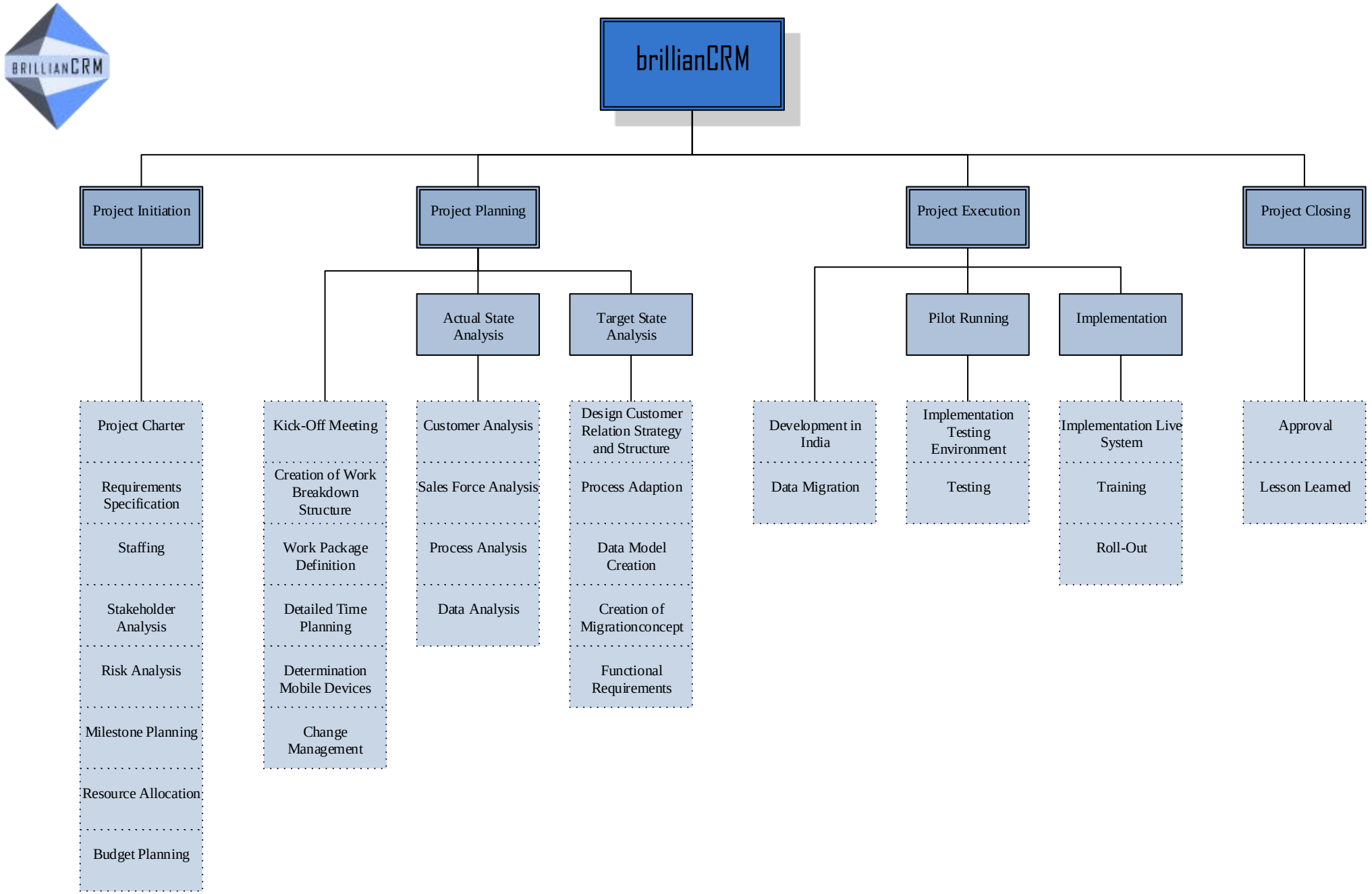
brillianCRM
Project Initiation
Project Planning
Project Execution
Project Closing
Actual State Analysis
Target State Analysis
Pilot Running
Implementation
Project Charter
Requirements Specification
Staffing
Stakeholder Analysis
Risk Analysis
Milestone Planning
Resource Allocation
Budget Planning
Kick-Off Meeting
Creation of Work Breakdown Structure
Work Package Definition
Detailed Time Planning
Determination Mobile Devices
Change Management
Customer Analysis
Sales Force Analysis
Process Analysis
Data Analysis
Design Customer Relation Strategy and Structure
Process Adaption
Data Model Creation
Creation of Migrationconcept
Functional Requirements
Development in India
Data Migration
Implementation Testing Environment
Testing
Implementation Live System
Training
Roll-Out
Approval
Lesson Learned

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	1.1 Project Charter

Work package description:

The project charter is a document which defines the beginning of a project and provides the project manager with the written authority to begin the project.

