

**Grow Non-Linear**

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**Response to**

**Columbus Zoological Park Association or CZPA**

**Implementation & Support RFP**

**(25th Aug 2023)**

**(Version 01)**

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# Executive Summary

We thank ColumbusZoological Park Association (CZPA) for providing us an opportunity to respond to your Request for proposal (RFP). We are delighted with to participate in the partner selection process for LENS ERP Implementation and Support Services.

**About LMNAs**

LMNAs specialize in providing adaptable and accessible solutions that help growing organizations optimize their operations and achieve their goals.

Our team is dedicated to driving end-to-end business transformation through innovative and customized digital solutions. With years of experience and a deep understanding of the industry, we pride ourselves on delivering high-quality services that meet the unique needs of our client.

At LMNAs, we believe in staying ahead of the curve and leveraging the latest technologies to help businesses succeed in a constantly evolving marketplace. We work closely with our client to understand their needs, and our team of experts is committed to delivering personalized solutions that exceed expectations.

Whether you're looking to streamline your operations, enhance your customer experience, or improve your bottom line, LMNAs has the tools, expertise, and experience to help you achieve your goals and help your business grow and thrive in the digital age.

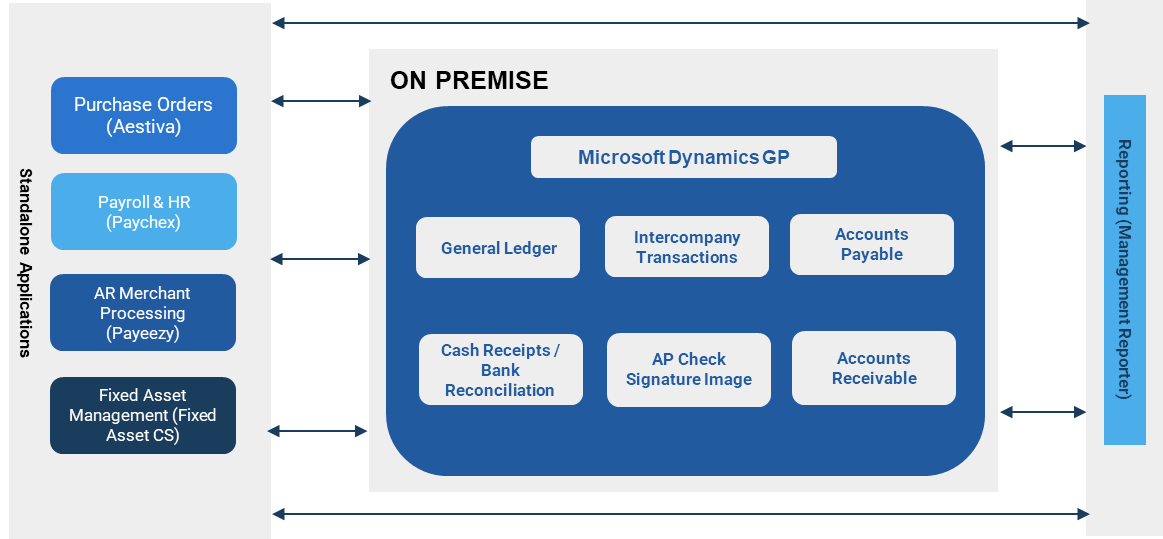
# Section One – Scope of Engagement

#### Scope

LMNAs has carefully understand the existing application landscape (As-IS) and recommending the proposed the End State (To-BE) Solution Architecture as per the RFP requirements shared with us. This can serve as the Target Solution Landscape Architecture covering all the business requirements of your organization and can be achieved in multiple milestones.

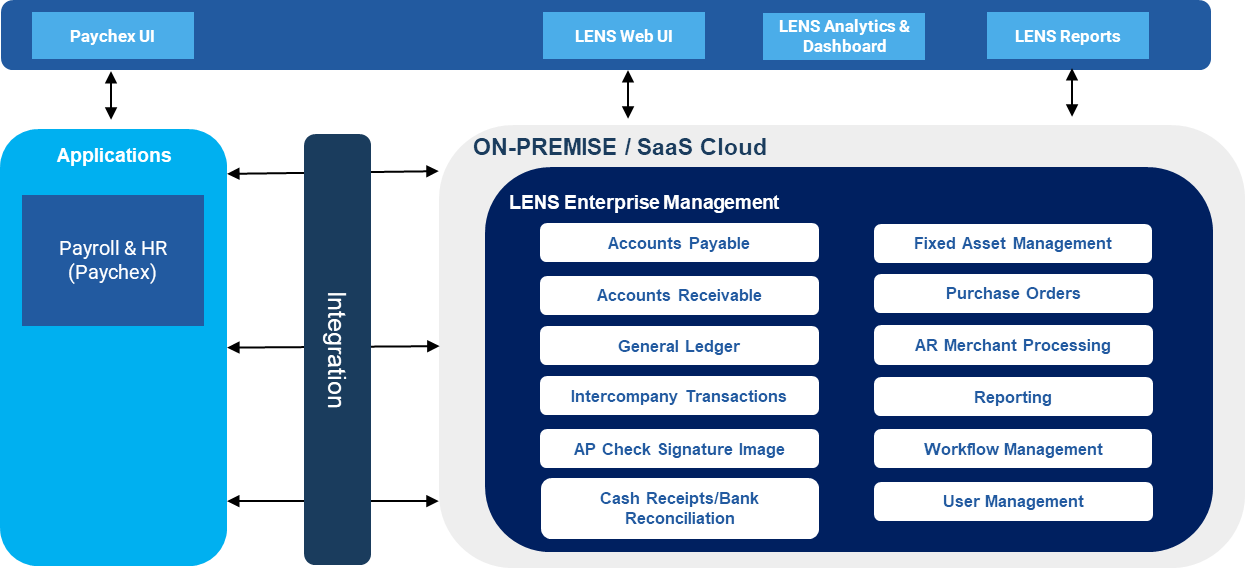
As per the details are provided in the RFP document, we have depicted the As-Is Application landscape as below.

