Property Management System (PMS) Project

Project Initiation Document - Version 1.0

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Prepared for: Savills Hong Kong

# 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implementing a unified system, we aim to significantly improve operational efficiency, mitigate risks associated with outdated technology, and provide a robust platform for future growth.

# 1. Executive Summary

Savills Hong Kong is embarking on a strategic digital transformation initiative to replace its aging property management infrastructure with a modern, integrated SaaS platform. This project addresses critical operational inefficiencies, compliance risks, and competitive pressures by replacing four legacy systems (Dataswift, e-Procurement System, Supplier Management System, and Sundry Receipt System) with a single, unified Property Management System.

**Strategic Imperatives:**

• Business Resilience: Eliminate dependency on end-of-life Dataswift system and mitigate operational risks  
• Operational Excellence: Achieve 60-70% reduction in manual processing through automation  
• Financial Performance: Improve cash flow by reducing Days Sales Outstanding (DSO) from 30 to <25 days, generating HKD 6.8M in working capital improvement  
• Competitive Advantage: Deploy world-class property management capabilities aligned with Hong Kong market best practices  
• Sustainability: Enable digital workflows to support environmental and social responsibility goals

**Expected Business Impact:**

• Annual financial benefit of approximately HKD 11M (including cash flow improvement, bad debt reduction, and operational savings)  
• Payback period of 2.1 months with exceptional ROI >400%  
• 40% reduction in AR staffing requirements (10 FTE → 6 FTE)  
• Improvement in collection rate from 88% to 95% within 30 days  
• Enhanced tenant satisfaction through transparent, bilingual, multi-channel communications

**Project Scope:**

The project encompasses 21 core functional modules including Master Data Management, Billing & Collection, Credit Control with automated late payment reminder workflows, End-to-end Procurement, Vendor Management, Lease Management, and Financial Reporting & Budgeting. Critical integrations include Microsoft Dynamics D365, Property Cube, Active Directory (SSO), FPS (Faster Payment System), and e-Payment gateways.

**Vendor Selection:**

Following a comprehensive evaluation process starting in 2023 (6 vendors → 3 vendors → 2 finalists), the project team has shortlisted MRI Software and Kingdee for final consideration. Both vendors offer robust SaaS platforms with strong Hong Kong market presence and proven property management expertise.

**Timeline & Investment:**

• Target Go-Live: Q2 2026 (7 months from approval)  
• Estimated Year 1 Investment: HKD 1.9M (configuration, integration, templates, training)  
• Annual Recurring Cost: HKD 300K (SaaS licenses, communication platform)  
• 3-Year NPV: HKD 29M at 8% discount rate

**Recommendation:**

The Project Steering Committee is requested to approve this initiative and authorize the project team to proceed with final vendor selection and budget allocation. This project represents a critical strategic investment with exceptional financial returns, significant operational improvements, and essential technology modernization for Savills Hong Kong's continued market leadership.

# 2. Background

To adapt to the rapidly changing business environment, Savills has embarked on a company-wide 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.

## Current State Challenges

• Manual Operations & Lack of Integration: Heavy reliance on paper, Excel, and disconnected systems causes errors, delays, and visibility gaps  
• No Centralized Data: No centralized, up-to-date view of owner, tenant, and property data  
• Offline Approval Processes: Physical signatures and manual routing create bottlenecks  
• Data Silos: Fragmentation between PMS, Property Cube, e-Procurement, sundry receipts, and HR systems  
• End-of-Life Technology: Dataswift system reaching end of support, creating business continuity risks  
• Limited Automation: 80% of collections activities are manual, leading to delayed payments and high DSO  
• Compliance Risks: Inadequate audit trails and limited financial controls

## 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

1. Enhance business resilience through modern, supported technology infrastructure  
2. Optimize operational efficiency by eliminating manual processes and data silos  
3. Improve competitive edge in the market through superior service delivery  
4. Integrate 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.  
• Centralized 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  
 - Automated late payment reminder workflows with graduated escalation (D+3 to D+60+)

# 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:**

- Master Data Management (Property, Unit, Owner, Tenant, Lease)  
 - Billing and Invoice Management (Recurring, Ad-hoc, Sundry)  
 - Collection Management (Multi-channel: FPS, Autopay, Bank, Cheque, Card, E-wallets)  
 - Credit Control with Automated Late Payment Reminder Workflow (Dunning)  
 - Deposit Handling (Collection, Refund, Ledger)  
 - End-to-end Procurement Management  
 - Vendor Management (Onboarding, Performance, Bank Verification)  
 - Lease Management and Contract Tracking  
 - Inventory & Fixed Asset Management  
 - Financial Reporting and Analysis  
 - Budgeting and Forecasting  
 - Cash and Bank Management  
 - Month-End and Year-End Closing  
 - Document Management and Centralized Repository  
 - Workflow and Approval Management  
 - User Access Control and Audit Trail  
 - Dashboard and Analytics  
 - Mobile Access  
 - Report Writer and Templates  
 - System Administration  
 - Integration Hub

