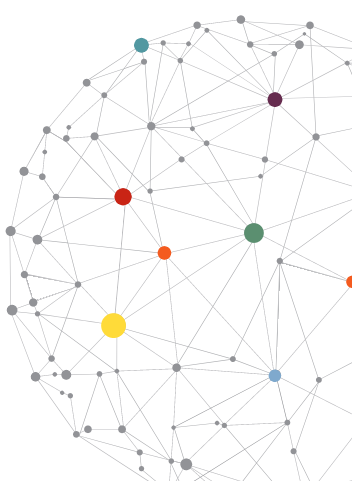
**Project Initiation Document**

**Project Name: Property management system**

**Project Number: <<ProJect Number>>**

**Project Manager: Kenneth Li**



# Introduction

This Project Initiation Document (PID) outlines the business case, scope, and objectives for the proposed Property Management System (PMS) Project. Its purpose is to seek formal approval from the Project Steering Committee to proceed with the final vendor selection and to secure the necessary budget.

The project will replace four legacy applications, including the end-of-life Dataswift system, with a single, modern SaaS platform to streamline and standardize our property management operations. This initiative is a direct response to the company's strategic goal to re-engineer core processes, eliminate data silos, and enhance financial controls. By implementing a unified system, we aim to significantly improve operational efficiency, mitigate risks associated with outdated technology, and provide a robust platform for future growth.

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# 1. Executive Summary

Please enter your Executive Summary here.

# 2. Background

To adopt the rapidly changing business environment, this is a company strategy to review and re-engineer the existing operation processes of Property Management. With an aim to digitalize and streamline most operation processes and to meet the demands and expectations from the growing business.

**Project Goals**

To address the key challenges faced by management in their daily operations, the future PMS is aimed to improve efficiency and effectiveness of controls and achieve the following four main operational outcomes and ultimately meeting the four management objectives.

**Management Objectives**

* Enhance business resilience
* Optimize operational efficiency
* Improve competitive edge in the market
* Integrating sustainable practices and technologies to support environmental and social responsibility goals

**Project Operational Outcomes**

The successful implementation of the new Property Management System will achieve the following key operational outcomes:

**Standardization**

* **Standardized Processes & Data:** Unify property management workflows and data formats across the business to improve data accuracy and consistency.
* **Centralised Information Hub:** Provide a single source of truth with a unified view of all client and property information, a central document repository, and self-service reporting tools.

**Risk Mitigation**

* **Enhanced Financial Controls:** Implement robust audit trails and automated three-way matching for invoices to improve accuracy and transparency in financial operations.
* **Proactive Risk Reduction:** Minimize missed deadlines and human error through automated system alerts for key dates and system-driven calculations for complex transactions.

**Integration**

* **Seamless System Connectivity:** Ensure consistent data flow and streamlined operations by integrating the new PMS with other key Savills systems, including Property Cube and D365.
* **Elimination of Data Silos:** Serve as the central platform for all property-related documents and data to avoid the fragmentation that exists today.

**Automation**

* **End-to-End Process Automation:** Significantly reduce manual overhead and improve operational efficiency by automating key workflows. This includes:
  + Automated calculations for complex items like commissions.
  + Online approval processes for procurement and invoices.
  + Automated generation and tracking of electronic bills, receipts, and reminders.
  + Leveraging technologies like AI and OCR for automated data extraction and bank reconciliation.

# 3. Scope

## In Scope

The scope of the PMS project includes the following systems, functionalities, and activities:

* **System Replacement:** The replacement of four existing systems—Dataswift, the e-Procurement System(SPS), the Supplier Management System(SSM), and the Sundry Receipt System—with a single, integrated SaaS platform.
* **Core Functional Modules:** The implementation of 21 core functional modules as detailed in the RFP, including but not limited to:
  + Master Data Management
  + Billing, Collection, and Credit Control
  + End-to-end Procurement and Vendor Management
  + Lease Management
  + Financial Reporting and Budgeting
* **Process Re-engineering:** The re-engineering of key business processes to achieve the project's four primary operational outcomes: Standardisation, Risk Mitigation, Integration, and Automation.
* **System Integrations:** Integration with key existing Savills systems, including but not limited to:
  + Microsoft Dynamics D365 (for voucher posting)
  + Property Cube (for customer engagement data)
  + Active Directory (for single-sign-on)
  + e-Payment gateways
* **Project Delivery Activities:** All project phases as outlined in the project plan, including vendor selection, solution design, data migration, user acceptance testing (UAT), and comprehensive user training.

## Out-of-Scope

To provide clarity and prevent scope creep, the following are explicitly out of scope for Phase 1 of this project:

* **Advanced AI Functionalities:** Any AI-related functions beyond the core system capabilities are designated for a potential Phase 2 of the project and are not part of this initial implementation.
* **Replacement of Adjacent Systems:** This project will integrate with, but not replace, other major corporate platforms such as Property Cube, Microsoft Dynamics D365, or the HRIS system.
* **Hardware and Network Infrastructure:** The provision of end-user hardware or the upgrade of general network infrastructure is not included, as the solution will be a SaaS platform hosted by the vendor.
* **Business Processes Not Specified:** Any business processes or functional requirements not explicitly detailed in the User Requirement Checklist are considered out of scope.

## Assumptions & Constraints

**Assumptions**

|  |  |  |
| --- | --- | --- |
| # | Assumption Description | Comments |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |

**Constraints**

|  |  |  |
| --- | --- | --- |
| # | Constraints Description | Comments |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |

# 4. Business Case / Justification

* Provide a description of the business case to support the project and how to project fits in the overall business and/or IT strategies
* Supplement with the cost/benefit justification (e.g. Cost: CAPEX & OPEX, external & internal, etc.; Benefit: potential cost & manpower saving/ earning, efficiency gain, etc.)

# 5. Vendor Evaluation & Comparison

## 5.1 Evaluation Process

Briefly describe the overall evaluation process

Should I include the evaluation from 2023? 6 vendors > 3 vendors > 2 vendors

## 5.2 Solution Rating Summary

Summarize Solution Ratings (e.g. functionality, Savills reference, customer reference, implementation approach, industry experience, etc.)

## 5.3 Cost Comparison Of The Shortlisted Vendor

Cost comparison of the short-listed vendors

## 5.4 Recommendation and Justification

Recommendation and reason

# 6. Project Team & Resources

## Project Team Structure

Indicate a proposed organization structure of the project

## 6.2 Roles and Responsibilities

Briefly describe Roles & Responsibilities and estimated effort of the key resources

# 7. Project Timeline

An estimated timeline for the project, including key milestones / deliverables

# 8. Project Approach

- Briefly describe the specific methodology/ process that will be adopted for implementation

# 9. IT Policies Validation

Confirm the below items have been completed or validated. Please attach the relevant document in “Reference” column.

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Document** | **Checked?** | **Reference** |
| 1 | Confirm the Non-Disclosure Agreement is signed |  |  |
| 2 | Confirm the completion of Supplier Questionnaire Assessment |  |  |
| 3 | Confirm the vendor read and agree to Group IT External Supplier Security Policy |  |  |
| 4 | Confirm the key IT resource in the project team read and agree to Asia IT Minimum Standard, and briefly describe how the standard will be met |  |  |
| 5 | Briefly describe how the new solution will fulfill the requirements stated in Asia Data Backup Policy |  |  |
| 6 | Briefly describe how the new solution will fulfill the requirements stated in Asia IT Security and Password Policy |  |  |

# 10. Risks and Dependencies

## Risk Registry

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Risk Detail** | **Possible Management Strategy** | **Probability (High/Medium/Low)** |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |
| 5 |  |  |  |

## Dependencies

# Project Approval & Sign-off

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **PROJECT REQUESTED BY:** | | | | | | | |
| **COMPANY:** | | | | | **DATE REQUIRED BY:** | | |
| **OFFICE:** | | | | | **DEPARTMENT:** | | |
| **NAME OF SUPPLIER/RESELLER:** | | | | | | | |
| **CAPEX** | **OPEX MA** | | **OPEX SW** | **OPEX SVC** | | **NEW / OLD REQUEST** | |
| **Project Code:** |  | | **Project name:** |  | |  | |
| **PROJECT COMPLETE** | | | **PROJECT PARTIAL** | | | **COA:** | |
| **DESCRIPTION:**   |  |  | | --- | --- | |  |  | | | | | | | | |
| **TOTAL COST:** | | | | | **COST ALLOCATION:**  GPML | | |
| **BUDGET:** | | | | | **LAST YEAR ACTUAL:** | | |
| **JUSTIFICATION FOR SANCTION REQUEST:** | | | | | | | |
| **DEPRECIATION** | | **Recommended: 3yr/ 4yr/ 5yr/ Opex 1 yr. Opex 56** | | | | |  |
| **AUTHORISATION** | | **BUDGETED FOR CURRENT YEAR :** | | | | | **DATE** |
| **HOD / HOO** | |  | | | | |  |
| **CIO / IT Director** | |  | | | | |  |
| **CEO / MD** | |  | | | | |  |
| **CFO / COO** | |  | | | | |  |

# ANNEX A: Document History

**Version History**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Author(s)** | **Comment** |
| 1.0 |  |  |  |

**Approval History**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Author(s)** | **Comment** |
| 1.0 |  |  |  |

**Review History**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Author(s)** | **Comment** |
| 1.0 |  |  |  |