**CZPA AS-IS Application Landscape**



However, considering the RFP requirements, we have designed the To-Be Application Landscape Architecture for which the commercials are provided.

**CZPA To-Be Application Landscape**

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#### 1.2 LENS Overview

LENS ERP is a full-featured business management solution that helps Organisational unit to record all their business transactions in a single system. With LENS, clients can make informed, fact-based, timely decisions with real time data to remain ahead of the competition. It serves as the backbone of a business adding strength, transparency, and control to your growing enterprise.

It consists of standard software modules that support all the possible routines to an enterprise, linking them with one another in real-time; sales and Distribution, production, materials management, accounting, asset management and human resources management are fully integrated to form an organizational unit spanning across all divisions and departments.

The most outstanding feature of LENS system is the fact that all applications are integrated under the umbrella of shared data management.  The components that belong together organizationally are linked, forming logical horizontal function chains made up of business processes related to accounting, sales, purchase, asset management etc.  Entire business processes are mirrored by the software as dictated by actual needs and can be easily modified at any time.

LENS ERP Functional Modules:

Budget management

Basic cost accounting

Banking & Reconciliation

Multicurrency support

**Accounting**

**Fixed Assets**

Manage Fixed Assets

User defined depreciation rate

Capture non-depreciation assets.

Auto depreciation calculation

Quotations & order processing

Invoicing, payment & delivery

Returns & crediting.

Purchasing forecasting

**Purchasing**

**Warehousing**

Stock transfers

Inventory valuation

Picking, packing, delivery

Serial & lot management

**Project Management**

Plan and manage projects.

Organize and manage teams.

Eliminate emails and meetings.

Track and record time

**Sales**

Quotations and order processing

Invoicing, payment & delivery

Returns & crediting.

Sales & pipeline forecasting

**CRM**

Opportunities & pipeline

Contacts and activities

Warranty and service contracts

Service calls

**Production**

Bill of material

Production orders

Forecasting and MRP



LENS ERP will help you to

* Track all invoices and payments.
* Know what quantity of which product is available in stock.
* Identify and track your key performance indicators (KPIs).
* Identify open customer queries.
* Assign tasks and follow up on them.
* Maintain a database of all customers, suppliers, and contacts.
* Prepare quotations.
* Track your budgets and spending.
* Determine effective selling price based on the actual raw material, machinery, and effort cost.
* Get reminders on maintenance schedules.
* Publish your website.

#### Benefits of using LENS system

* Immediate and Accurate Reporting:

In LENS, the transaction data gets updated in real time and gets consolidated to reflect in various reports. Thus, the reports are always available with current data. This saves a lot of data consolidation efforts. Also, it promotes fully informed decision-making process.

* Standardization of processes across Projects

The processes are based on best practices and are proposed to be implemented at the business level. This promotes commonality of processes across divisions. All divisions should aim for common processes to the extent possible.

* Eliminate redundancy and duplication of effort within Projects and Organizations

LENS is a fully integrated system. This means that data maintained centrally can be used across functions and processes. For example, the order information, captured by the Sales department, will form the basis for all delivery and support activities.

* Management focus on controlling rather than collating data

LENS processes and disseminates information rapidly. Since successive activities build on the outputs of the preceding activities, integrated information systems can be implemented which will capture and disseminate information on a real-time basis.

* Cater for Future business needs

LENS is built around best business practices and has various business processes built in. Hence the expansion of system to cater to differing or growing business needs is always possible.

* Security

LENS has a very strong function for Access and Authorisation controls at various levels. Authorisations could be limited to any organisation structure or at transaction / Master data level.

* Major Financial Records Standards

Solution incorporates major financial records standards such as GAAP (Generally Accepted Accounting Principles) and IFRS (International Financial Reporting Standards). This ensures compliance with global accounting standards, enhances financial transparency, and facilitates smooth auditing processes.

* Enhanced Efficiency and Productivity

LENS ERP optimizes your business processes, automates repetitive tasks, and reduces manual errors. With streamlined workflows and real-time data visibility, you can make informed decisions quickly, accelerate your financial close process, and improve overall operational efficiency.

* Multilingual User Interface

With a multilingual user interface, LENS allows your global teams to work seamlessly across language barriers. Users can access the system in their preferred language, promoting collaboration and ensuring clarity in communication.

* Multi-Currency Transaction Capabilities

In today's interconnected world, conducting business across borders is essential. LENS supports multi-currency transactions, enabling to manage financial operations in different currencies effortlessly. Your organization can handle international transactions, track exchange rates, and generate accurate reports in the preferred currency.

#### Proposed LENS Environment to CZPA

As per scope, LMNAs propose 4 systems landscape to your organization. It will help to manage the day-to- day implementation project related activity in each individual environment.

It will support the various level of testing from unit testing, integration testing, performance testing and User acceptance testing.

**Prepare Phase**

**Explore Phase**

**Realize Phase**

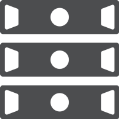
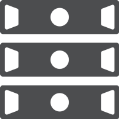
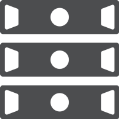
**Deploy Phase**

\* Dev Env – Development Environment

\* QA Env – Quality Environment

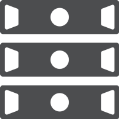
\* Test Env – Test Environment

\* Prod Env – Production Environment



Dev Env

QA Env



Test Env

Prod Env

#### High Level Scope

The high-level scope for this project is as follows:

**Implementation:**

* Implementation of Best Practices as available and followed during the project implementation. The Functional scope is covered in the scope section.
* Assistance in Upload/Migration of data from current legacy / new LENS ERP system
* Development of custom Reports, Forms, Interfaces, Customizations and Enhancement only for business-critical gaps and help in Organization Change Management for other requirements.

