

Document: 5. TeamWork

- **Resource effort estimation by phase:** only effort! No translation to money yet..
- **Description of the work team:** with the tasks of each person or group of people
- **Organizational chart:** of the work team complete, that is, including the client

Proponemos un equipo experto, que combina perfiles con +20 años de experiencia con proyectos similares en el sector y otros sectores



FH Socio de Energía

Socio en el área de Energía de Microsoft experto en operaciones y en la práctica de la cadena de suministro. Trabajó para Accenture como líder de la práctica en planificación y gestión de la cadena de suministro y dirige la práctica de SCM y Proc. España.

Es ingeniero y cuenta con un MBA y más de 20 años de experiencia, principalmente en empresas multinacionales.



FL Director

Director en el área de Energía de Microsoft experto en la transformación digital de la logística y las compras en O&G.

Es líder de la oferta de servicios de compras en India Business Consulting y responsable del desarrollo de la oferta de Compras en O&G. Anteriormente trabajó como jefe de Compras Development Europe para BP.

Cuenta con más de 20 años de experiencia en la gestión de la cadena de aprovisionamiento y suministros.



AT Manager logística

Gerente senior de la industria O&G en Microsoft.

Ha liderado numerosas proyectos de cadena de suministro y optimización de inventarios en diferentes clientes.

Cuenta con más de 7 años en consultoría enfocada en logística, cadena de suministro y transformación digital.

Ingeniero en Innovación digital con especialidad en dirección de operaciones por parte de la Universidad Panamericana en Ciudad de México.



JR Consultor Sr.

Consultor experto en el ámbito SCM con experiencia en el sector energético y O&G.

Ha realizado proyectos de Optimización de Stock, Definición de Políticas de Aprovisionamiento, Gestión de inventarios o diseño de Cuadros de Mando y Reporting para clientes como Repsol o Red Eléctrica de España.

Es ingeniero industrial por la Universidad Carlos III y Máster en la Politécnica de Madrid, combinados con internados en E.ON y Iberia.



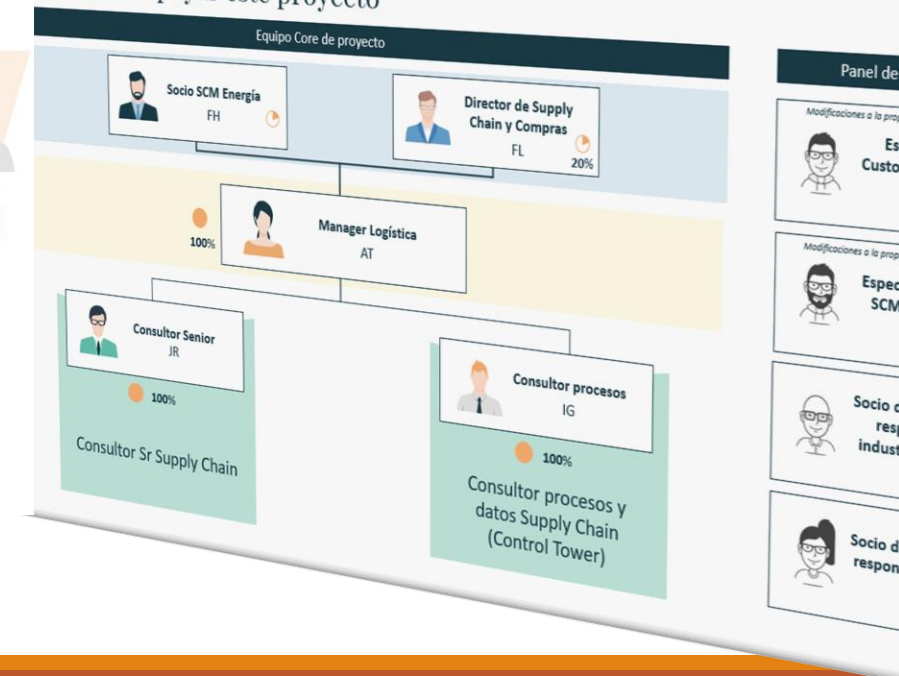
IG Consultor de procesos

Perfil consultor en negocio con experiencia en inventarios, y rediseño de procesos.

Consultoría de procesos, gestión del dato, herramientas de control logística.