The project charter describes:

- Project motivation (aim of the project, expected benefit, assumptions and constraints)
- Stakeholders and organization
- Scope of the project (deliverables)
- Time of the project (start, finish, period)
- Summary milestones
- Summary budget
- Initial risk assessment
- Communication (means of communication)

Expert judgment is applied in the development of the project charter.

At the end of the document the signature of the project manager as well as of the project sponsor is necessary for the project charter approval.

Aim of work package:

- List of all relevant information necessary to start the project
- Sign off by project sponsor and project manager

Predecessor:	Successor:
None	Requirements specification

Duration:	Effort in Man Days (MD):
12 days	12 MD

Responsible person(s):

Project manager

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	1.2 Requirements Specification

Work package description:

The requirements specification is an essential task that has to be performed at the beginning of a CRM project. It aims to identify all functional and non-functional requirements to be implemented in the CRM system. This gives the project manager an overview of all requirements. The next task would be to limit all requirements to the project scope and prioritize each requirement.

Aim of work package:

- Definition of functional and non functional requirements the CRM software has to have
- Categorization of functional requirements in different groups

Predecessor:	Successor:
Kickoff meeting	Staffing

Duration:	Effort in man days (MD):
5 days	5 MD

Responsible person(s):

Project manager

Additional information:

The identification of requirements can be performed in form of a workshop.

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	1.3 Staffing

Work package description:

The project manager needs to consider which areas of knowledge need to be covered by the project team in the CRM project. The project manager should chose team members from different departments so that all project critical knowledge is adequately covered. An important selection is the choice of an assistant who will have major involvement in the project and whose qualifications are significant for the outcome of the project work.

Aim of work package:

- To form a project team that is able to process all project requirements with adequate knowledge

Predecessor:	Successor:
Requirements specification	Stakeholder analysis
Duration:	**Effort in man days (MD):**
4 days	4 MD

Responsible person(s):

Project manager, project sponsor

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	1.4 Stakeholder Analysis

Work package description:

Stakeholders like (suppliers, customers, employees, management, authorities, public …) have to be identified and categorized according to the role and power they have during the project.
The project manager must manage the influence of the various stakeholders in relation to the project requirements to ensure a successful outcome. It is very helpful for determining how to communicate with and to what degree to involve stakeholders i.e. whether to keep them abreast of all events because they are important to the project or whether to leave them out of the loop because their actions don't have much impact on the project.

Aim of work package:

- Identification of stakeholders
- Classification of stakeholders in categories like risk potential and influence and power of stakeholder
- Overview of stakeholders and their role in the project
- Definition of strategies to handle stakeholders in favor of the project

Predecessor:	Successor:
Staffing	Risk analysis

Duration:	Effort in man days (MD):
8 days	16 MD

Responsible person(s):

Project manager, project assistant

Additional information:

Stakeholders are persons or organizations who are actively involved in the project or whose interests may be positively or negatively affected by the performance or completion of the project

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	1.5 Risk Management

Work package description:

Risk management is part of the project management and deals with the identification and the analysis of potential risks occurring in the project execution.

Risks, which influence the success of the project negatively, have to be identified and estimated according to their probability and their consequences.

Moreover, actions against the project risks have to be defined and according to the project situation initiated.

Aim of work package:

- Risk identification
- Risk evaluation
- Determine actions
- Take actions

Predecessor:	Successor:
Stakeholder analysis	Milestone planning
Duration:	**Effort in man days (MD):**
2 days	4 MD

Responsible person(s):

Project manager, project assistant

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	1.1.6 Milestone Planning

Work package description:

For any further planning and orientation during the project, the project manager sets up a framework of milestones. Milestones mark major accomplishments during a project that have to be performed at a specific date. Work packages can be allocated to a specific milestone in the project which gives the responsible person a time limit to work on.

