Project Charter
<< Business Web Application >>

Project Charter			
Project Name:	Business Web Application	**Project Manager:**	Geert Monsieur
Approval	Geert Monsieur	**Date:**	03/03/2021
		Version Number:	0.1

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1 Introduction / Management Summary

Purpose

This Project charter describes on a high level what has to happen for the <<Business Web Application>> project. The information in this document must provide a full and firm foundation to project owner to be able to decide on the start of the project. This means either moving forward towards to start the project and organization or stop the project because achieving the goal or the business case is not feasible, within the constraints defined.

This document formulates why this project is relevant (section 2). It gives a definition of the project and an initial break up on who is involved, when and how, in the process of delivering all the products (section 3). The choice of solution and approach that will be used is described, taking into account various considerations, in section 4. In section 5 the customer quality expectations and acceptance criteria are formulated, because they will be evaluated at the end of the project. Based on the material from section 2 up to 5 initial lead time and effort estimates are derived in section 6. An outline business case in section 7 contains a initial statement on costs and benefits that form the expected net benefit of this project.
By this setup the Project Charter describes a first full iteration around the “project square” from scope (S), through quality (Q) along time & effort (T) into budget (B). The items Risks (R) and Organization (O) complete the project description in this Project Charter.

Advice

Based on the analysis carried for this Project Charter the proposal is to commence with the planning in order to meet all deadlines.

The Business and IT costs for < Business Web Application> are to be determined by the responsible project coordinator.

2 Goal of the project (S,Q,T,B)

The goal of this project is to provide a fully functional API for <the airline company> that is able to support the sales of flight tickets through various means. This includes support for registering upcoming flights, management of price reductions, booking management and statistics for evaluating key performance indicators. By the end of May, the provided solution is going to match all these goals.

2.1 Background information

The project is led by <our team>, who are experienced with building system solutions for commercial airline companies. The project is part of the airline's program for improving the user experience.

3 Project Scope (S)

3.1 Project definition

The project needs to lay the foundation for an API model that is able to sustain changes over time. This includes a robust system for managing ticket sales as well as functionality that aids with the review of key performance indicators of employees.

3.2 Project scope and exclusions

On a high level the following aspects of “enterprise architecture” will be impacted by the Business Web Application project:

Architecture aspect	Involved entities
Organization	Airline; Partner Travel Agencies; Customers; (Fontys)
Process	
Information	
System	
Infrastructure	

On the level of the individual changes the impacts on the same architecture-aspects will be specified in the requirements documents. Some highlights from the list of changes are

- Establish a system for the management of ticket sales
- Evaluate possible vectors for performance assessments of employees
- Provide an interface for looking up, creating, and managing bookings
- Enable sales officers to register upcoming flights with the inclusion of possible price reductions
- Provide an overview of the key performance indicators (KPIs) of the airline

The scope list is maintained in a central document and is formed by all changes planned for Business Web Application, by allocation to the correct version.

Not in Scope:

- Direct customer interaction and engagement through other means
- Handling of the actual payment process

3.3 Relations & interfaces

- Providing interface and functionality for the customers of the airline for creating and managing order requests.

3.3 Relations & interfaces

Below are the main external relations and interfaces the Business Web Application project has to take into account:

- Collaboration between Airline and Travel agencies
- Competition among competing Travel agencies
- Co-operation between competing Travel agencies
- Co-operation between customers and Travel Agencies