Graduado en Administración y dirección de empresas y MBA en la Universidad de León (2014).

Proponemos un equipo con experiencia probada, que posee la experiencia necesaria para apoyar este proyecto



esfuerzos por perfil

la estimación de esfuerzos por perfil:

| Perfil | Horas | C |
|-------------------------|-------|-----|
| Director SCM | 96 | |
| Gerente Operaciones | 480 | |
| Ing. de software senior | 480 | |
| Ing. de software | 480 | |
| | 1.536 | 3,2 |

| | |
|-------|-----|
| 1.228 | 2,5 |
| 480 | 1 |

Offer & Budget

6. Budget - Concepts

- The elaboration of a software development **budget can be complex as you have to consider many dimensions affecting the costs**, such as: human resources with different expertise levels, materials, licences, travels and expenses, taxes, currencies, fiscality of the countries involved, insurances, guarantees, cpi, discounts and rappels, etc... Nonetheless, **many of these may only apply in certain projects**
- Important Concepts:
 - **Product Cost**: gross amount of all the dimensions affecting the costs of the project. This measure is usually the result of some product sum (effort hours x rate) adding extra expenses.
 - **Sale Price**: gross amount of the income expected for the sell of the product. This measure is usually the result of applying some commercial margin to the Product Cost or its components (rates).
 - **Trade Margin**:
 - Percentage of gaining expected in the project. Calculated as:

$$\% \text{ Trade Margin} = \frac{\text{Sale Price} - \text{Product Cost}}{\text{Sale Price}} \times 100$$

- Or, if we want a specific margin, what we would do is infer the Sale Price from the cost and margin this way:

$$\text{Sale Price} = \frac{\text{Product Cost}}{1 - \% \text{ Trade Margin}/100}$$

Offer & Budget

6. Budget – Determining Product Cost (I)

- When an engineer considers making an offer, **there are several ways in which the efforts can be estimated:**
 - Use company project history.
 - Use expert judgement.
 - If you do not have any of the above:
 - If you are a trained engineer, you could apply some of the estimation techniques that you have been taught in your degree or professional life, as long as you have enough Information to apply it.
 - Otherwise use the following rules (parametric method):
 1. Using the initial Information about the Project, make a draft of the use case diagram
 2. Every 4 use cases will take 1 month to be developed end-to-end (this is a very conservative approach). So for instance 10 use cases will be developed in 2.5 months. This rule must be adjusted, depending on the complexity of the use cases.

| Use Case Complexity | Description | Adjustment Factor |
|---------------------|--------------------------|-------------------|
| Simple | 1-3 transactions | x 1 |
| Average | 4-7 transactions | x 1,5 |
| Complex | More than 8 transactions | x 2 |

What is a transaction at this level? It can be considered as a completed action that is perceivable for an actor

Offer & Budget

6. Budget – Determining Product Cost (II)

- Example: 19 use cases in the model performed:

| Use Case Complexity | Description | Number of Use Cases | Time months |
|---------------------|--------------------------|---------------------|-------------------|
| Simple | 1-3 transactions | 8 | $(8/4)*1 = 2$ |
| Average | 4-7 transactions | 9 | $(9/4)*1.5 = 3.8$ |
| Complex | More than 8 transactions | 2 | $(2/4)*2 = 1$ |

- In this case we would have a **Total Months (unadjusted)** of:
 $(8/4) + (9/4) + (2/4) = 2 + 2.25 + 0.5 = 4.75$ months
- And a **Total Months (adjusted)** of:
 $2 + 3.8 + 1 = 6.8$ months
- The **cost will depend on the number of people you have working over each month**:
Let's say there are 2 people developing the project being their hour/rate 30€/h:
 $6.8 \text{ months} * 160 \text{ hours/month} * 2 \text{ people} * 30 \text{ €/H} = 65.280 \text{ euros}$

