Proposed Project &

Business Case Summary

Replacing ***adReports*** with a New System

***Date:*** *10/10/2021*

***Project ID & Version:*** *Project Abacus, v1.0*

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Project Sponsorship

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Executive Summary

## Summary of Request:

The Advertising Department needs to replace the company's legacy ad reporting system, *adReports*. Replacing the old reporting system while continuing to deliver critical revenue reporting will be a challenging endeavor, but the Ad Reporting team has determined that if we do not replace the old system, we will be in danger of not being able to provide accurate billing data to the Accounting Department. If this happens, we will be unable to bill our customers accurately which will put our company in great financial danger.

## Background:

The *adReports* system was originally built over 15 years ago and as the business has had to keep up the ever-changing advertising world, many ad hoc changes have been made to the system over the years. The number of bugs and technical debt the current system is not causing many problems from multiple downtimes per month, to inaccuracies in revenue reporting.

Replacing *adReports* with a completely redesigned system will allow us to engineer a system that will be much easier to maintain in the future. Having an easier to maintain system will allow the Systems Engineering team expand research and development into broader areas for the organization.

## Projected Benefits:

* Decreased time tracking down and fixing bugs, which will lead to greater moral and less money wasted.
* Increased Systems Engineering time to dedicate to proactively working with the Ad Reporting team to design new features in accordance with current engineering best practices.

## Potential Project Risks:

* Diverting key personnel in the Ad Reporting and Systems Engineering teams away from dealing current issues with the current system could cause a disruption with current service level agreements or delayed customer billing.
* Not delivering the new system in time would cost the company $2,000 a day in development costs.
* Project failure could put the company in financial jeopardy if we were to lose trust with our largest advertising customers.

## Measurable Organizational Value (MOV):

Deploy a minimum viable product by January 1st, 2022, thereby eliminating 80% of maintenance time on the old system, followed by a full-featured release of the completed system by March 31, 2022.

Alternatives Considered

## Option 1: Build the replacement system in-house

Since our acquisition of *NY News Corp*, we have gained some really talented engineers as well as some very savvy marketers that we could tap to help our existing teams. Therefore, our best approach is to build the new system in-house so we can take advantage of all our combined knowledge and technical expertise while staying under our budget of $900,000.

## Option 2: Hire a consulting company

Consulting prices have really gone up since the new White House administration’s policies have caused inflation to rise to double digits since their first day in office, and with our current estimation a project of this scope, we estimate it would cost us a minimum of $1,500,000. Not only would this put us way over budget, but this could also negatively impact the moral of our development teams as they have been complaining about how many of their roles have stagnated due to the lack of new projects and the amount of maintenance that has been piling up over the last 3 years.

## Option 3: Completely outsource our operations

Although the recent trend of outsourcing these types of operations have grown in popularity as the cost has gone down as the service industries gain market share, we view this as a very significant threat to the sovereignty of our business as it would put too much control under outside forces.

Recommended Solution

After preliminary discussions with department heads, we have determined our best course of action to remedy the growing issues associated with our aging ad reporting system, *adReports*, is to replace it by focusing internal resources to completely redesign and rebuild the system from the ground up. Doing so will enable our company to stay completive with the other major news agencies while allowing us keep pace with the rapidly changing advertising markets.