**Training:**

* Dedicated Business User and Basic Configuration Training on LENS ERP to core team
* Senior Management, Business Process Owner, and Key User Training
* Developing Training Strategy and Plan and supervision of training for end users

**Post Implementation Support:**

* L1, L2 and L3 Application Support

Post-implementation technical and functional support for Stabilization of Application

#### Functional Module Scope

| **Modules** | **Description** |
| --- | --- |
| Accounts Receivable/Sales/Cash | 1. Customer setup to include tax status, email address contact, and cross reference to Vendor, if necessary 2. Automated past due notices/payment reminders 3. Ability to add charges based on standard billing items or miscellaneous charges to customer invoices and select revenue GL account 4. Ability to calculate sales tax on sales orders based on customer OR item settings 5. Ability to invoice or credit customer accounts not involving an inventory item (manual AR adjustments) 6. Ability to apply payments received from customers to invoices 7. Ability to print AR Aging (current or historical AR trial balance as of selected date) 8. Ability to record deposits (prepayments) on account for a customer 9. Ability to record payments received via ACH, Check, wire transfer or credit card (no lockbox) and record as a deposit for bank reconciliation purposes 10. Ability to manually process/record customer EFT payments 11. Begin invoice process with automatically generated invoice # 12. Email invoice to customer/paperless process 13. Automated customer payment process- imbedded link in invoice for credit card payments 14. Integrated merchant processing ability- with or without a direct invoice link 15. Ability to automatically record bank cash receipts 16. Ability to enter manual bank account adjustments that also post to the GL (debit memos) 17. Ability to perform Treasury bank account reconciliations (using electronic files with matching rules and discrepancy reporting) 18. Supports recording cash payments and receipts via electronic banking functions 19. Integrated images utilising Fifth Third Bank check scanner Electronic Deposit Manager 20. Incoming mail check processing - log, assigning GL accounts, assign to customer, if necessary, electronic supervisory review 21. Records journal entries to the GL cash account and does not allow cash entries without bank reconciliation recording |
| Accounts Payable/Purchase Orders | 1. Ability to configure the system to either apply a due date that is based off of a calendar week/month or based of vendor / invoice terms. This configuration could be configurable by vendor or by invoice. 2. Ability to inactivate or expire vendors manually or automatically based upon criteria, such as periods of inactivity, with Alert/notify when vendor active status is set to expire. 3. Electronic purchase order creation, expense account linking, routing for approvals as authority is defined, PO number assignment and flow to Purchasing for invoice matching. 4. System workflow to support 3 ways matching of invoice, purchase order and receiver prior to posting and payment. 5. Ability to provide vendor audit notifications for vendor record edits. 6. Ability to associate payment type(s) (EFT, Wire, Credit Card, Check, Cash) with vendor. 7. Able to easily view last activity/history with vendor and their outstanding payables balance 8. Ability to capture and calculate percentage discount for quick payment 9. Is functionality available for external facing vendor portal? 10. Ability to see payments to date, status of payment(s), payment ID(s), check number(s), cleared payment date, etc. Ability to view bills in progress of being paid or not yet paid, including due date. 11. System is configurable to either warn or prevent payments on invoices that are beyond the limits of the associated PO or of duplicate invoice number. 12. Ability to void check numbers if required, single or series, manually or automatically, including successive checks. Void check process will include automatic reversal of posted amounts and distributions and generate accounting adjustments for voided checks. 13. Ability to print Form 1099 and 1098 from the system - be able to identify which vendors should receive a 1099 at editable amount. This process should include the ability to run multiple previews prior to the final execution of 1099 process. 14. Ability to print AP Aging report (current and historical) with defined aging buckets 15. Ability for accounting staff to verify/edit GL accounts coded for AP invoice entry before posting 16. Ability for user to decide which checks to print in a check run (both vendors to pay and invoices to be paid) 17. Vendor setup to include predefined expense account when always the same (i.e. utility vendors) |
| Inventory | 1. Ability to see and track inventory transfers by location 2. Ability to track counts and receipt info aligned with PO number 3. Have functionality for the item stock par levels-minimum inventor level requirements 4. Ability to track inventory at multiple warehouses 5. Ability to print count sheets/tags/labels 6. Ability to make positive or negative quantity adjustments by site/warehouse/bin location 7. Ability to pick, pack, and ship sales orders using RF technology/scanners 8. Ability to perform inventory cycle counts and full physical inventory count using RF technology/scanners |
| Fixed Assets | 1. Capital Work in Progress Tracking and compared to project budget and cash flow 2. Allow for automated assignment of fixed asset numbers in numerical order without duplication 3. Ability to ensure adequate asset description. Separate field for Serial Number, VIN, Manufacturer, other identifying marks. 4. Ability to maintain detailed property or vehicle records for insurance purposes. 5. Book vs Tax depreciation records and reporting 6. FLEET - ability to track vehicles, mileage, tags, insurance, usage |
| General Ledger / Budgeting | 1. Customizable GL account structure - (1-Company ID, 4-Dept, 6-Account). 2. Multiple companies in one system, account number structure-all same, base account all the same for like natural expense category 3. Maintain a history/audit trail of all changes made to accounts and organizational units, allowing for conversion of historical data to updated account number 4. Ability to roll-up, group, aggregate, summarize, select, exclude, or sort in one or many of the individual components of the account code structure (company, dept, account). 5. Capability for stored reoccurring month entries either fixed or variable from template, reversing entries, upload of entries from excel, automatic accrual reversals 6. Ability to establish a master fiscal year/period calendar and close open/closed periods and years 7. Ability to accommodate intercompany mapping between accounts 8. Drill down capabilities from GL into the details of all financial application modules or source entry information and be able to access detailed levels of those transactions. 9. Ability to support automated financial consolidations 10. Hierarchical structures can be defined that allow for budgeting/reporting of individual as well as aggregate revenues and expenditures. 11. Ability to create and maintain multiple budget versions and track changes/edits as made. 12. System should provide facilitation of preparation of budgets. 13. Supports multiple currencies with ability to connect to external exchange rates 14. Ability to support the entire budget process such as preparation, approval, amendments, monitoring, etc. 15. Ability to create and post intercompany ledger transactions and record due to/due from amounts in both legal entities 16. Ability to import budget information into the system from Excel, if not integrated within the ERP system 17. Ability to track donor pledges and restrictions 18. Ability to allocate revenue or expense postings based on a variable or fixed basis |
| Reporting | 1. Built-in smart list SQL query abilities accessing all active fields 2. Ability to export data to excel from any window or query 3. Ability to design and produce client specific financial statements by company and consolidated 4. Ability to produce Departmental (segmented) P&L statement compared to budget and prior year 5. Ease of reporting ability to report non-profit fund accounting and consolidated with for-profit entity 6. Ability to support capital expenditure reporting by project for cash flow and project manager tracking 7. Provide auto reconciliation or proof of balancing across reports- alerts to duplicate or missing accounts 8. Ability to schedule standard reports to run certain days of the day, week, month, quarter with email warnings when reports fail to complete or execute. Ability to distribute reports via email or portal to multiple users as customizable. 9. Ease of use - Ability to modify standard reports by field easily through drag and drop window. 10. Detailed understanding of SQL or other equivalent will not be required to produce queries or reports. |
| System | 1. Ease of annual system maintenance/end of year close/period 13 adjustments 2. Ability to remove or archive past years 3. Online support ticket submissions and timely follow-up 4. Ability to send and receive data via a secure API 5. Daily automated system backups with easy restore ability 6. Role based security 7. Security roles should provide the opportunity to selectively assign user access rights by company, function and/or account 8. Ability to create separate instances for testing, training, QA, etc from production data 9. Direct integration with Power BI 10. Both cloud and premise based (option) 11. Ability to load GL, Vendors, Customers, and products from client provided template 12. Certified partners available for support, customization, and training 13. Audit log to track all data changes (from ---> to) by user |