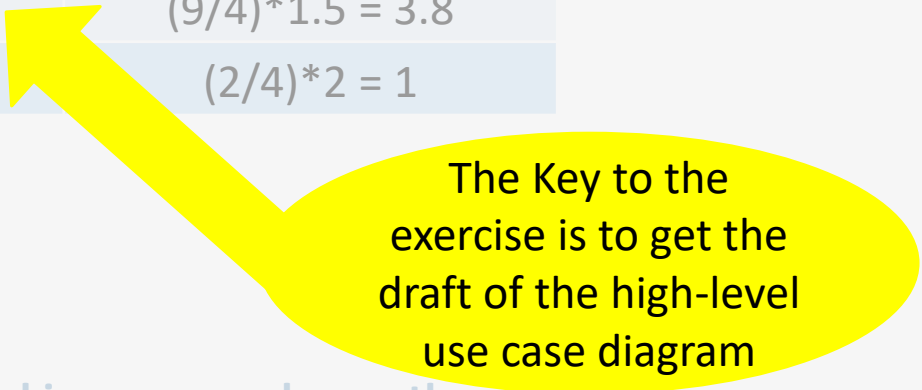
Offer & Budget

6. Budget – Determining Product Cost (III)

- Example: 19 use cases in the model performed:

| Use Case Complexity | Description | Number of Use Cases | Time months |
|---------------------|--------------------------|---------------------|-------------------|
| Simple | 1-3 transactions | 8 | $(8/4)*1 = 2$ |
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The Key to the exercise is to get the draft of the high-level use case diagram

Offer & Budget

6. Budget – Determining Product Cost (III)

- Example: 19 use cases in the model performed:

| Use Case Complexity | Description | Number of Use Cases | Time months |
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| Simple | 1-3 transactions | 8 | $(8/4)*1 = 2$ |
| Average | 4-7 transactions | 9 | $(9/4)*1.5 = 3.8$ |
| Complex | More than 8 transactions | 2 | $(2/4)*2 = 1$ |

- In this case we have a **Total Months (unadjusted)** of:

$2 + 3.8 + 1 = 6.8$ months

- And

And to know rates and number of people for every month

- The cost will depend on the number of people you have working over each month:

Let's say there are 2 people developing the project being their hour/rate 30€/h:

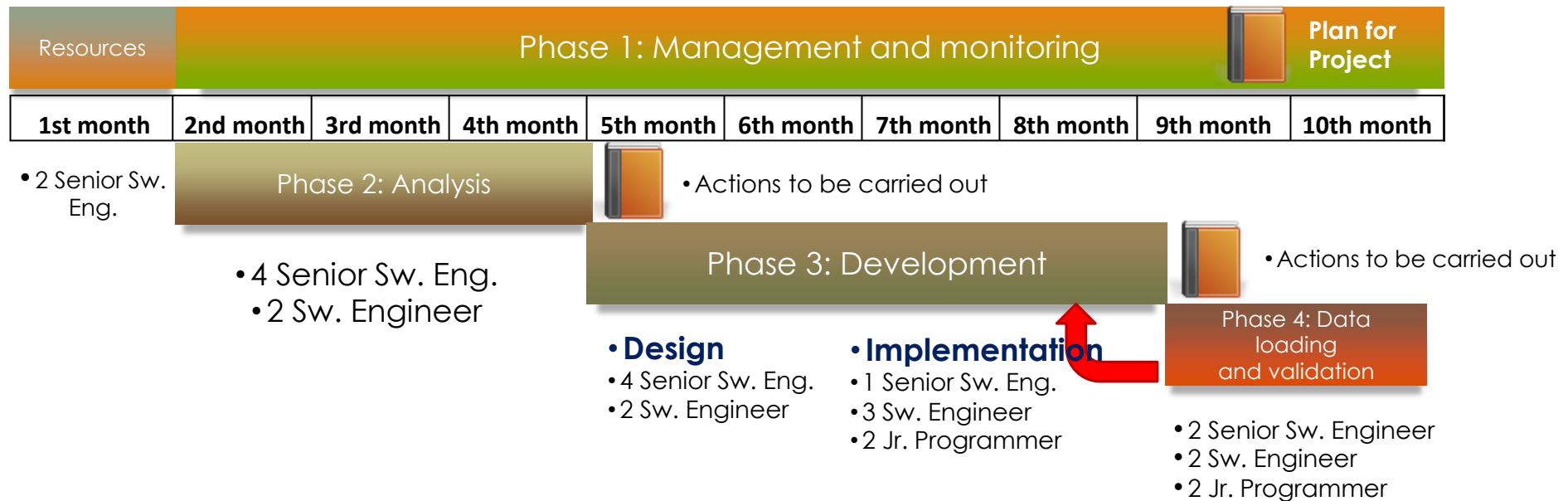
$$6.8 \text{ months} * 160 \text{ hours/month} * 2 \text{ people} * 30 \text{ €/H} = 65.280 \text{ euros}$$