**• Process Re-engineering:**

The re-engineering of key business processes to achieve the project's four primary operational outcomes: Standardization, Risk Mitigation, Integration, and Automation. Special focus on the Late Payment Reminder workflow which has been designed to:

- Reduce DSO from 30 days to <25 days  
 - Automate 70%+ of collections activities  
 - Improve tenant experience with bilingual, multi-channel communications  
 - Ensure PDPO compliance with full audit trail  
 - Reduce bad debt from 0.8% to <0.5% of revenue

**• System Integrations:**

Integration with key existing Savills systems, including:

- Microsoft Dynamics D365 (for voucher posting and financial consolidation)  
 - Property Cube (for customer engagement data and marketing)  
 - Active Directory (for single-sign-on and user authentication)  
 - FPS - Faster Payment System (real-time payment matching)  
 - E-Payment gateways (Alipay, WeChat Pay, Credit Cards, Octopus)  
 - Bank file import systems (Autopay, telegraphic transfers)  
 - Email and SMS communication platforms  
 - Document management systems

**• Project Delivery Activities:**

All project phases as outlined in the project plan, including vendor selection, solution design, system configuration, process re-engineering, data migration, integration development, user acceptance testing (UAT), comprehensive user training, and hypercare support.

## 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 (OCR, basic automation) 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.  
• Custom Development: Extensive custom coding beyond standard configuration and integration work.

## Assumptions & Constraints

### Assumptions

• Vendor will provide a SaaS platform hosted in Hong Kong or suitable APAC data center for data sovereignty  
• Key stakeholders and subject matter experts will be available for requirements workshops and UAT  
• Legacy data from Dataswift and other systems can be extracted and migrated  
• Existing infrastructure (network, VPN, workstations) is sufficient for cloud-based access  
• Integration APIs are available for D365, Property Cube, and payment systems  
• FPS integration can be enabled through vendor's payment gateway or bank integration  
• User licenses will be procured for approximately 100-150 concurrent users  
• Training can be conducted during normal business hours with user availability  
• Go-live can be scheduled during a suitable business cycle (avoiding peak periods)  
• Hypercare support will be provided by vendor for 90 days post go-live

### Constraints

• Budget: Total Year 1 investment capped at approximately HKD 2M  
• Timeline: Target go-live Q2 2026 (approximately 7-8 months from approval)  
• Resources: Limited internal IT resources for integration development and testing  
• Business Operations: Cannot disrupt ongoing property management operations during transition  
• Data Migration: Must maintain data integrity and historical records  
• Compliance: Must meet PDPO requirements for data privacy and Hong Kong financial reporting standards  
• Technology: Must work with existing Microsoft/Office 365 environment  
• Change Management: User adoption must be managed carefully given large user base and diverse skill levels

# 4. Business Case / Justification

## Strategic Alignment

This project directly supports Savills Hong Kong's strategic objectives to:  
• Modernize core business systems and eliminate technology debt  
• Enhance operational efficiency and reduce costs  
• Improve client service delivery and tenant satisfaction  
• Strengthen financial controls and compliance  
• Enable data-driven decision making through analytics and reporting  
• Support business growth and scalability

## Financial Justification

**Investment Required (Year 1):**

|  |  |  |
| --- | --- | --- |
| **Cost Category** | **Amount (HKD)** | **Description** |
| System Configuration | 800,000 | Vendor professional services for setup and configuration |
| Integration Development | 500,000 | FPS, D365, Property Cube, email, SMS, payments |
| Template & Process Design | 100,000 | Bilingual templates, workflow design, legal review |
| Data Migration | 200,000 | Extract, transform, load from legacy systems |
| Change Management & Training | 200,000 | Training materials, workshops, communications, helpdesk |
| Annual SaaS Licensing | 300,000 | Platform licenses, communication services (pro-rated) |
|  |  |  |
| Total Year 1 Investment | 2,100,000 |  |

**Ongoing Annual Costs (Year 2+):**

|  |  |  |
| --- | --- | --- |
| **Cost Category** | **Amount (HKD)** | **Description** |
| SaaS Platform Licensing | 300,000 | Annual subscription for 100-150 users |
| Support & Maintenance | 150,000 | Vendor support and system updates |
| Total Annual Operating Cost | 450,000 |  |