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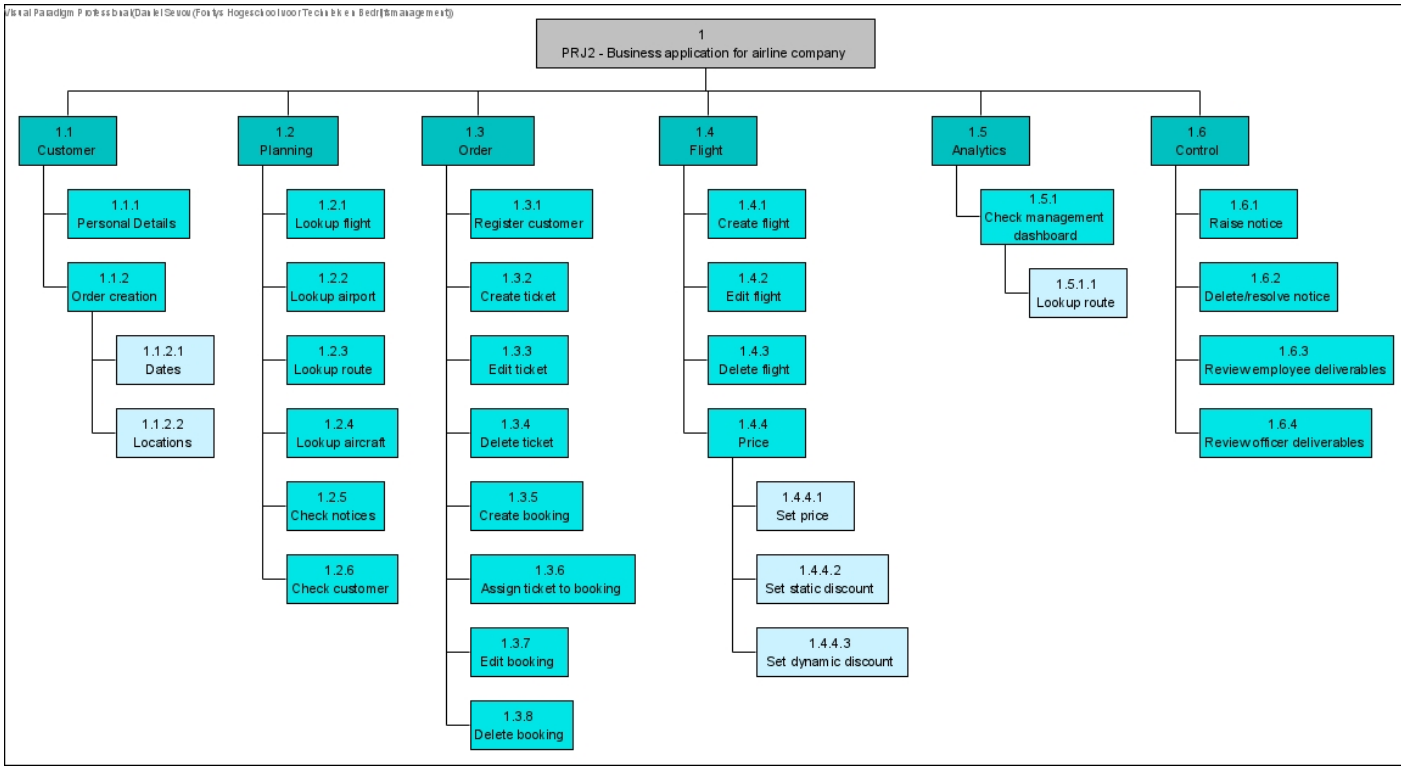
3.4 Products and Services to be delivered



4 Approach (S,Q,T,B)

- Build an overview over all important entities
- Make a plan that has a clear goal, but at the same time is flexible for changes
- Communication and Teamwork
- Do not plan too far ahead (makes it more flexible)
- Balance between S,Q,T,B (Devil's Square)
- If changes occur within the project adapt the plan
- Scope: Developing the system as precisely as the customer wants, by asking for precise requirements that need to be integrated
- Budget: There is no budget involved in the project
- Resources: The time of each group member, that is spent working on it
- Time: Completing tasks within the deadlines as far as possible and calculating the time which is needed to complete a task
- Evaluating and preparing for upcoming risks

[Describe which approach the project will take to achieve its goals. Items that should be covered are
- A proposal on how the work of the project should be approached
- Constraints on the way the work of the project must be carried out (e.g. by internal or external standards or best practices that apply) or on the timing of certain (external) product deliverables
- Constraints on quality, time, money, resources,
- Constraints arising from security, deployment, operations, maintenance, corporate strategies, ...
- The (external) skills required to conduct the work of the project

Checks that can be applied are:
- Does the chosen approach maximize the chance of achieving the overall success for this project?
- Are operational and support issues addressed in the approach, to ensure that the benefits have the best chance to being achieved?
- Are the risks taken not contradictory with the criticality of the project?
- Are there any opportunities taken in this project to apply lessons learned form previous projects, or to learn for future projects?
- Have the risks of various approaches been identified and evaluated so that the most feasible approach is being proposed now?
- Is there a need to bring in external knowledge, recourses, ... and does this affect the approach?