The Key to the exercise is to get the draft of the high-level use case diagram

Offer & Budget

6. Budget – Determining Product Cost (IV)

- The refined exercise requires to **determine the span of each Phase** (thoroughly the Planning draft) and **how many people of each profile will be working for each time-slot (week/month)**:

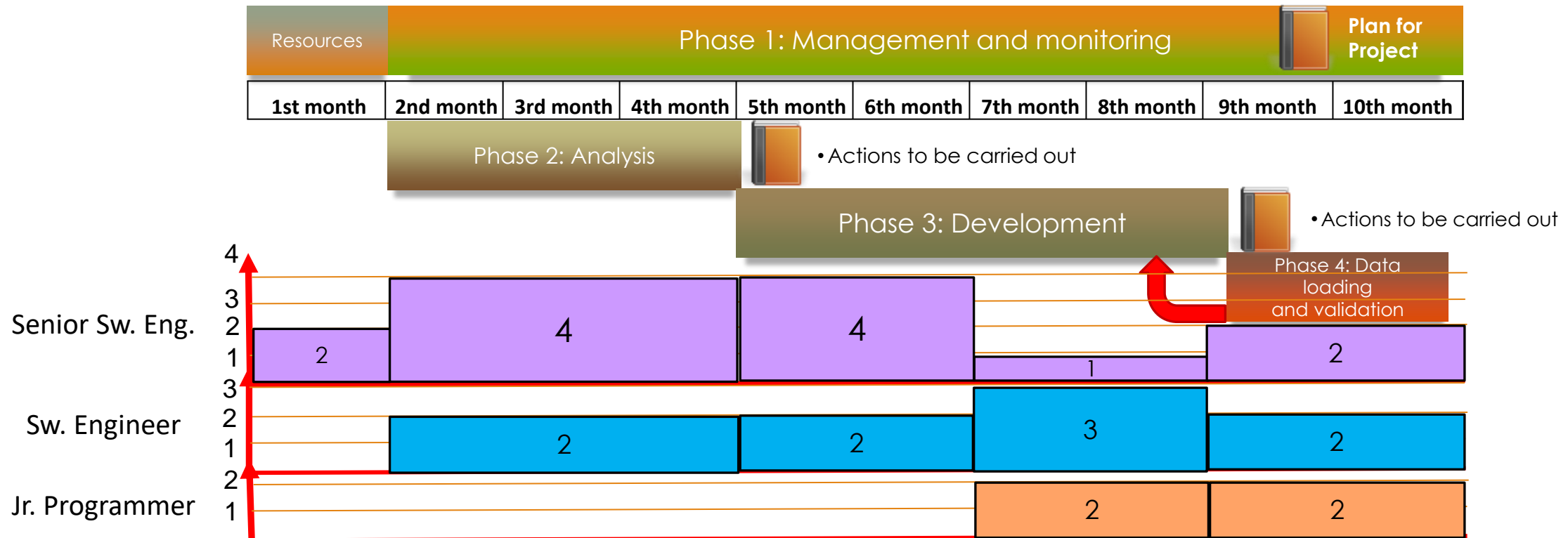


Offer & Budget

6. Budget – Determining Product Cost (M)

An FTE or **full-time equivalent**, sometimes abbreviated as FTE, is a unit to measure employed persons or students in a way that makes them comparable although they may work or study a different number of hours per week.

- We get a better view if we draw the **Resource Allocation Histogram**. Notice that although we used integers for FTE(*) people, most common is use one decimal numbers:



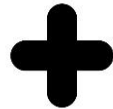
In bigger projects another interesting view is the curve of resources along time which should be bell-shaped