**Expected Annual Benefits (Steady State):**

|  |  |  |
| --- | --- | --- |
| **Benefit Category** | **Amount (HKD)** | **Description & Assumptions** |
| Cash Flow Improvement | 6,800,000 | DSO reduction from 30 to 25 days (5 days × HKD 500M portfolio / 365) |
| Bad Debt Reduction | 1,500,000 | Bad debt improvement from 0.8% to 0.5% (0.3% × HKD 500M) |
| AR Staffing Savings | 2,000,000 | 40% reduction (4 FTE × HKD 500K per annum) |
| Late Fee Collection | 800,000 | Collection rate improvement from 60% to 85% (HKD 3.2M × 25%) |
| Legal Fee Reduction | 200,000 | Fewer escalations through better automation (40% reduction) |
| Process Efficiency Gains | 700,000 | Procurement, vendor management, reporting automation |
|  |  |  |
| Total Annual Benefit | 12,000,000 |  |

**Return on Investment (ROI) Analysis:**

|  |  |
| --- | --- |
| **Metric** | **Value** |
| Total Year 1 Investment | HKD 2.1M |
| Annual Recurring Benefit (Year 2+) | HKD 12.0M |
| Payback Period | 2.1 months |
| 3-Year Net Present Value (NPV) @ 8% | HKD 29M |
| Internal Rate of Return (IRR) | >400% |
| Benefit-Cost Ratio | 5.7:1 |

## Non-Financial Benefits

• Business Continuity: Eliminate dependency on end-of-life Dataswift system  
• Risk Mitigation: Enhanced financial controls, audit trails, and compliance capabilities  
• Tenant Satisfaction: Improved communication, payment options, and service delivery  
• Staff Productivity: Reduction in manual data entry, reconciliation, and administrative tasks  
• Decision Making: Real-time dashboards, analytics, and reporting capabilities  
• Scalability: Platform can support business growth without proportional cost increase  
• Competitive Advantage: Modern system positions Savills as industry leader in Hong Kong market  
• Data Quality: Single source of truth eliminates data inconsistencies and errors  
• Compliance: PDPO compliance for data privacy, audit trail for regulatory requirements  
• Environmental: Reduced paper usage through digital workflows and electronic communications

## Opportunity Cost of Not Proceeding

• Continued high DSO and working capital tied up in receivables  
• Ongoing bad debt losses and collection inefficiencies  
• Risk of Dataswift system failure with no vendor support  
• Competitive disadvantage as other property managers modernize  
• Inability to attract and retain talent who expect modern tools  
• Missed revenue opportunities through inefficient operations  
• Potential compliance violations and audit findings  
• Higher operational costs perpetuated indefinitely

**Recommendation:**

The business case strongly supports proceeding with this project. With a payback period of just 2.1 months, exceptional ROI >400%, and HKD 29M in 3-year NPV, this represents one of the most compelling investment opportunities for Savills Hong Kong. The project addresses critical business risks, delivers substantial financial benefits, and positions the organization for future growth.

# 5. Vendor Evaluation & Comparison

## 5.1 Evaluation Process

Savills Hong Kong has conducted a comprehensive, multi-phase vendor evaluation process to select the most suitable Property Management System:

**Phase 1 (2023): Initial Market Scan**

• Six (6) vendors invited to submit initial proposals  
• Evaluation criteria: Market presence in Hong Kong, property management expertise, technology platform, and preliminary pricing  
• Result: Three vendors shortlisted for detailed evaluation

**Phase 2 (Early 2025): Detailed Evaluation**

• Three vendors submitted detailed proposals and conducted product demonstrations  
• Evaluation against comprehensive User Requirement Checklist (21 functional modules, 500+ requirements)  
• Reference checks with Hong Kong property management clients  
• Technical architecture and integration capability review  
• Result: Two finalists selected - MRI Software and Kingdee

**Phase 3 (Mid 2025): Deep Dive & Workshops**

• Multi-day deep-dive workshops with both finalists (July-August 2025)  
• Detailed process walkthroughs for billing, collection, procurement, and reporting  
• Integration proof-of-concept with D365 and FPS  
• Late Payment Reminder workflow design validation  
• Site visits and customer reference interviews  
• Detailed cost breakdown and implementation approach  
• Result: Final comparison and recommendation prepared (October 2025)

## 5.2 Solution Rating Summary

Both finalists were evaluated across multiple dimensions:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Criteria** | **Weight** | **MRI Software** | **Kingdee** | **Notes** |
| Functional Fit | 30% | Strong | Strong | Both meet 95%+ of requirements |
| Hong Kong Market Presence | 15% | Excellent | Very Good | MRI has more HK property clients |
| Technology Platform | 15% | Modern SaaS | Modern SaaS | Both cloud-native, scalable |
| Integration Capability | 15% | Strong | Good | MRI has pre-built D365 connector |
| Implementation Approach | 10% | Proven | Structured | Both have experienced teams |
| Customer References | 10% | Excellent | Good | MRI references very positive |
| Vendor Stability | 5% | Strong | Strong | Both established, financially sound |

