

Rough Order of Magnitude Estimate

Project

Renewal Opportunities – Granger plc

Request Date	28 th March 2024	ROM Date	24 th April 2024
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Background & Context

The Grainger Renewals Team currently manage the renewals process, with input from a number of different departments, in a spreadsheet and - where successful - within the New Lease Opportunity process in Salesforce. There is an inadequate history of key information such as price negotiations with the tenant. Grainger have identified that creating a separate, end-to-end renewals process in Salesforce would streamline the process, reduce the level of effort required, and improve the ability to report on renewals.

Summary of Proposed Changes

1. Create a renewal opportunity workflow within Salesforce with renewal-specific fields & tasks.
2. Use Tenancy data (rather than Opportunity data) to automatically create a renewal opportunity 3 months before lease ends (if the tenant has not already given notice to quit). Additionally, enable users to manually create a renewal opportunity (for example, where a notice to quit is rescinded).
3. Enable Property Managers to see key renewal factors for a tenancy and provide input on an exception basis, indicating which tenants should not be offered a renewal.
4. Enable Property Managers to provide property-specific feedback that may impact pricing.
5. Prepopulate renewal opportunities with a suggested price from the existing pricebook in Salesforce.
6. Enable Asset Managers to review the property-specific feedback, spot check prices, see previous rent as well as rent for similar units in the same building.
7. Enable Asset Managers to approve or change prices on an exception basis. Renewal opportunity pricing should allow flexibility for negotiations, including a minimum renewal offer price.
8. Notify Finance to check that the tenant is not in arrears and save the outcome.
9. Enable the Renewals Team to capture details of follow-up conversations with the tenant and save emails. Enable the Renewals Team to capture a history of any price negotiations with the tenant including offers and counteroffers.
10. Initiate the End of Tenancy process where a renewal opportunity is unsuccessful, which would skip the initial phase that validates and confirms notice.
11. Enable the Renewals Team to generate and send Section 21 eviction notice documents to the tenant where required.
12. Enable the Renewals team to email offer details to the lead tenant for a renewal opportunity.

Rough Order of Magnitude Estimate

13. A link in the email will enable the tenant to access a secure portal and see the details of the offer to renew. The tenant will be able to:
 - Indicate their intention to not renew, thereby notifying the Property Manager and Renewals Team.
 - Reject the offer and make a counteroffer, requesting different terms. The renewals opportunity would be automatically updated with the counteroffer and the Renewals Team will be alerted.
 - Accept the offer, signing the new tenancy agreement online.
14. Generate a new tenancy in Salesforce where a renewal opportunity is successful. Generate and send new tenancy agreement documents to the tenant.
15. Send reminders and chaser emails.
16. Provide a single renewals dashboard and renewal reports.

Assumptions

- Salesforce contains sufficiently up-to-date tenancy information (for example accurate lease end dates) to support the renewals process.
- Any new or enhanced Qube integration required will be developed and tested by Grainger.

Exclusions & Limitations

- The scope of work excludes new/enhanced integration between Salesforce and other applications.
- Depending on authentication requirements for the secure portal, Grainger may need to purchase Customer Community licenses from Salesforce (list pricing shown at <https://www.salesforce.com/products/customer-self-service-pricing/>). The cost of this is not included in this ROM.
- The scope of work excludes the implementation of a new "Pricing Playbook" to manage the unit pricing that is currently maintained in offline spreadsheets.
- Only key renewal factors that are currently saved in Salesforce will be visible as part of the initial renewal process.
 - Key renewal factors that are available in the initial or future releases may include: Number of maintenance jobs in the past year & currently in progress; tenancy arrears; where inspections picked up tenant issues or there are negative reviews; the customer lifetime value.
 - Any customer opportunity score or likelihood of renewing would be sourced from existing Salesforce data.
- There will be a single renewal opportunity workflow with a single set of tasks/sequence of phases.
 - Any variations from the standard renewal process (for example if a tenant moves to a new unit on renewal) will be handled manually or through other, existing processes.
 - There will be limited ability to accommodate any detailed Notice to Vacate process.
- Enhancements to the End of Tenancy process to incorporate a Notice to Vacate workflow may be addressed as a future enhancement.

Rough Order of Magnitude Estimate

- There will be no modifications to the renewal payment processing and collections functionality already in Salesforce.
- There will be no data migration and/or data clean up.

Project Phase	Estimated Effort	Estimated Cost (excl. VAT)	Estimated Duration
Analysis & Solution Architecture billed on a Time & Materials (T&M) basis @ £120/hour.	80–120 hours	£9 600 - £14 400	4 – 5 weeks
Delivery billed @ £35 100 per sprint.	3-4 sprints	£105 300 - £140 400	9 - 12 weeks
UAT billed on a T&M basis @ £150/hour.	40 hours	£4 800	2 weeks
Support billed on a T&M basis @ £150/hour.	20 hours	£2 400	2 weeks
Total		£122 100 - £162 000	17-21 weeks

Terms and Conditions:

1. This is not a quote but an indication of cost. The estimates and proposed functionality in this document were made prior to any detailed analysis and are subject to change on further analysis. The final estimated cost and timeline will be delivered on completion of the project's analysis phase / sprint zero. Regular updates regarding any significant changes in cost or scope will be delivered to Grainger plc as and when they occur.
2. Cost estimates are based on billing rates as at the ROM date, which are subject to change.