Aim of work package:

- Determination of important work steps of a project
- Scheduling of milestones in the work period

Predecessor:	Successor:
Risk analysis	Resource allocation
Duration:	**Effort in man days (MD):**
4 days	8 MD

Responsible person(s):

Project manager and project assistant

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	1.8 Budget Planning

Work package description:

Budget planning is executed in three steps. First, the resources needed for the project are estimated or calculated (resource estimation). Then the resources are assessed with costs (cost estimation). And finally, the steering committee states the assigned financial resources for the project (project budget).

It is very important to make the costs transparent for the customer/ steering committee as they have to approve the budget and pay the costs. Moreover, the project manager has to pay attention that the costs remain in the planned budget.

Aim of work package:

- Calculate the costs arising in the project and provide the customer an overview about the arising costs in the CRM project

Predecessor:	Successor:
Resource allocation	Kickoff meeting
Duration:	**Effort in Man Days (MD):**
5 days	10 MD

Responsible person(s):

Project manager, project assistant

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.2.1 Kickoff Meeting

Work package description:

The kickoff meeting serves as a first common meeting to officially start off the project. All project members are usually present at a kickoff meeting. The project manager informs the members about the aim and expectations of the project and allocates work packages to each member. The kickoff meeting also serves to motivate all project members.

Aim of work package:

- Official project start
- Information meeting for the project team
- Work package allocation
- Motivation

Predecessor:	Successor:
Budget planning	Creation of work breakdown structure
Duration:	**Effort in man days (MD):**
2 days	40 MD

Responsible person(s):

Project manager, project assistant, 6 consultants, 5 IT specialists

Additional information:

Kickoff meeting will take place in the United States of America

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.1.2 Create Work Breakdown Structure

Work package description:

A work breakdown structure is essential for every project manager to create because it provides clarity to the plan and structure a project. It can be structured into functions of the project, objects of the project, or phases of the project. In this serious game the work breakdown structure is organized into phases. The work packages are listed under each category. This gives each team member a good overview of what has to be done. The work package allocation is performed in the next step.

Aim of work package:

- Overview of project structure
- Overview of work packages
- Tool to plan project

Predecessor:	Successor:
Kickoff meeting	Work package definition
Duration:	**Effort in man days (MD):**
10 days	70 MD

Responsible person(s):

Project assistant, 4 consultants, 2 IT specialists

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.1.3 Define Work Packages

Work package description:

The identification of work packages is essential for any further activity like the development of the work breakdown structure or any detailed cost or time planning. It should be performed by the whole project team because every team member can bring up new aspects that need to be worked on.

Aim of work package:

- Reach a common denominator of what work packages have to be processed

Predecessor:	Successor:
Creation of work breakdown structure	Detailed time planning

Duration:	Effort in man days (MD):
8 days	64 MD

Responsible person(s):

Project assistant, 4 consultants, 3 IT specialists

Additional information:

The identification of work packages can be made in form of a workshop or during the kickoff meeting.

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.1.4 Detailed Time Planning

Work package description:

The time needed to fulfill or to execute a work package is planned according to the period of the project in the detailed time planning.

The starting point, end point and the duration of the work packages are planned.

It is very important to know if the fulfillment of a delayed task influences the start of another task and/or the whole project duration. To avoid bigger delays it is very important to plan buffer times in the detailed time planning.

Aim of work package:

- Plan the work packages according to their duration
- Determine forerunner and follower of the work packages as well as buffer times to avoid project delay

Predecessor:	Successor:
Work package definition	Determination of mobile devices
Duration:	**Effort in man days (MD):**
5 days	40 MD

Responsible person(s):

Project assistant, 4 consultants, 3 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.1.5 Determination Mobile Devices

Work package description:

In the planning phase it is necessary to determine on which devices the CRM system should work. As sales employees are travelling a lot to customers, it can be very helpful to access the customer relevant data on mobile, tablet, and laptop devices.

Moreover, attention has to be paid to the trend "bring your own device," which allows employees to use personally owned mobile devices for their work with access to privileged company information and applications.

Aim of work package:

To determine where the CRM system is needed.

- PC
- Laptop
- Mobile
- Personal digital assistant (PDA)

Predecessor:	Successor:
Detailed time planning	Change management
Duration:	**Effort in man days (MD):**
2 days	8 MD

Responsible person(s):

Project assistant, 2 consultants, IT specialist

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.1.6 Change Management

Work package description:

The implementation of new software often results in resistance. Therefore change management is essential to resistance against the software and work on a successful software implementation. It is supposed to influence user attitudes towards a system. The involvement and motivation of the employees is an essential part in change cmnagement.