**Key Strengths by Vendor:**

*MRI Software:*

• Extensive property management heritage (40+ years)  
• Strong Hong Kong client base including major property managers  
• Pre-built integrations with D365, banks, and payment systems  
• Robust collections and credit control module  
• Excellent customer support and training  
• Proven implementation methodology  
• Strong data migration tools and experience

*Kingdee:*

• Strong presence in Greater China region  
• Excellent localization for Hong Kong market (bilingual, local payment methods)  
• Competitive pricing model  
• Modern user interface and mobile app  
• Growing property management client base  
• Flexible customization options  
• Integration with Chinese business systems

## 5.3 Cost Comparison of Shortlisted Vendors

|  |  |  |  |
| --- | --- | --- | --- |
| **Cost Component** | **MRI Software (HKD)** | **Kingdee (HKD)** | **Variance** |
| Implementation Services | 850,000 | 750,000 | MRI +13% |
| System Configuration | 400,000 | 350,000 | MRI +14% |
| Integration Development | 550,000 | 480,000 | MRI +15% |
| Data Migration | 200,000 | 180,000 | MRI +11% |
| Training & Change Mgmt | 200,000 | 180,000 | MRI +11% |
|  |  |  |  |
| Total Implementation | 2,200,000 | 1,940,000 | MRI +13% |
|  |  |  |  |
| Annual SaaS License (150 users) | 360,000 | 290,000 | MRI +24% |
| Annual Support & Maintenance | 120,000 | 110,000 | MRI +9% |
|  |  |  |  |
| Total Annual Recurring | 480,000 | 400,000 | MRI +20% |
|  |  |  |  |
| 3-Year Total Cost of Ownership | 3,640,000 | 3,140,000 | MRI +16% |

**Cost Analysis Notes:**

• MRI costs are approximately 13-16% higher for implementation and 20% higher for annual licensing  
• Cost differential reflects MRI's more extensive Hong Kong market experience and pre-built integrations  
• Both vendors offer favorable payment terms (milestone-based for implementation)  
• Pricing is fixed for implementation; annual licenses subject to 3-5% annual escalation  
• No hidden costs identified; both quotes are comprehensive and include all project phases

## 5.4 Recommendation and Justification

**Recommendation: MRI Software (Subject to Final Negotiation)**

While both vendors offer strong solutions, the project team recommends proceeding with MRI Software for the following strategic reasons:

**1. Hong Kong Market Leadership**

MRI has the strongest track record in the Hong Kong property management market with multiple tier-1 clients. This provides Savills with access to established best practices, local support resources, and a proven implementation approach tailored to Hong Kong regulatory and operational requirements.

**2. Integration Maturity**

MRI offers pre-built connectors for Microsoft Dynamics D365, FPS, and major Hong Kong banks. This significantly reduces integration risk and development effort, potentially offsetting the higher upfront cost through faster implementation and fewer customizations.

**3. Collections & Credit Control Excellence**

MRI's collections module is particularly strong, with proven dunning workflows, multi-channel communications, and robust payment allocation engines. This directly supports the Late Payment Reminder workflow design and the targeted DSO reduction from 30 to <25 days.

**4. Reference Client Feedback**

Reference checks with MRI clients in Hong Kong revealed consistently high satisfaction scores, particularly regarding implementation quality, post-go-live support, and system stability. Clients highlighted MRI's responsiveness to Hong Kong market needs and strong local team.

**5. Risk Mitigation**

MRI's extensive property management experience (40+ years) and proven implementation methodology reduce project delivery risk. The vendor has successfully completed multiple complex PMS implementations in Hong Kong with organizations of similar size and complexity to Savills.

**6. Total Cost of Ownership Justification**

While MRI's 3-year TCO is HKD 500K higher than Kingdee (16% premium), this is more than offset by:  
• Reduced integration risk and development costs (pre-built connectors)  
• Faster time-to-value through proven Hong Kong implementation templates  
• Lower operational risk through superior local support  
• Higher probability of achieving targeted benefits (DSO reduction, automation gains)

**Contingency:**

If final contract negotiations with MRI do not result in acceptable terms, Kingdee represents a strong alternative option with competitive pricing and growing Hong Kong market presence. The project team recommends maintaining Kingdee as backup while pursuing MRI as the primary vendor.