Offer & Budget

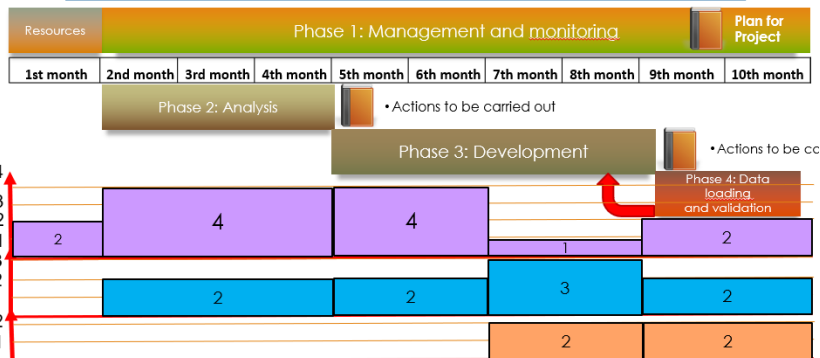
6. Budget – Determining Product Cost (VII)

- In order to be able to transform human resource allocation to monetary cost we need to have a table containing the rates of the people, which usually will be the rates of the profiles indeed:

- Senior Sw. Engineer
 - Cost per person per hour: 40€/H
 - Dedication: 50%
- Software Engineer
 - Cost per person per hour: 30€/H
 - Dedication: 100% (Full-Time)
- Jr. Programmer
 - Cost per person per hour: 23€/H
 - Dedication: 100% (Full-Time)



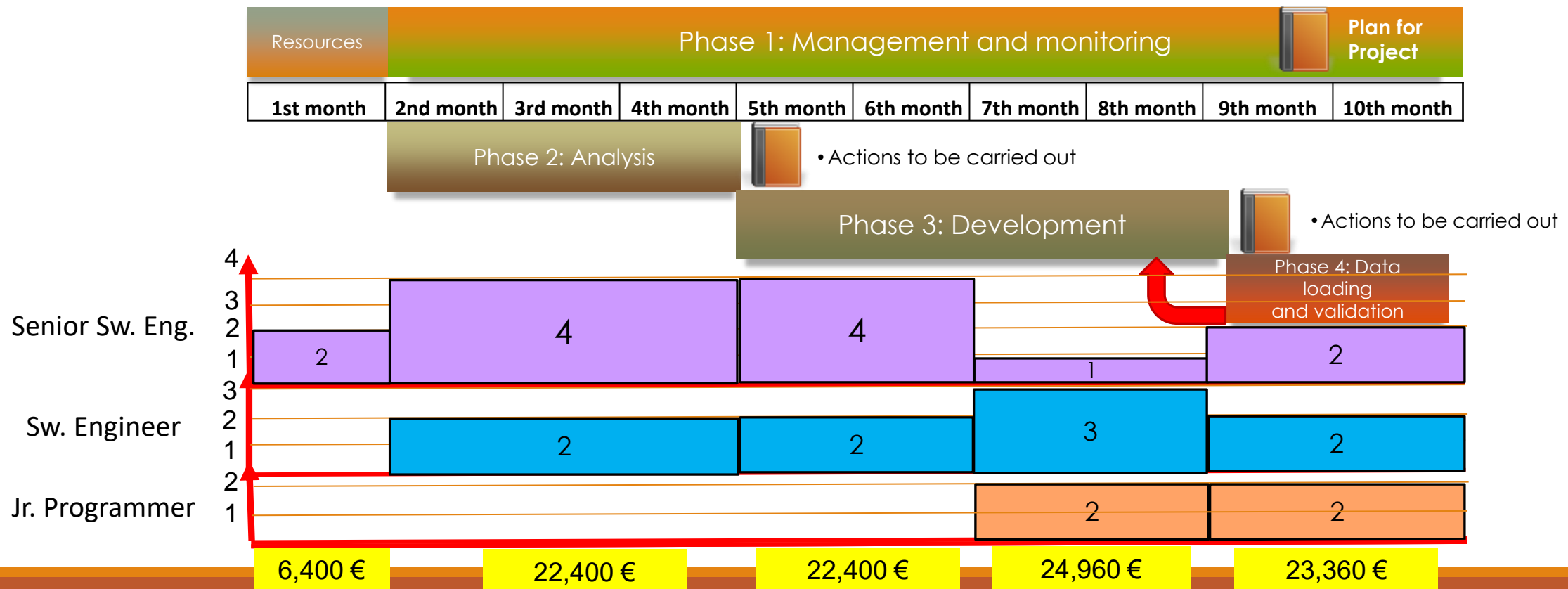
| | | | | | | Month Hours | 160 |
|-----------------|---------|------------|------------|-------------|-------------|----------------|-------------|
| | | | | | | FTE / Phase | |
| | €/H | Dedication | M1 | Analysis | Design | Implementation | M9 y M10 |
| Senior Sw. Eng. | 40,00 € | 50% | 2,00 | 4,00 | 4,00 | 1,00 | 2,00 |
| Sw. Engineer | 30,00 € | 100% | - | 2,00 | 2,00 | 3,00 | 2,00 |
| Jr. Programmer | 23,00 € | 100% | - | - | - | 2,00 | 2,00 |
| Total | | | 6.400,00 € | 22.400,00 € | 22.400,00 € | 24.960,00 € | 23.360,00 € |
| Grand Total | | | | | | | 99.520,00 € |