#### Security and Authorization Scope

* Authorization and Role based security shall enable to Client team
* Security roles should provide the opportunity to selectively assign user access rights by company, function and/or account.
* Enable to track specific users of their activities and authorizations including access, operational transactions and approval logs for better control and monitoring of audit trails of activity performed in the system.

#### Workflow Management

* Enable an automated workflow using LENS ERP for the business process life cycle, allowing respective users for review, editing and approval of staff/user requests.

#### Integration Scope

Interface: The end state architecture of the Solution has some components hosted on the on-premises / Cloud which speak to LENS ERP and requires a real time online integration. We shall use LENS ERP to integrate.

* between LENS ERP product with other on-premises business systems
* between LENS ERP and client’s in-built solutions

With respect to development of interfaces with other software to pick-up data from that software and bring it into LENS ERP, LMNAs will be responsible for developing interfaces on LENS only. In case any third-party tool is required, Client shall procure the tool(s) or interfaces and provide the same to LMNAs.

**RACI Matrix for Integration:**

R-Responsible, A-Accepted, I-Informed, C-Consulted

| **S.No** | **Integration Activity** | **Responsibility** | | |
| --- | --- | --- | --- | --- |
| **LMNAs** | **Client** | **3rd Party** |
| 1 | Understanding the integration scenarios | **R, C** | **A** |  |
| 2 | Modifications on Purchase Orders (LENS ERP) | **R, A, C** | **A, I** |  |
| 3 | Modifications on AR Merchant Processing (LENS ERP) | **R, A, C** | **A, I** |  |
| 4 | Modifications on Fixed Asset Management (LENS ERP) | **R, A, C** | **A, I** |  |
| 5 | Modifications on Inventory (LENS ERP) | **R, A, C** | **A,I** |  |
| 6 | Modifications on Payment gateway | **R, A, C** | **A,I** |  |
| 7 | Modifications on Payroll & HR (Paychex with uploaded entry to LENS ERP) | **R, A, C** | **R, A, C** | **I** |
| 8 | Modifications on LENS ERP | **R, A, C** | **A, I** |  |
| 9 | Integration Testing | **R, C** | **A, C** |  |

# Section Two – Deliverables

The following are the deliverables will be handed over during various project phases.

| **Implementation Phases** | **Deliverable name** | **Key deliverables / Activities** |
| --- | --- | --- |
| **Prepare** | * Work Breakdown structure * WBS stream view * Project Management Plan * Risk Management | * Project initiation & Governance * Project Kick-off * Project standards & infrastructure * System setup |
| **Explore** | * Solution validation overview * Solution validation workshop * Data Migration Template | * Fit to standard analysis. * Gap analysis * Data Load preparation |
| **Realize** | * Solution configuration * Data load * Forms Enhancement * Testing Approach using Agile Methodology * Agile Scrum meeting | * Test plan * Test results & documents * Solution configuration Data load * Configured system and solution for above scope item. * End User manual for scope items * Production system setup * Integration setup on production system * End user training strategy |
| **Deploy** | * Initial data load * Integration configuration * RBAC setup for users * Workflow agent setup * Open issues (if any) * Cut over plan document | * Production cutover * Support handover * Production support * Project closure / exit |

# Section Three – Assumptions

* This implementation is based on primary assumption of best practice based Standard LENS implementation for ERP with modules of Accounts Receivable, Sales, Cash, Accounts Payable, Purchase Order, Inventory, Fixed Asset Management, General Ledger, Budgeting. LMNAs will be adopting to all Standard ERP Best practices rather than requiring them to modify / change as per client’s business.
* Project timelines and effort estimation are based on above mentioned scope. Any change in this assumption with respect to any change in business process will require change in project plan and effort leading to Change Request.
* Client will engage 3rd party resources at their own cost and shall ensure that they work under LMNAs resources guidance to ensure successful deployment of interfaces and complete the required work on LENS ERP application.
* Client will provide necessary inputs to the project through SPOC’s (Single Point of Contact) from respective Finance / Purchase / Sales / Inventory / Fixed Asset Management modules.
* External partners will have access to the application through public network. Internet Bandwidth for the same to be provisioned by Client.
* LMNAs deems that the deliverables are accepted if there are no feedback / inputs within 5 working days as a lead time from the date of official communication to Client’s team members.
* Any change in requirements outside the scope defined in this proposal and after the business explore phase sign-off will be handled as Change Requests (CRs).
* For any new project requirement which are not part of current scope or current project, LMNAs will consider as a new project and provide services on CRs.
* Any new changes which will be part of monthly / Quarterly release from LMNAs will be handled through Project Change Request.
* In case any 3rd party tool is required, Client shall procure the tool(s) and provide the same to LMNAs.
* LMNAs will be responsible for the functioning of the LENS ERP Patch / Bug-Fix during implementation and ensure that successful Go-live. Any secondary bugs arising out of application of patch provided by LMNAs will be responsible fix the issue permanently.
* Client will provide network facility, seating facility for the project while the project team is in Client premises. The network shall allow for sufficient bandwidth during the project.
* Client will provide system connectivity, with password security, for the LMNAS consultants to access LENS ERP Development, Quality, Test, and Production systems.
* Any cost over-runs due to delays in the approval/sign-off of various milestones or deliverables will be handled through a change control process and LMNAs will be adequately compensated for such costs.