# 6. Project Team & Resources

## 6.1 Project Team Structure

The project will be organized using a proven governance structure with clear escalation paths and decision-making authority:

**Project Steering Committee**

• Role: Overall project governance, budget approval, major decision making, issue escalation  
• Members: CFO (Chair), Head of Operations, IT Director, Head of Property Management  
• Meeting Frequency: Monthly (or as required for urgent decisions)

**Project Management Office (PMO)**

• Role: Day-to-day project management, coordination, vendor management, reporting  
• Members: Project Manager, Business Analyst, Change Manager  
• Reports to: Project Steering Committee

**Core Project Team**

• Role: Requirements definition, process design, testing, training delivery  
• Members:  
 - Finance Lead (AP/AR Manager)  
 - Operations Lead (Property Manager)  
 - IT Lead (IT Manager)  
 - Procurement Lead (Procurement Manager)  
 - Data Lead (Data Analyst)  
• Time Commitment: 30-50% during requirements and UAT; 10-20% during other phases

**Extended Team / SMEs**

• Role: Subject matter expertise for specific modules, UAT participation  
• Members: Collections staff, billing specialists, procurement officers, property coordinators, finance analysts  
• Time Commitment: 10-20% during relevant project phases

**Vendor Team**

• Role: Solution design, configuration, integration development, training, go-live support  
• Members: Project Manager, Solution Architect, Functional Consultants (billing, procurement, reporting), Technical Consultants (integration, data migration), Training Specialists  
• Time Commitment: Full-time during active implementation phases

## 6.2 Roles and Responsibilities

|  |  |  |
| --- | --- | --- |
| **Role** | **Key Responsibilities** | **Estimated Effort (Hours)** |
| Project Sponsor (CFO) | Overall accountability, budget approval, escalation resolution | 50-100 |
| Project Manager | Day-to-day management, vendor coordination, status reporting, risk/issue management | 800-1,000 |
| Business Analyst | Requirements gathering, process design, UAT coordination, documentation | 600-800 |
| Change Manager | Communication plan, training coordination, user adoption activities | 300-400 |
| IT Lead | Integration design, infrastructure setup, security review, technical UAT | 400-600 |
| Finance Lead | Billing/collection requirements, financial controls, month-end process design, UAT | 400-600 |
| Operations Lead | Property management workflows, lease management, vendor requirements, UAT | 300-500 |
| Procurement Lead | Procurement process design, vendor management workflows, approval routing, UAT | 200-300 |
| Data Lead | Data mapping, data cleansing, data migration testing, data quality validation | 300-400 |
| SMEs (Collection) | Dunning workflow design, payment allocation testing, template review | 150-200 |
| SMEs (Billing) | Invoice template design, billing cycle testing, integration with property data | 150-200 |
| SMEs (Procurement) | Procurement workflow validation, supplier onboarding, approval testing | 100-150 |
| End Users | User acceptance testing, provide feedback, participate in training | 2,000-3,000 (cumulative) |

**Key Success Factors for Resource Management:**

• Senior management commitment and visible sponsorship throughout the project  
• Dedicated Project Manager for full duration (not assigned to competing priorities)  
• Protected time for Core Team members during critical phases (requirements, UAT)  
• Early identification and backfill planning for key roles to prevent project delays  
• Clear escalation process when resource conflicts arise  
• Realistic effort estimates with buffer for BAU responsibilities

# 7. Project Timeline

The project will follow a phased implementation approach with clearly defined milestones. The timeline below is based on vendor inputs and adjusted for Savills' business cycle constraints.

**High-Level Timeline (7-8 Months to Go-Live):**

|  |  |  |  |
| --- | --- | --- | --- |
| **Phase** | **Duration** | **Key Activities** | **Key Deliverables** |
| Project Initiation & Planning | 3-4 weeks | Project kick-off, detailed plan, team mobilization, vendor contract finalization | Project Charter, Detailed Project Plan, RACI Matrix, Communication Plan |
| Requirements & Design | 6 weeks | Requirements workshops, process design, system configuration specifications, integration design, data mapping | Business Requirements Document, Process Flow Diagrams, Configuration Workbook, Integration Specifications, Data Migration Plan |
| System Build & Configuration | 6 weeks | System setup, module configuration, workflow creation, template design, integration development | Configured System (Dev/Test), Integration Components, Bilingual Templates, Workflow Rules |
| Data Migration | 4 weeks (parallel) | Legacy data extraction, data cleansing, transformation, migration scripts, test loads | Migrated Master Data, Historical Transactions, Reconciliation Reports |
| Testing (SIT & UAT) | 6 weeks | System integration testing, user acceptance testing, integration testing, performance testing | Test Cases, Test Results, Defect Log, UAT Sign-off |
| Training & Change Management | 4 weeks (parallel) | Training material development, train-the-trainer, end-user training, communications | Training Materials, User Guides, Training Completion Records |
| Go-Live Preparation | 2 weeks | Final data migration, production cutover planning, go/no-go review, support readiness | Go-Live Checklist, Cutover Plan, Support Model, Rollback Plan |
| Go-Live & Hypercare | 4 weeks | Production cutover, go-live support, issue resolution, process stabilization | Production System, Issue Log, Hypercare Reports |
| Post-Implementation Review | 2 weeks | Benefits realization review, lessons learned, optimization opportunities | PIR Report, Optimization Roadmap |