Offer & Budget

6. Budget – Determining Product Cost (VIII)

- We get a better view if we draw the **Resource Allocation Histogram**. Notice that although we used integers for FTE(*) people, most common is use one decimal numbers:



Offer & Budget

6. Budget – Summary (I)

- **Now, to complete the budget we need to add some things:**
 - Additional sources of cost.
 - Company margins or expected Profits.
 - Taxes (usually omitted until Billing).
 - Risk Factor. As we are in early steps of the work, we might add a risk factor ranging 10% to 15%

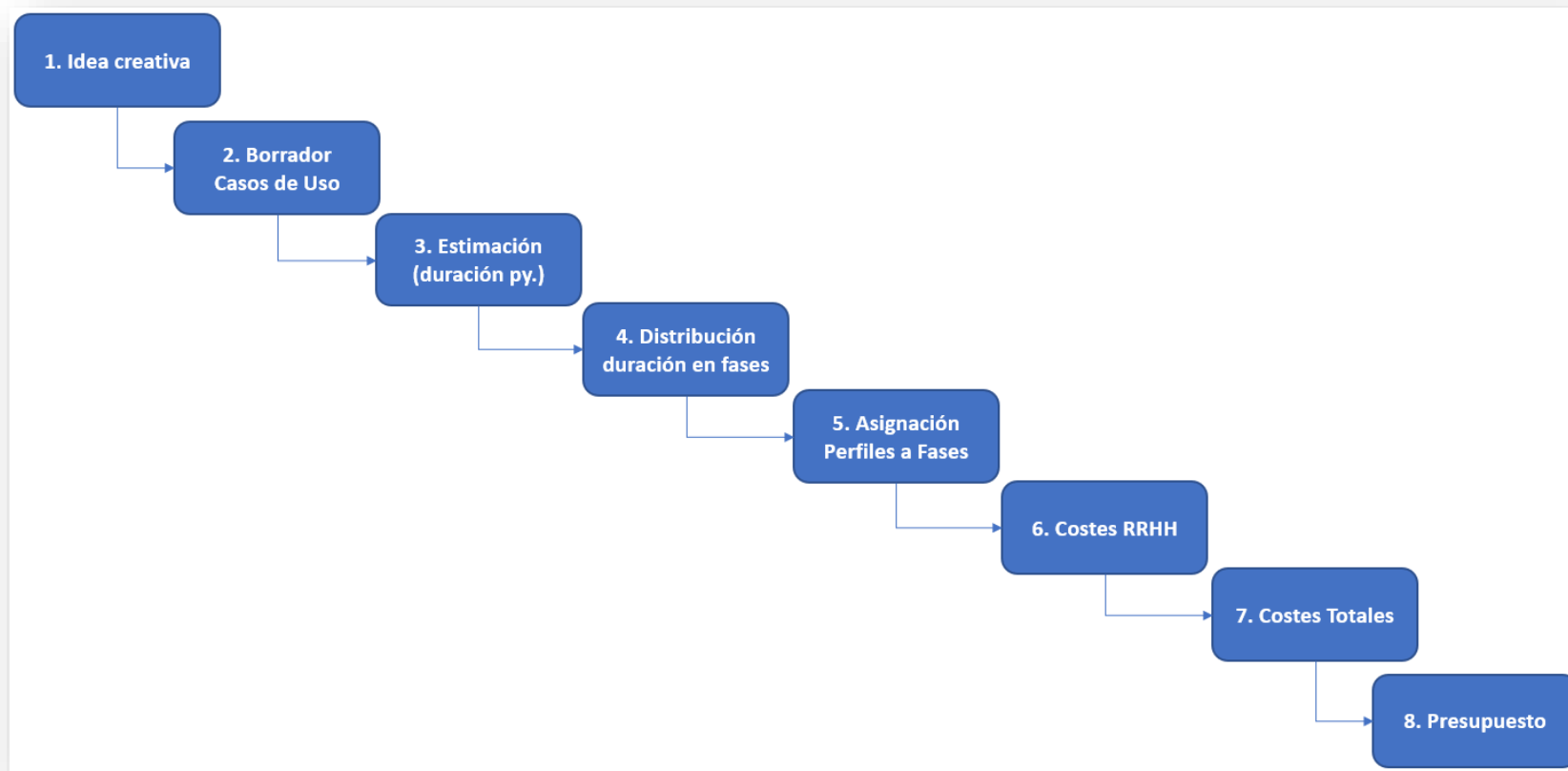
| Description | Total |
|--------------------------------------|-------------------------|
| 1. Project Staff | |
| 2. Infrastructures and Equipments | |
| 3. Software / Licenses | |
| 4. Consumables | |
| 5. Travel and Expenses | |
| 6. Other costs (v.g. indirect costs) | |
| 7. TOTAL COSTS | 1+2+3+4+5+6 |
| 8. % Margin | X% |
| 9. % Risk | Y% |
| 10. Sell Price (before taxes) | $7 / (1 - ((8+9)/100))$ |