Aim of work package:

- Eliminate any user resistance towards the new system
- Involve employees into the CRM project

Predecessor:	Successor:
Determination of mobile devices	Actual state analysis

Duration:	Effort in man days (MD):
22 days	198 MD

Responsible person(s):

6 consultants, 3 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.2 Actual State Analysis

Work package description:

In order to get a good overview of the actual situation, an actual state analysis is performed. This includes e.g. the customer analysis or the process analysis.

Aim of work package:

Overview of the actual state of sales structures and processes.

Predecessor:	Successor:
Change management	Customer analysis
Duration:	**Effort in man days (MD):**
42 days	264 MD

Responsible person(s):

Project manager, assistant, 2-5 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.2.1 Customer Analysis

Work package description:

As the scope of the project is to develop a customer relation system, it is necessary to take a closer look at the number of customers, data of customers, and customer behavior. This will help to make key business decisions involving this new software, and it can also support predictive analytics. The customer analysis is part of the actual state analysis.

Aim of work package:

- Overview of number of customers and customer hierarchies
- Customer master data
- Customer behavior

Predecessor:	Successor:
Actual state analysis	Sales force analysis
Duration:	**Effort in man days (MD):**
6 days	18 MD

Responsible person(s):

2 Consultants, project assistant

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.2.2 Sales Force Analysis

Work package description:

During the sales force analysis every fact of a sales cycle is analyzed. This could be the number of customers acquired by each sales person, or the amount of sold products of each type. Therefore, it not only takes a look at the customers but also at other sales factors.

Aim of work package:

To be able to position the company in its sales force towards other companies.

Predecessor:	Successor:
Customer analysis	Process analysis
Duration:	**Effort in man days (MD):**
3 days	6 MD

Responsible person(s):

2 Consultants

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.2.3 Process Analysis

Work package description:

The process analysis takes a closer look at master data that is involved in the processes, persons that execute that process, and the sequence of the process itself. It serves to be able to find strengths and weaknesses of the process and also to compare and benchmark the process to other processes. Furthermore, it can serve as a documentation for the company.

Aim of work package:

- Process sequence, master data, involved resources
- Basis for comparisons
- Basis for process improvements

Predecessor:	Successor:
Sales force analysis	Data analysis
Duration:	**Effort in man days (MD):**
25 days	200 MD

Responsible person(s):

Project manager, 5 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.2.4 Data Analysis

Work package description:

The data analysis is an extension to the process analysis taking a closer look at any data relevant to the project (especially master data). It is essential to the project because it is necessary to know which data and how much data has to be migrated into the new system for the next steps in the project.

Aim of work package:

- Identify relevant data to the project (e.g. master data)
- Evaluate what data needs to be migrated into the new software

Predecessor:	Successor:
Process analysis	Target state analysis

Duration:	Effort in man days (MD):
8 days	40 MD

Responsible person(s):

3 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.3 Target State Analysis

Work package description:

The target state analysis describes the requirements of the CRM system in a customer perspective based on the actual state analysis. All knowledge gained is defined in a companywide construct. It is very important to include all stakeholders as current visions and strategies are built, on which the company has to align after the roll-out of the CRM system. All strategies have to be documented properly.

Aim of work package:

- Achieve an overview of the requirements of the customer

Predecessor:	Successor:
Data analysis	Design customer relationship strategy and structure
Duration:	**Effort in man days (MD):**
66 days	1056 MD

Responsible person(s):

Project manager, 13 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.3.1 Design Customer Relationship Strategy and Structure

Work package description:

The task of the creation of a customer relationship and strategy is to consolidate the relevant information gained in the target state analysis to a consistent concept which presents the main development parameters of the CRM system.

Components of the customer relationship strategy and structure are to define aims along the CRM success chain, to design the customer contact strategy, to compose a customer oriented management concept, and to create a multi-channel strategy.

Aim of work package:

- Design a customer relationship strategy and structure

Predecessor:	Successor:
Target state analysis	Process adaption
Duration:	**Effort in man days (MD):**
5 days	35 MD

Responsible person(s):

Project manager, 4 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.3.2 Process Adaption

Work package description:

After all company processes are gathered in the process analysis, the elicitation and subsequent adaption of the involved processes follows. These depend essentially on the customer relation strategy.