# Section Four –Scope Exclusions

The following are out of the scope of this project.

* In case of On-Premise option, Complete infrastructure will be owned and managed by Client.
* Development of Native Mobile apps is not part of the scope.
* Integration to other applications, systems, tools those are not specified in the proposal document if any.
* Historical data Migration which is not digitized.
* Organization Change Management Consulting
* Performance testing is considered for available infra.
* This implementation excludes all other modules of LENS ERP except the modules mentioned in scope section (Section-1) and the specific requirements under these modules.
* Integration with systems other than explicitly mentioned in the scope section.
* Integration issues related to 3rd party add-ons which are not part of this RFP is outside the scope of work.

# Section Five – Approach and Methodology

LMNAs will follow agile methodologies during LENS ERP implementation to Client landscape.

#### Implementation Methodology for LENS ERP components

| **Implementation Phases** | **Phase description** | **Key deliverables / Activities** |
| --- | --- | --- |
| **Prepare** | This phase is to provide the initial planning and preparation for the project. In this phase, the project is started, plans are finalized, project team is assigned, and work is under way to start the project. | * Project initiation & Governance * Project Kick-off * Project standards & infrastructure * System setup |
| **Explore** | The purpose of this phase is to perform a fit/gap analysis to validate the solution functionality included in the project scope and to confirm that the business requirements can be satisfied. Identified gaps and configuration values are added to the backlog for use in the next phase. | * Fit to standard analysis * Gap analysis * Data Load preparation |
| **Realize** | This phase is to use a series of iterations to incrementally build and test an integrated business and system environment. This is based on the business scenarios and process requirements identified in the previous phase. During this phase, data is loaded, adoption activities and operations are planned. | * Test plan * Test results & documents * Solution configuration Data load * Configured system and solution for above scope item * End User manual for scope items * Production system setup * Integration setup on production system * End user training strategy |
| **Deploy** | The purpose of this phase is to setup production system, confirm customer organization readiness, and to switch business operations to the new system. | * Production cutover * Support handover * Production support * Project closure / exit |

#### Roles & Responsibilities

| **Activity** | **Primary Responsibility** | **Secondary Responsibility** |
| --- | --- | --- |
| **Prepare** |  |  |
| Detailing Project Scope based on the contract document | LMNAs | CZPA |
| Preparing preliminary Project Plan / schedule outlining  the activities, interdependencies, timelines and  deliverables for tasks | LMNAs | CZPA |
| Identifying CZPA Core team and mobilizing team members for ERP Implementation project | CZPA | CZPA |
| Identifying LMNAs Consulting team and mobilizing team  members for Client project | LMNAs | LMNAs |
| Define Project standards and procedures  (Risk/Quality/Change/ Escalation/ Communication  management) | LMNAs | CZPA |
| Procure Hardware required for project | CZPA | LMNAs |
| Set-up Test environment | LMANs |  |
| Define implementation strategy | LMNAs |  |
| Defining plan for workshops for Core team members | LMANs | CZPA |
| Deployment of Core team members for the workshop | CZPA | LMNAs |
| **Explore** |  |  |
| Scope Validation & Process Design Workshops | CZPA & LMNAs |  |
| Signing off To-Be Scope Validation document from  Business Process Owners | CZPA | LMNAs |
| Define Gap Analysis & Final Listing of Customized  development documents for developments,  enhancements, conversions & report requirements. | LMANs | CZPA |
| **Realize** |  |  |
| Configure & customize LENS ERP | LMANs | CZPA |
| Develop identified gap | LMANs | CZPA |
| Perform Data Cleansing | CZPA | LMNAs |
| Unit tests of functions and processes based on unit test  Scripts | LMANs | CZPA |
| Create detailed integration test scripts | LMANs | CZPA |
| Provide full set of master data for testing | CZPA | LMNAs |
| Provide Authorization Matrix for Testing | LMANs | CZPA |
| Integration testing of the configured system using the  populated master/transaction data | LMANs | CZPA |
| Identifying and resolving issues based on the test result  Report | LMANs | CZPA |
| Perform and sign off UAT | CZPA | LMNAs |
| Preparing End-User documentation | LMANs | CZPA |
| Preparing Training Plan for End Users | LMANs | CZPA |
| **Deploy** |  |  |
| Defining cut over plan & Strategy | LMANs | CZPA |
| Setting-up the Production (PRD) system | LMANs | CZPA |
| Establishing infrastructure (WAN, end user devices) at  Client site for Go-Live | CZPA | LMNAs |
| Defining criteria and timelines for Go-Live | LMANs | CZPA |
| Setting-up the Support Desk and mobilizing support  Staff | CZPA | LMNAs |
| Perform End User training | CZPA | LMNAs |
| Run – Go live & Warranty Support |  |  |
| Reporting issues registered at the helpdesk | LMANs | CZPA |
| Resolving issues registered at the helpdesk | LMANs | CZPA |
| Finalizing and submitting all the deliverable documents  to incorporate delta system configuration (Business and  Technical configuration) | LMANs | CZPA |

# Section Six – Project Management

#### Project Governance

In this section we provide the details of Governance that LMNAs will establish for this project. Governance in LMNAs is commitment to the customer for a successful project.

#### Governance Framework

To ensure the initiatives aimed at achieving customer objectives are successful and to bring-in the standardization across different processes across the landscape, it’s important to have a strong Governance structure and mechanism.