- **Taxes, and some other billing issues** are usually not added to the offer because they might change along time, so a sentence indicating that appropriate taxes that will be charged is usually added.
- There may exist **discounts to prices**. They would appear after calculating the first sell price.

Offer & Budget

6. Budget – Summary (II)

- Now, let's outline the steps needed to get to the final Budget.



Offer & Budget

6. Billing Agreement

- As a competitive company we **want to bill as soon as possible** so our expenses are compensated by the incoming payments. **We look for an appropriate cash-flow along the months** so that we don't get to the end of a project with still a big amount of the payments left.
- A good strategy, and well accepted by the clients is to **associate billing milestones with delivery milestones of the project**. In services kind of projects, usually a fixed amount per month is agreed upon conditions of revision.
- Some examples:

| Fase del proyecto | % | Importe (€) |
|--|------|-------------|
| Kick-off | 25% | 24.985 € |
| Fase 1: Entregables AS-IS e inicio Modelo TO BE, Business Case y Roadmap | 55% | 54.966 € |
| Fase 2: Versión definitiva de entregables | 10% | 9.994 € |
| Fase 3: Cumplimiento de plazos y calidad | 10% | 9.994 € |
| | 100% | 99.938 € |

| Fase del proyecto | % | Importe (€) |
|--|------|--------------------------|
| Finalización Fase Conceptualización | | |
| 80% Fase Desarrollo MVP distribuido en los 4 Sprints | | 35.191,20 € |
| Finalización Fase Soporte | | 16.460,40 € (por sprint) |
| | | 33.917,20 € |
| | | € |
| | | € |
| | | € |
| | 100% | 134.950 € |

Things get much more complicated when involving transactions between companies of different countries and currencies

Offer & Budget

7. Risks

- It is important to show from the first moment **that you are aware of the possible risks** associated with the execution of a software development project.
- At this stage, **at least an enumeration of risks, a rough analysis of impact and their probability** must be acknowledged.
- This rough analysis **will be used later in the SQA (software quality assurance) plan.**

07. Riesgos

Indicamos los riesgos que, en base a nuestra experiencia y criterio, consideramos de especial relevancia para este proyecto