Process adaption describes the optimization of the processes according to the components quality, time and costs.

Aim of work package:

- The processes should be adapted in order to achieve individual or economical profits for the customer or the company
- The result of a process adaption is to gain a complete overview of the new adapted and defined CRM core processes

Predecessor:	Successor:
Design customer relationship strategy and structure	Data model creation
Duration:	**Effort in man days (MD):**
18 days	90 MD

Responsible person(s):

4 consultants, 1 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.3.3 Data Model Creation

Work package description:

The data model is created on the basis of the data analysis.

The complete data structure is created with the help of the supplier.

The data model includes topics like:

- Data storage (where and in which form shall the data be saved)
- Synchronization of the data (Is synchronization between the ERP and CRM necessary?)
- Data consistence and data integrity (deletion of multiple data)
- Maintenance (how to edit data and who has the administrative responsibility)
- Provision of interfaces (Are interfaces to other systems needed?)

Aim of work package:

- Creation of a data model which ensures a faultless data migration

Predecessor:	Successor:
Process adaptation	Migration concept
Duration:	**Effort in man days (MD):**
8 days	40 MD

Responsible person(s):

4 consultants, IT specialist

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.3.4 Creation of Migration Concept

Work package description:

To identify which data and how the data should be integrated into the CRM system a migration concept is needed. First of all, it is necessary to define whether the data should be integrated manually or automatically through a migration tool.

Moreover, attention has to be paid to:

- Data redundancy
- Correctness and actuality of the data
- Identification and elimination of inherited waste
- Consistent and integrative migration

Aim of work package:

- Creation of a migration concept to ensure a faultless implementation

Predecessor:	Successor:
Data model creation	Functional requirements
Duration:	**Effort in man days (MD):**
5 days	50 MD

Responsible person(s):

Project manager, 7 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	2.3.5 Functional Requirements

Work package description:

The functional requirement includes the developed realization concept created by the supplier. It describes the realization of the requirements specification of the customer. The requirements are detailed and specified; moreover it includes a rough concept, and further general information of the planned system.

The functional requirement serves as an agreement between supplier and customer and has to be complete and consistent.

Aim of work package:

Content of the functional requirement is:

- Aims which should be achieved with the product (must/ shall/have criteria)
- Product use
- Product overview
- A description of the product landscape
- Product functionalities
- Processing product data from the system
- Product achievements
- Functional and non-functional requirements
- A testing description
- Development environment
- Special requirements for the system

Predecessor:	Successor:
Migration concept	Development in India
Duration:	**Effort in man days (MD):**
30 days	30 MD

Responsible person(s):

The Project Management Game – how brilliant are you?

Project Manager,

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.1.1 Development in India

Work package description:

Development takes place during the project execution according to the customer's confirmed requirements. It is performed in India in order to save salary costs for programmers.
Development defines the programming of the CRM software in a specific language like (Phythos, Java, C++)

Aim of work package:

Develop CRM software according to customer's requirements

Predecessor:	Successor:
Functional requirements	Data migration
Duration:	**Effort in man days (MD):**
20 days	220 MD

Responsible person(s):

10 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.1.2 Data Migration

Work package description:

After the IT-infrastructure is installed, the data is migrated from legacy systems according to the migration concept into the new data model. Data is integrated into the CRM system while inherited waste should be revised. This is done within the activities of data cleansing and data harmonization.

Aim of work package:

- Migration of the data according to the data model and the migration concept

Predecessor:	Successor:
Development in India	Pilot running
Duration:	**Effort in man days (MD):**
5 days	45 MD

Responsible person(s):

5 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.1 Pilot Running

Work package description:

After the creation of the prerequisites for the implementation of the CRM system, the pilot phase can help to get feedback on the system regarding usability, errors, functionalities and performance. As this is a very important process step in the project execution, it is very important to choose a department with motivated and competent employees. Moreover, customers are affected because external functions are also implemented in this step. All conspicuous features as well as recommendations have to be documented properly to ensure further adjustments in cooperation with the supplier.