**Key Milestones:**

|  |  |  |
| --- | --- | --- |
| **Milestone** | **Target Date (from approval)** | **Success Criteria** |
| Project Kickoff | Week 1 | Team mobilized, plan approved, vendor contract signed |
| Requirements Sign-off | Week 10 | All requirements documented and approved by business |
| Design Sign-off | Week 12 | Process flows, configurations, integrations approved |
| System Build Complete | Week 18 | All modules configured, integrations functional in test |
| UAT Complete | Week 24 | All test cases passed, defects resolved, UAT sign-off obtained |
| Training Complete | Week 26 | All users trained, training materials finalized |
| Go-Live | Week 28 | System live in production, support model activated |
| Hypercare Complete | Week 32 | System stable, issues resolved, BAU support transitioned |
| Post-Implementation Review | Week 34 | Benefits tracking initiated, lessons learned documented |

**Timeline Assumptions & Dependencies:**

• Vendor resources available and mobilized within 2 weeks of contract signing  
• Business stakeholders available for requirements workshops (Weeks 3-10)  
• Data extraction from Dataswift completed by Week 12  
• D365, Property Cube integration test environments available by Week 12  
• FPS integration credentials and testing environment available by Week 14  
• UAT resources available 50% for 6 weeks (Weeks 19-24)  
• Training can be conducted in 2-hour sessions over 4 weeks  
• Go-live scheduled during low-volume period (avoiding month-end, quarter-end, year-end)  
• No major concurrent IT projects competing for same resources

**Critical Path Activities:**

The following activities are on the critical path and require tight management:  
• Requirements sign-off (delays cascade to all downstream activities)  
• Data extraction and cleansing (long lead-time activity)  
• Integration development and testing (dependencies on external systems)  
• UAT execution and defect resolution (resource-intensive, cannot be compressed)  
• Production data migration cutover (time-sensitive, high-risk activity)

# 8. Project Approach

The project will adopt a hybrid methodology combining Waterfall structure for governance and Agile principles for flexibility during design and configuration phases.

## Implementation Methodology

**Phase 1: Initiate & Plan**

• Establish project governance (Steering Committee, PMO, Core Team)  
• Finalize vendor contract and mobilize vendor team  
• Develop detailed project plan with resource allocations  
• Define communication and change management strategy  
• Conduct project kick-off with all stakeholders  
• Set up project management tools and collaboration platforms

**Phase 2: Design**

• Conduct requirements workshops by functional area (billing, collections, procurement, reporting)  
• Document current state (AS-IS) and design future state (TO-BE) processes  
• Map requirements to system capabilities (fit-gap analysis)  
• Design system configuration (workflows, approval routing, calculations, templates)  
• Design integrations (D365, Property Cube, FPS, banks, email/SMS)  
• Design data migration strategy (scope, mapping, cleansing, validation)  
• Obtain sign-off on all design documents

**Phase 3: Build & Configure**

• Set up development/test environments  
• Configure system modules per approved design  
• Develop integration components and test individually  
• Create bilingual templates for invoices, receipts, reminders, reports  
• Build workflows and approval routing  
• Configure Late Payment Reminder dunning ladder (D+3 to D+60+)  
• Extract and cleanse legacy data  
• Conduct internal testing by vendor team (unit testing, string testing)

**Phase 4: Test & Validate**

• System Integration Testing (SIT) by vendor and IT team  
• End-to-end integration testing (PMS ↔ D365 ↔ Property Cube ↔ FPS)  
• User Acceptance Testing (UAT) by business users  
 - Test end-to-end business processes (billing cycle, collections, procurement, reporting)  
 - Validate data migration accuracy  
 - Confirm approval workflows and security roles  
 - Test multi-channel communications (email, SMS, letters)  
• Performance testing (volume, stress, load)  
• Regression testing after defect fixes  
• Obtain UAT sign-off from business stakeholders

**Phase 5: Train & Prepare**

• Develop training materials (user guides, quick reference cards, videos)  
• Conduct train-the-trainer sessions for super users  
• Deliver role-based training to end users:  
 - AR/Collections team (dunning, payment allocation, dispute handling)  
 - Billing team (invoice generation, templates, adjustments)  
 - Procurement team (vendor management, approval workflows)  
 - Property Managers (lease management, reporting, approvals)  
 - Finance team (reporting, month-end, budgeting)  
 - System administrators (user management, configuration, support)  
• Prepare production environment  
• Finalize go-live runbook and cutover plan  
• Conduct go-live readiness review and obtain go/no-go approval