5 Quality (Q)

5.1 Customer quality expectations

These statements describe when the project and its effects afterwards will be considered successful by the demanding customer:
- The customer wants a fully functional working system. The old system should be replaced by the new system, because of the insufficient functionalities that it has. The new system will improve already existing functionalities and add also some new.

5.2 Acceptance criteria

The criteria listed here will be applied to the end product by the project steering cie. at the end of the project to decide on project closure. The tolerances described in the business case section must be considered in this decision to determine the bandwidth for a positive outcome.

- All the expected functions should be finished by the end of the project and they need to pass the examinations. System should be fully operational and approved by the company.

For relevant management and specialist products the product descriptions describe the acceptance criteria. See the Product Description section in this document for the main M0 products. Additional products can be required to come to a complete set of information to take a founded decision on the

approval of project initiation (start phase 1). Check the SDLC reference cards for which products can be relevant.

5.3 Prerequisites & Constraints

The following items form either a start condition at the start of the project or boundary conditions that must be met during the project.

- All the data that is being handled should be secure, so that it avoids unwanted hacker intervention.
- All tasks should be done within the deadlines

Failing to meet these conditions will cause substantial risks for progress of the project or the achievability of the desired end result.

6 Time and effort (T)

Based on the initial impact analyses the following estimates were derived on lead time and required effort to achieve the project goals:

High level project phase	**Lead time** (start - end)	**Business effort** (days)	**IT effort** (days)
Start up and Initiation	09.02.2021 - 10.03.2021	8	0
Design, Realization and Confirmation	15.03.2021 - 31.03.2021	6	3
Deployment and go live	05.04.2021 - 07.04.2021	2	1

7 Outline Business Case (B)

7.1 Alignment with corporate strategy

As quoted above the main business drivers for << Business Web Application >> are:
- To offer a more convenient management system through refined technology
- To decrease management time through easy and quick use
- To decrease potential mistakes made by workers through foolproof implementation

Achieving this by realizing the system changes and implementing the work approach according to the improved concepts and process is a must-have item before the roll-out of << Business Web Application >> can be started up again.

Benefits

- Saving money on additional managers
- Increased flight activity leads to a larger audience -> Potentially higher profits
- Decreased risk factor for fatal mistakes
- Increased customer satisfaction through efficient flight-management and planning

Costs

- Realization project Costs
- Implementation Costs
- Maintenance Costs
- Support Costs (Application Help)

7.2 Project Tolerances

During its course, a project is monitored and managed to stay within the Scope-Quality-Time-Budget quadrant that
was agreed upon. Tolerances for exceeding this quadrant are defined in this document. Once the planning has been refined to be more detailed, the final tolerances will be described.

Scope:
Management can be applied to the scope if there are setbacks in Design, Realization, and/or Confirmation.
Also further defining processes can modify the scope of the project by refining the vision.

In any of these cases, an exception report will be prepared and passed to the steering committee, by which a decision on the scope change is made.

Quality:
Changes in quality must be reported and addressed to the steering committee. The changes will be discussed with the end-customer, who must agree with those changes in order for them to take place.

Time:
A standard value for deviation is 10% for a given project phase. If additional time is required, which exceeds the standard value, then this must be reported and addressed to the steering committee, who will discuss it with the end-customer. The end-customer must agree in order for the deviation to take place. If the customer disagrees, changes in other parts of the quadrant will be negotiated to meet the expectations of the customer.

Budget:
The budget may not exceed the approved amount by more than 10%. If additional costs should be required, then the request must be committed to the steering committee, who will discuss the request with the stake holders.

8 Risks and assumptions (R)

During the investigation for this Project Charter several risks were mentioned:
- Concept and process discussion takes too long to achieve the desired quality level for the project start deliverables requirements and initial impact analysis on time
- xxxx

For the creation of the PID these risks will be analyzed and where relevant translated into extra activities or checkpoints in the project. Risk owners will be appointed then to monitor the evolution of the risks.

9 Organization (O)

Initial resourcing of project:
- Program Area St. Cie xxx
- Business process owners xxx
- Executive xxx
- Senior User xxx
- Senior Supplier xxx
- Program Manager: xxx
- Project Manager: xxx

Involved people:
- Clients: xxx
- End users: xxx
- Other involved: xxx