For a successful pilot phase it is needed to:

- Distribute responsibilities
- Conduct reporting
- Analyze the information
- Check the information according to the requirements specification

Aim of work package:

- To get feedback on usability, fault/error, functionalities and performance

Predecessor:	Successor:
Data migration	Implementation (test environment)
Duration:	**Effort in man days (MD):**
22 days	198 MD

Responsible person(s):

5 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.2.1 Implementation (test environment)

Work package description:

The CRM system is implemented into the testing environment to test the system regarding usability, error, functionalities, compatibility with other systems and performance. This includes three steps:

Installation: The CRM software is installed on the hardware component of the company.

Integration: The CRM software is integrated into the existing system landscape

Customizing: The CRM software is customized according to individual requirements.

Aim of work package:

- Use the test environment to find discrepancies

Predecessor:	Successor:
Pilot running	Testing
Duration:	**Effort in man days (MD):**
12 days	108 MD

Responsible person(s):

5 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.2.2 Testing

Work package description:

After the implementation of the CRM system in the test environment, testing can help to test the system regarding usability, errors, functionalities and performance. One department will test the system. As this is a very important process in the project execution, it is very important to choose motivated and competent users and IT specialists for testing.

Moreover, it is also possible to include customers into the testing phase to test not only the internal function of the CRM system but also the external functions. All conspicuous features as well as the recommendations have to be documented properly to ensure subsequent further adjustments in cooperation with the supplier.

Aim of work package:

- To get feedback on usability, errors, functionalities and performance

Predecessor:	Successor:
Implementation (test environment)	Implementation (live system)
Duration:	**Effort in man days (MD):**
10 days	70 MD

Responsible person(s):

Project assistant, 4 consultants, 2 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.3.1 Implementation (live system)

Work package description:

The implementation of the software on the live system can be performed after successful testing in a testing environment. As soon as the software is implemented, the roll-out of the CRM software takes place and users can start working on the live system.

Aim of work package:

Implement the working software on the live system environment

Predecessor:	Successor:
Testing	Training
Duration:	**Effort in man days (MD):**
5 days	30MD

Responsible person(s):

Consultant, 5 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.3.2 Training

Work package description:

For the end user as well as for the key user, it is really important to be able to work on the new system. Therefore, training has to be performed. Depending on the difficulty of the new software, the training can last a few days.

Aim of work package:

Train end users and key users to use the software adequately.

Predecessors:	Successor:
Implementation of (live system)	Roll-out
Duration:	**Effort in man days (MD):**
12 days	180 MD

Responsible person(s):

13 consultants, project manager, project assistant

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	3.3.3 Roll-Out

Work package description:

During the roll-out, access to the CRM system is now expanded to the whole company. All affected employees are now involved. As all departments are affected by the roll-out, it is recommended to use a departmental procedure. Moreover, it is important to customize authorization in order to provide extra functionality to the employees who need it.

For a successful roll-out the following procedure should be used:

- Provision of functionality to the remaining users
- Training
- Intensive assistance for users
- Documentation of problems
- Analysis of the information and problem solving

Aim of work package:

- Adoption of the live operation after a successful pilot running in the whole company

Predecessor:	Successor:
Training	Approval
Duration:	**Effort in man days (MD):**
6 days	42 MD

Responsible person(s):

Project manager, project assistant, 4 IT specialists, 1 consultant

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	4.1 Approval

Work package description:

The approval closes the project. It can be performed by the Steering Committee or the customer. After the approval no more project work has to be performed.

Aim of work package:

- Approval of project
- Closing of project

Predecessor:	Successor:
Roll-out	Lessons learned
Duration:	**Effort in man days (MD):**
15 days	225 MD

Responsible person(s):

Project manager, project assistant, 9 consultants, 4 IT specialists

Additional information:

The Project Management Game – how brilliant are you?

Project name:	Work package title:
brillianCRM	4.2 Lessons Learned

Work package description:

Lessons learned is the knowledge gained from the process of performing the project. Formally conducted lessons learned sessions are held at the completion of the project. However, lessons learned may be identified and documented at any point during the project's life cycle.

Lessons learned should draw on both:

- Positive experiences – good ideas that improve project efficiency or save money
- Negative experiences – lessons learned only after an undesirable outcome has already occurred.

Aim of work package:

- The purpose of lessons learned is to share and use knowledge derived from experiences and to bring together any insights gained during a project that can be usefully applied on future projects

Predecessor:	Successor:
Approval	Project end
Duration:	**Effort in man days (MD):**
5 days	75 MD

Responsible person(s):

Project manager, project assistant, 9 consultants, 4 IT specialists

Additional information: