EXAMPLE A3

Title: Project XYZZY 6-Week Delay Creates $2.1MM Gap

Owner: I.M.N. Trubbel
Rev 2/Date: Sept 10

Team: TBD

1. Organizational Need

Project XYZZY is a critical part of our near-term growth strategy. A six-week delay may sound manageable, but in this case, it creates a projected **$2.1MM shortfall** in revenue over the next 24 months. That's a material gap—one that affects our ability to fund key initiatives, meet strategic targets, and deliver on customer expectations.

The deadline to recover that delay is **October 15**. Missing it doesn't just impact financials; it affects credibility with both internal stakeholders and external partners. Our customers are counting on this launch. Our teams are aligned and motivated—but they need a clear path.

2. Problem Statement

Drive current state from **24-month revenue of $2.1MM** to **$4.2MM** by mitigating a known 6-week project delay **by October 15.**

3. Analysis

The current delay began with a missed delivery from a key vendor—an updated firmware package that was due mid-February. That slip created a domino effect: integration work backed up, hardware testing windows collapsed, and we're now looking at a six-week overall delay.

In the past two months, we made several attempts to recover within existing resources:

- The firmware team tried to parallelize validation and integration, but bugs in the early build made that unworkable.
- A weekend sprint was organized to regain ground on testing, but a spike in rework costs forced it to pause after week two.
- A proposal to pull engineers from Project Zephyr was floated but rejected—Zephyr is on a customer milestone path of its own.

Now, we're facing the consequence: we will miss the Spring Tech Showcase, a critical opportunity to debut in front of major buyers. One enterprise customer put it bluntly last week: *"If this slips past the spring window, we'll need to reevaluate your fit for our roadmap—we can't afford this level of uncertainty."*

4. Root Causes

1. Single-source firmware vendor lacked schedule transparency
   - No early warning of delay; issues surfaced only after the delivery date passed.
2. Tightly coupled test schedule offered no buffer
   - Integration and validation steps were interdependent, leaving no room for slippage.
3. Lack of cross-project resource coordination
   - Competing priorities across teams limited flexibility to shift resources when issues emerged.

5. Proposed Remediation Menu

As Two primary remediation paths are under evaluation:

1. Hire 3 consultants from High-Tek Consultants
   - Brings immediate technical capacity to accelerate firmware integration and testing.
   - Cost: $120K (people cost, fixed fee for duration).
   - Pros: Quick ramp-up, flexible hours, familiar with our tech stack.
   - Cons: Requires close coordination with internal teams to avoid overlap or confusion.
2. License a prebuilt solution from vendor Razzel.
   - Bypasses internal integration delays by replacing core module with a proven, pre-certified alternative.
   - Cost: $360K over 4 years (licensing + support).
   - Pros: Reduces technical risk, faster time to market.
   - Cons: Higher long-term cost, loss of customization, dependent on external roadmap.

Both options would allow us to meet the October 15 deadline if initiated within the next two weeks. Trade-offs center around cost, flexibility, and long-term ownership.

6. Next Steps assuming Option 2. (Option 1 Next Steps is also available)

Sep 10	Sep 17	Sep 24	Oct 1	Oct 8	Oct 15
Firm up solution (prefer Option 2)	Approval to Supply Chain.	Receive training and initial stack	Begin testing	Complete feasibility study	Confirm release to Sales and key customers