| Tipo | Descripción | Probabilidad (1-5) | Impacto (1-5) | Medidas de mitigación propuestas |
|--|---|--------------------|---------------|---|
| Disponibilidad de stakeholders del cliente | Falta de disponibilidad de los stakeholders comerciales para la fase de contraste de procesos y estrategia comerciales | 2 | 4 | <ul style="list-style-type: none">• Identificación de usuarios clave de contingencia.• Definición con suficiente antelación de reuniones y sesiones de trabajo.• Conocer con anticipación su % de disponibilidad. |
| Retraso en entregas | Retrasos en el "sign off" de los entregables del proyecto | 2 | 3 | <ul style="list-style-type: none">• Definición de procedimiento de aprobación de entregables, estableciendo tiempos máximos.• Establecer hitos de control intermedios previos a la entrega final de entregables. |
| Disponibilidad de información | Disponibilidad de documentación de los procesos llevados a cabo por Repsol que permita realizar una definición funcional correcta | 2 | 2 | <ul style="list-style-type: none">• Levantamiento de información mediante reuniones y peticiones de información, donde se realice una petición global del proyecto y solicitud a demanda según información obtenida en las reuniones. |
| Temporal | Riesgo de no cumplir el requerimiento temporal | 2 | 4 | <ul style="list-style-type: none">• El equipo es experto en esta tipología de proyectos y en los comités de seguimiento se identificarán riesgos ante posibles retrasos |
| Temporal | Infravaloración de esfuerzos debido a las diferencias entre negocios | 2 | 3 | <ul style="list-style-type: none">• Analizar de manera conjunta el esquema global para conocer las diferencias entre negocios y comprender los esfuerzos que requiere |

Offer & Budget

8. References

- Nothing better **to get the client confidence than showing them how well you already performed** in previous similar project or clients.
- Including some **references (verifiable) from previous clients (including this one!)**, is an important key factor to be a successful winner.
- Some examples:

12. Referencias

8. Modelo Homologado de Supply Chain Planning 360° para dar respuesta a la estrategia comercial digital y de crecimiento (I/III)

Objetivos

- Desarrollar e implantar un modelo de Planificación de la Supply Chain que permita dar respuesta a la Estrategia Comercial Digital y de Crecimiento Inorgánico de la compañía
- El modelo debe ser homologable, apalancarse en el conocimiento y en las tecnologías captando todo el potencial existente

Enfoque y metodología

Fase I: Diseño Modelo Supply Chain 360°

1. Caracterización del modelo Actual en Operaciones Principales
2. Definición de la Visión & Modelo To-Be 360°
3. Gap Analysis, Business Case & Plan de Implementación

Fase II: Pruebas de Concepto

1. BPP & PoCo de las funcionalidades de las Herramientas IT
2. Profundización en el Diseño de Procesos, Organización & KPIs

Fase III: Implementación & Roll-out

1. Construcción del Modelo & Implementación
 - Estrategia y Plan detallado de implementación
 - Diseño Detallado del global Template
 - Implementación & Captura de Beneficios
2. Roll-out a todas las operaciones
 - Gap Analysis vs. Global Template y adaptación
 - Rediseño de red, identificación de valor a capturar en la Operación
 - Implementación & captura de beneficios

Cliente **Coca-Cola FEMSA**

Componentes Modelo

Procesos 360° (E2E y Top-Down)

Metodología

Nuestro enfoque

Experiencia en otros client

a experiencia en otros clientes, y otros sectores puede enriquecer el análisis y forma de trabajar en el proyecto LAE. Destacamos algunas experiencias de interés...

| Coca-Cola | nutreco | Heineken | MAPFRE | ArcelorMittal |
|---|--|--|--|--|
| <ul style="list-style-type: none">• Identificación de oportunidades en el proceso pedido-entrega a clientes• Revisión del footprint industrial y logístico para el mercado de España y Portugal• Renegociación de contratos para 3 años | <ul style="list-style-type: none">• Análisis y definición del modelo order-to-delivery de piezas en Iberia• Optimización de la flota de sistemas de transporte de piezas• Renegociación con transportistas | <ul style="list-style-type: none">• Québécois con iniciativas de captura de valor en el proceso completo de entrega• Diagnóstico de las zonas de entrega desde la fábrica• Identificación de oportunidades de eficiencia mediante simulación | <ul style="list-style-type: none">• Redefinición de la red de transporte de vehículos averiados de los asegurados• Creación de campos y lanzaderas• Simulación de los modelos y gestión de los contratos | <ul style="list-style-type: none">• Redefinición del modelo de entregas a ArcelorMittal en Europa• Revisión del dimensionamiento de flota propia• Renegociación con transportistas |

proponemos aplicar las mejores prácticas en modelos de gestión "order to delivery" combinado con las experiencias propuestas en Química

Rutano



Creative Idea Description



Software Development Process



Offer and Initial Budget

THIS SESSION GOAL

DOUBTS?