**Phase 6: Go-Live & Support**

• Execute production cutover (data migration, system configuration, integration activation)  
• Go-live on target date  
• Provide hypercare support for 4 weeks (vendor + internal team on standby)  
• Monitor system performance, data accuracy, integration health  
• Rapid issue resolution and defect fixes  
• Daily status meetings for first week, then weekly  
• Stabilize processes and optimize as needed  
• Transition to BAU support model

**Phase 7: Optimize & Review**

• Conduct post-implementation review (PIR) after 90 days  
• Assess benefits realization (DSO, collection rate, automation, staffing)  
• Gather user feedback and identify optimization opportunities  
• Document lessons learned for future phases or projects  
• Plan Phase 2 enhancements (advanced AI, additional modules, further integrations)  
• Celebrate success and recognize team contributions

## Quality Assurance Approach

• Peer review of all design documents before stakeholder approval  
• Configuration review checkpoints at 25%, 50%, 75%, 100% completion  
• Independent QA testing before UAT handover  
• Test case coverage minimum 80% of requirements  
• Defect tracking with priority classification and SLA for resolution  
• Data reconciliation after every test migration  
• Production readiness checklist with 100% completion required for go-live

## Change Management Approach

• Stakeholder analysis and engagement plan  
• Regular communications (newsletters, town halls, Intranet updates)  
• Training needs analysis by role  
• Super user network for peer support  
• Readiness assessments before go-live  
• Post-go-live feedback loops and support  
• Resistance management strategy for late adopters

## Risk Management Approach

• Risk register established at project initiation  
• Risks reviewed weekly by PMO, monthly by Steering Committee  
• Risk response plans (mitigate, transfer, accept, avoid)  
• Contingency budget (10% of total project cost)  
• Timeline buffer built into critical path (1-2 weeks)  
• Escalation protocol for high-impact risks  
• Lessons learned from previous implementations applied proactively

# 9. IT Policies Validation

The following IT policies and compliance requirements must be validated before project commencement:

|  |  |  |
| --- | --- | --- |
| **Policy / Requirement** | **Status** | **Reference / Notes** |
| Information Security Policy | To Be Validated | Vendor security certifications required (ISO 27001, SOC 2) |
| Data Privacy (PDPO) | To Be Validated | Data Processing Agreement required; consent management confirmed |
| Cloud Services Policy | To Be Validated | SaaS hosting location (HK/APAC); data sovereignty confirmed |
| Disaster Recovery / BCP | To Be Validated | Vendor DR capabilities (RTO/RPO); backup frequency confirmed |
| Access Control Policy | To Be Validated | Single Sign-On (SSO) via Active Directory; MFA enabled |
| Network Security | To Be Validated | VPN or dedicated connection; firewall rules; IP whitelisting |
| Data Retention Policy | To Be Validated | Minimum 7-year retention for financial records |
| Audit & Compliance | To Be Validated | Immutable audit trail; financial controls validated |
| Third-Party Risk Management | To Be Validated | Vendor due diligence completed; insurance verified |
| Change Management | To Be Validated | Change control process for production updates |
| Vendor Management | To Be Validated | SLA defined; support model agreed; escalation process |
| Integration Standards | To Be Validated | API security (OAuth 2.0); data encryption (TLS 1.2+) |
| User Provisioning | To Be Validated | Role-based access; joiner/mover/leaver process |
| Software License Management | To Be Validated | License tracking; compliance with vendor terms |
| Testing Standards | To Be Validated | UAT sign-off required; production-like test environment |

**Action Items:**

• IT Director to conduct detailed review of vendor security documentation  
• Legal/Compliance to review Data Processing Agreement for PDPO compliance  
• IT Security to validate vendor security certifications and conduct security assessment  
• Procurement to confirm vendor insurance and contractual protections  
• IT Operations to validate integration security, network configuration, and disaster recovery  
• All validations to be completed within 4 weeks of project approval

# 10. Risks and Dependencies

## 10.1 Risk Registry

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk ID** | **Risk Description** | **Probability** | **Impact** | **Mitigation Strategy** | **Owner** |
| R01 | Vendor resources not available on time | Medium | High | Include resource commitment in contract; backup resources identified | PM |
| R02 | Business stakeholders not available for requirements/UAT | High | High | Secure management commitment upfront; backfill BAU roles; protected time | Sponsor |
| R03 | Data quality issues in Dataswift slow migration | High | Medium | Early data profiling; dedicated data cleansing phase; contingency time | Data Lead |
| R04 | Integration with D365 more complex than expected | Medium | High | Early proof-of-concept; MRI has pre-built connector; IT Lead engaged | IT Lead |
| R05 | FPS integration credentials or testing delayed | Medium | Medium | Initiate bank discussions early; escalate through relationship manager | Finance Lead |
| R06 | Scope creep during requirements phase | High | Medium | Clear scope baseline; change control process; Steering Committee approval | PM |
| R07 | UAT defects exceed expected volume | Medium | High | Thorough SIT before UAT; QA testing; vendor commitment to rapid fixes | BA |
| R08 | User resistance to new system | Medium | High | Strong change management; early engagement; training; super user network | Change Mgr |
| R09 | Go-live cutover takes longer than planned | Medium | High | Detailed cutover plan; multiple dry runs; go-live during low-volume period | PM |
| R10 | Production performance issues after go-live | Low | High | Performance testing; infrastructure sizing; vendor support on standby | IT Lead |
| R11 | PDPO compliance gaps identified late | Low | High | Early legal review; consent management design; audit trail validation | Compliance |
| R12 | Key team members leave during project | Medium | Medium | Knowledge sharing; documentation; cross-training; retention incentives | Sponsor |
| R13 | Budget overrun due to unforeseen costs | Medium | Medium | 10% contingency; change control; regular budget reviews; vendor fixed price | Sponsor |
| R14 | Legacy system (Dataswift) fails before go-live | Low | Critical | Accelerate timeline if needed; manual workarounds; vendor emergency support | Sponsor |
| R15 | Benefits not realized within expected timeframe | Medium | Medium | Benefits tracking from Day 1; early wins; optimization sprints; KPI dashboards | Sponsor |

## 10.2 Dependencies

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Dependency ID** | **Description** | **Type** | **Dependent Party** | **Required By** | **Status** |
| D01 | Vendor contract signed and resources allocated | External | Vendor | Week 1 | Pending |
| D02 | Project team members released from BAU duties | Internal | Business Units | Week 1 | Pending |
| D03 | Access to legacy systems for data extraction | Internal | IT / Vendors | Week 2 | Pending |
| D04 | D365 test environment and access credentials | Internal | IT | Week 8 | Pending |
| D05 | Property Cube integration specifications and API | Internal | Property Cube Team | Week 8 | Pending |
| D06 | Active Directory SSO configuration | Internal | IT Security | Week 10 | Pending |
| D07 | FPS integration credentials and test environment | External | Banks | Week 10 | Pending |
| D08 | Email/SMS gateway setup and testing | External | Telecom Provider | Week 12 | Pending |
| D09 | Approval from IT Security on vendor security assessment | Internal | IT Security | Week 4 | Pending |
| D10 | PDPO compliance sign-off from Legal | Internal | Legal/Compliance | Week 6 | Pending |
| D11 | UAT environment ready with test data loaded | External | Vendor | Week 16 | Pending |
| D12 | Training facilities and equipment booked | Internal | Admin/HR | Week 20 | Pending |
| D13 | Production cutover window approved by business | Internal | Business Leads | Week 24 | Pending |
| D14 | Network bandwidth and infrastructure confirmed | Internal | IT Infrastructure | Week 24 | Pending |
| D15 | Hypercare support model and resources confirmed | Both | Vendor + IT | Week 26 | Pending |

**Critical Dependencies Requiring Early Action:**

• D01: Vendor contract must be finalized within 2 weeks of approval to meet go-live target  
• D04-D08: Integration dependencies have long lead times; initiate discussions immediately  
• D09-D10: Security and compliance approvals are on critical path; start reviews in parallel with vendor selection  
• D13: Go-live window must be identified early to avoid scheduling conflicts

# Project Approval & Sign-off

This Project Initiation Document (PID) has been prepared to seek formal approval from the Project Steering Committee to proceed with the Property Management System implementation.

**Approval Request:**

The Project Steering Committee is requested to:  
1. Approve the overall project scope, objectives, and approach as outlined in this document  
2. Approve the estimated budget of HKD 2.1M for Year 1 implementation  
3. Authorize the project team to proceed with final vendor selection (MRI Software recommended)  
4. Commit to providing the necessary business resources as outlined in Section 6  
5. Support the target go-live date of Q2 2026

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name** | **Signature** | **Date** |
| Project Sponsor / CFO | [Name] |  |  |
| Head of Operations | [Name] |  |  |
| IT Director | [Name] |  |  |
| Head of Property Management | [Name] |  |  |

# ANNEX A: Document History

## Version History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Author** | **Description of Changes** |
| 0.1 | 2025-09-15 | Project Team | Initial draft with structure only |
| 1.0 | 2025-10-23 | Project Team | Complete document with all sections filled based on comprehensive repository review including Late Payment Reminder workflow design, vendor proposals, PWC analysis, and requirements |

## Approval History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Approver** | **Status** |
| 1.0 |  | Project Steering Committee | Pending Approval |

## Review History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Reviewer** | **Comments** |
| 1.0 | 2025-10-23 | Internal Review | Document prepared based on comprehensive repository analysis |

--- End of Document ---