**Project Director**

**Functional Heads**

**Project Manager**

**Steering committee**

**Executive sponsors**

**Project Manager**

**Project Team**

**End- users**

**LMNAs Team**

**CZPA Team**

**Functional Consultants**

**Technical Consultants**

**Tech Administrator**

Documentation Team

Testing Team

Data Migration Team

#### Three level of Governance Model

**Strategic Level:** This consists of key Executives from both CZPA and LMNAs. They are responsible for managing the overall Engagement and Organizational relationship, approve and monitor investments and drive Improvement, Transformation, and Innovation agendas across the engagement.

**Engagement Level:** This consists of the key Management representatives from both customer and LMNAs. They are responsible for delivery of services, direction setting, evaluation and monitoring of projects and process improvements.

**Operational Level:** The Operations layer consists of more from LMNAs team and identified customer members working on the day-to-day agenda and activities across the engagement. They are responsible for routine provision of services and service quality.

LMNAs will work with customer management to design governance framework which will be forward looking and will focus on 2 - 3 weeks window. We will jointly identify key priorities for next 2 months and proactively plan for those. During monthly governance status of each initiative will be shared with all key stakeholders. Governance process will primarily focus on following:

* Initiatives related to system stabilization
* Initiatives related to customer experience improvement
* Customer satisfaction surveys
* Planning for future releases and capacity utilization
* Month and quarter end activities
* Planning for major events

#### Communication process

A close and seamless communication between customer and LMNAs will be crucial for engagement’s success. LMNAs will ensure that periodic reports are sent to the relevant stakeholders in customer to continually keep them apprised of the status of engagement on various parameters, including performance and issues. Towards the beginning of the engagement, LMNAs will finalize Communication Plan, in consultation with customer.

The information distribution in subsequent stages of the engagement will happen as per communication plan. LMNAs will use following channels of project communications:

* Project communication plan
* Status reports (Monthly)
* Performance reports
* Management reviews

#### Communication levels

LMNAs project team interacts with the customer project team to gather technical requirements, as well as seek technical clarifications. This activity is conducted as and when required, on a need-to-need basis. LMNAs Project Manager will participate in conference calls with the customer Support/Project Managers on a weekly or bi-weekly basis, and update the status, as well as share concerns, if any. In addition, periodic management reviews between the management of LMNAs and the customer are scheduled. These reviews focus at the engagement level customer satisfaction and progress of the various key initiatives.

LMNAs project team works with the customer to identify all necessary communication, report formats, and media. The team publishes all reports at the frequency agreed upon with the customer. This will include communication of all unresolved problems, such as follows:

* Daily scrum meeting
* Bi-weekly scrum review meeting
* Bi-weekly retrospective meeting
* Planning & grooming meeting – Bi-weekly

#### Implementation proposed project plan



The salient point of this plan is as follows:

The total elapsed time of the project is 10 months up to Go Live from Project Kick-off meeting

We shall provide 4 weeks of Stabilization Support

The plan is prepared considering that the activity during customer holidays

The deployment plan of the resources will be the sole responsibility of LMNAs Project Manager

This is an indicative high level project plan. The same shall be discussed and a detailed plan will be prepared by LMNAs Project Manager in consultation with customer Project Manager during the Project Preparation Phase.

#### Proposed team structure

LMNAs has considered a core team member from each department to be identified and assigned to this project for Full Time. The core team member should be a senior consultant who has complete knowledge of the department he will be representing. Senior consultant will act as the SPOC for Department Head and IT team in conveying the requirements back and forth. SPOC will be responsible to provide information and get approvals as well.

The table below will the requirement of Core Team Members from each department

| **Department** | **Onsite / Offshore** | **Number of persons** | **Number of months** |
| --- | --- | --- | --- |
| Project Manager | Onsite | 1 | 10 |
| Business Analyst | Onsite | 2 | 20 |
| Project co-ordinators | Onsite | 1 | 10 |
| Finance & Accounting | Offshore | 1 | 10 |
| Sales | Offshore | 1 | 10 |
| Procurement | Offshore | 1 | 10 |
| Fixed Asset Management | Offshore | 1 | 10 |
| Inventory Management | Offshore | 1 | 10 |
| Technical administrator | Offshore | 1 | 10 |
| Technical developer | Offshore | 2 | 20 |
| Testers | Offshore | 2 | 18 |
| Trainer | Offshore | 1 | 5 |
| Security & Authorization | Offshore | 1 | 7 |

For the project to be successful, we will require full time core team members from the respective streams to be available for the project. We are asking for full time involvement as many activities are expected to run parallel. The table below gives the requirement:

| **Core team**  **(Department)** | **Number of persons** | **Prepare phase** | **Explore phase** | **Realize phase** | **Testing** | **Final Prep. Phase** | **Post Golive phase** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Project manager | 1 | 100% | 100% | 100% | 100% | 100% | 100% |
| Business Analyst | 2 | 100% | 100% | 100% | 100% | 100% | 100% |
| Project co-ordinators | 1 | 100% | 100% | 100% | 100% | 100% | 50% |
| Finance & Accounting | 1 | 100% | 100% | 100% | 100% | 100% | 100% |
| Sales | 1 | 100% | 100% | 100% | 100% | 100% | 100% |
| Procurement | 1 | 100% | 100% | 100% | 100% | 100% | 100% |
| Fixed asset management | 1 | 100% | 100% | 100% | 100% | 100% | 100% |
| Inventory management | 1 | 100% | 100% | 100% | 100% | 100% | 100% |
| Technical administrator | 1 | 100% | 100% | 100% | 100% | 100% | 100% |
| Technical developer | 2 |  | 50% | 100% | 100% | 100% | 100% |
| Testers | 2 |  | 100% | 100% | 100% | 100% |  |
| Trainers | 1 |  |  | 100% | 100% | 100% |  |
| Security & Authorization | 1 |  | 50% | 100% | 100% | 100% |  |

#### Implementation model

LMNAs shall implement the solution on a Hybrid Model with Onsite and Offshore resources. All the developments shall happen out of LMNAs Delivery Centres in India.

There shall be an Onsite Coordinator who will manage the interactions with Offshore Team.

| **Location of delivery** | **Deliverables** |
| --- | --- |
| Onsite | * Business Blueprint Workshops * Configuration * End User Acceptance * Cutover, go-live and Warranty |
| Offshore | * Configuration * Customization * Documentation * Unit & Integration Testing |

#### Project escalation matrix

The Issue escalation procedure is an integral part of the Issue Management policy & procedure and is fundamental to the successful delivery of the project. The Issue Management procedure ensures that each issue identified within the project environment is documented, prioritized, and resolved/mitigated within an appropriate time scale. Issue Management will have the following key steps:

* Identify/Raise project issues
* Log/Register and prioritize project issues
* Determination of issue resolution actions
* Review and Assign issue actions
* Close/ Mitigate project issues

A typical escalation matrix is given below:

| **Governance Type** | **Frequency** | **Participants** |
| --- | --- | --- |
| Engagement Review | Before Every Phase | CTO, Program Director, Delivery Manager, Product owner, Scrum Master, |
| Monthly Status Review | Monthly | Delivery Manager, Product owner, Scrum Master, |
| Retrospect | Bi-Weekly | Product owner, Scrum Master, Scrum Team Members |
| Planning & Grooming | Bi Weekly | Product owner, Scrum Master, Scrum Team Members |
| Sprint Review | Bi Weekly | Product owner, Scrum Master, Scrum Team Members |
| Scrum Meeting | Daily | Product owner, Scrum Master, Scrum Team Members |

#### Training services – Business user training approach

LMANs will deliver training through a Training course. The training will be imparted to 10 Key Users and Group of 280 end users. Training approach aims to train key users and end users.

* Understand in detail the role of the Trainer
* Be introduced to basic principles of presentation, training and learning
* Develop effective training skills
* Gain confidence in delivering courses
* Confidently evaluate training material effectively
* Assess the needs of participants in the class
* Establish goals
* Understand how to motivate and stimulate participants in the class

#### Training plan

The training calendar will be jointly frozen upon by the LMNAs and Customer Project Manager during the Project Preparation Phase.

Level I Training: This is LENS ERP Overview training. Basic concepts of LENS are explained to the Core team in this training. This is a one-day session.

Level II Training – This is based on the business processes as they are configured in the system. This training intends to provide an overview of the business processes or technical features in Core Users’ area. This training shows the business and technical options available to the company and how to configure the system to meet company needs.

End User Training – This is a role based training designed to help the end users gain confidence in executing their day to day transactions using the System. This training will be conducted by LMNAs, as per requirement of tender.

#### Testing services

The overall objective of formal testing is to confirm that the LENS ERP system meets the “To-Be” business requirements as documented during the Prepare Phase and configured during the Realization Phase. Another key objective of the integration testing strategy is to validate the data conversion approach, catch issues around data cleansing, and validation procedures. Additionally, testing is to verify that the production environment and its technical components are stable and prepared for operational use and to ensure system security proper controls are given based on actual job roles.

To achieve the overall objectives, testing will typically focus on the following major areas:

Core Functionality – Validate that the business process teams have configured LENS system according to your business requirements and that on-line transactions work correctly and provide desired results.

Enhancements – Validate enhancements to the system to resolve the identified gaps between LENS and client business requirements.

Workflows – Validate that all workflows operate as expected in sending the correct notification to the right person in a timely manner.

Reporting & Analytic dashboards – Confirm that reports & dashboards satisfy users’ requirements for layout and contain accurate data. Reports and dashboards identified as Non Go-Live critical will be tested in the Go-Live Environment.

Data Conversions – Validate that all one-time conversions load data accurately and timely.

Security – Verify that LENS security has been built to provide end users / business users the necessary access to perform their job functions, while providing adequate segregation of duties and controls.

Systems – Validate that the system’s components and procedures have been constructed to provide a stable and performing production environment for operational use.

Following types of testing will be carried out during implementation Unit Test, Integration Test, User Acceptance Test (UAT).

#### Data migration services

LMNAs proposes that Client form a dedicated data migration team at the early stage of the project and work under the guidance of LMNAs consultants along with the core team members of client to achieve the necessary activities of data preparation and upload in time. It will be the responsibility of LMNAs to develop and modify necessary programs for upload of master and cut over data to LENS ERP system. Data Extraction and Validation will be the prime responsibility of Core Team.

LMNAs Project Manager will elaborate on the Cut over methodology during the Project Preparation Phase and identify the objects that are required for migration including the master data and Open transactional data at the time of Go Live.

**Data Migration Responsibility**

* LMNAs will complete the data mapping for LENS ERP data requirements and provide tools and services for the automatic upload of data into LENS.
* Client will be required to provide business input on defining legacy data use and field content and to input into the mapping process for the file specification.
* Migration data is considered the complete data available till date in digital format.
* LMNAs will provide assistance for data extraction & cleansing from current legacy system but the primary responsibility will be with Client for providing accurate data.
* Data conversions (including cleansed data) will be tested during integration testing. This cutover dry run testing will check that the data extraction, cleansing and upload routines are ready for go live. The resulting data will be tested to ensure that it interacts successfully with the LENS ERP business processes and supports the reporting requirements.

# Section Seven – Security and authorization

As part of the project, LMNAs will implement Security and Authorization solutions for your esteemed organization. As a growing technology world, we understand the criticality of securing your ERP landscape while ensuring efficient access controls and data protection.

Security design: LMNAs will design a comprehensive security model that aligns with your organization's business processes. This design will encompass user roles, authorizations, audit tracking and data protection measures.

Role-Based Access Control: LMNAs will implement role-based access control, ensuring that users are granted permissions based on their job responsibilities and tasks, minimizing the risk of unauthorized access.

User Provisioning and De-Provisioning: Streamlining user provisioning and de-provisioning processes will be a crucial aspect during the implementation. This will enhance efficiency and security by granting access to only authorized personnel and revoking access promptly when required.

Segregation of Duties (SoD) Analysis: LMNAs will perform a detailed SoD analysis to identify and mitigate any conflicts in user authorizations, reducing the risk of fraudulent activities and data breaches.

Single Sign-On (SSO): Enable SSO to simplify the authentication process for users, enhancing user experience while maintaining strong security standards.

Audit and Compliance Reporting: LENS ERP has robust audit and compliance reporting functionalities to monitor user activities and ensure adherence to industry regulations and internal policies.

# Section Eight –Support maintenance and services

This section is to provide the support services details offered by LMNAs to Client Engagement. Our SLA driven application & administration support ensures a high quality delivery to manage your business applications related to LENS ERP.

LMNAs will be handling a multilevel (P1, P2, P3 and P4) support capability to handle the Service Requests, Incidents or Questions raised by Client.

#### Approach for application support

Following four services are required to cater the requirement to support Client.

* Incidents
* Service Requests
* Enhancements
* Enhancement details
* Questions
* Impact Analysis
* Data Upload
* Documentation
* Projects

#### Definitions of service covered

Definitions are various services mentioned in section below:

**Incidents**: Anything which affects/disrupts/not working Business as Usual (BAU) is categorized as Incidents.Example: Login Issue, Unable to view the application page, Application Performance Degradation.

**Service Requests**: Any requests from user for services to an existing LENS ERP product functionality is categorized as Service Requests. Example: RBP, Username/Password, New user creation, Delimiting user account.

**Minor Enhancements** - Any small changes to an existing system or functionality where there is less dependency with other process is categorized as Minor Enhancements. Example: Impact Analysis, Data upload, Analysis, simple report development, Questions, Documentation.

**Major Enhancements** - Any Major changes to an existing system or functionality where there is more dependency with other process and less dependency with other teams is categorized as Major Enhancements.Example: New function development with larger scope, Function not existing in the standard functions, New complex report development, and New layout development.

**Projects** - Any major change which involve multiple teams and third parties and requires a proper Governance, timeline adherence is categorized as Project. Example: Integration to other ERP, other application, Process Integration, 3rd party Integration.

#### Work stream

**LENS ERP Modules:** Below modules are in scope

* Finance & Accounting
* Procurement & Supply Chain
* Inventory Management
* Fixed Asset Management
* Commercial Service
* Maintenance Module
* Workflow Management
* User Management

**Support Coverage:**Team will provide services as per the below mentioned time frames:

* P1, P2, P3 and P4: 9 AM to 5 PM – African time - all Weekdays (Mon – Fri)
* P1: On call support for all non-business - all Weekdays

**Geographical regions:** Support provided mainly to India, Asia region.

#### Support organization chart

Below organization chart shows the segregation of Support and Project resources with clear roles and responsibilities to manage customer support and new release projects.

**Diagram

Description automatically generated**

#### Incident management process flow

The incident management process designed for Client is as shown below:

Diagram

Description automatically generated

#### Service request process flow

Service request process flow is as shown below.

#### Diagram Description automatically generated

#### Enhancement & Project process flow

LMNAs proposes a new methodology of handling enhancements, projects and process flow is shown below.

Diagram

Description automatically generated

#### Service level agreement

Incidents service level agreements as shown below.

|  |  |  |
| --- | --- | --- |
| **Priority** | **Response Time** | **Resolution Time** |
| **P1** | 30 mins | 4 Hours |
| **P2** | 1 Hour | 12 Hours |
| **P3** | 1 Business Days | 3 Business Days |
| **P4** | 1 Business Days | 5 Business Days |

NOTE: SLA is not applicable for other services apart from Incident management.

#### Priority definitions

SLA definitions as below:

|  |  |
| --- | --- |
| **Priority** | **Definition** |
| **Priority 1** | The Incident has very serious consequences for normal business transactions and urgent, business critical work cannot be performed or, the incident requires immediate processing due to the malfunction can cause serious (financial) losses for a business user or affects more than 50% of the business users. |
| **Priority 2** | The Incident has serious consequences for normal business transactions. The incident requires immediate processing due to the malfunction can cause serious (financial) losses for an employee or affects more than 10% of the employees. |
| **Priority 3** | The Incident has impact on the service delivery of client or has effects on normal business transactions. The problem is caused by incorrect or inoperable functions that are not required daily, or rarely used, A workaround is available. |
| **Priority 4** | The Incident has few or no impact on the service delivery of client or has no effects on normal business transactions. The problem is caused by incorrect or inoperable functions that are not required daily or rarely used. A workaround available. |

#### Ticket update frequency

Incident ticket update frequency as below:

|  |  |
| --- | --- |
| **Priority** | **Incident** |
| **P1** | Every 30 minutes |
| **P2** | Every 4 hours |
| **P3** | Every 1 business day |
| **P4** | Every 2 business days |

|  |  |
| --- | --- |
| **Priority** | **Service Request** |
| **High** | Every 8 business hours |
| **Medium** | Every 1 business day |
| **Low** | Every 1 business day |

#### Support governance

As a part of the governance activity LMNAs support team will have a monthly meeting with Client – Business team to update on the activities. Also, during this call any queries related to any Incident or Service Request will be discussed.

|  |  |  |  |
| --- | --- | --- | --- |
| **Frequency** | **Participants** | **Duration** | **Agenda** |
| Weekly Reports | **CZPA Team:**   **LMNAs Team:** | 30 Mins | Manage Deliverables  Status Reporting  Manage Resources    EG: Ticket review - summary of any open items/tickets |
| Monthly Review Meeting | **CZPA Team:**   **LMNAs Team:** | 60 Mins | Operational Leadership  Program Management  Status Review  Issue Resolution  Change Management    EG: Discuss any business process related issues, upcoming releases and how/whether to apply them |
| Quarterly Business Review | **CZPA Team:**   **LMNAs Team:** | 90 minutes | Ensure Business Alignment & Program Direction  Strategic Requirement and plans  Key issue resolution    EG: Quarterly review of SLA performance, discussion about programs/changes to the system based on releases and new developments etc. |

#### Support escalation matrix

The Issue escalation procedure is an integral part of the Issue Management policy & procedure and is fundamental to the successful delivery of the engagement. The Issue Management procedure ensures that each issue identified within the project environment is documented, prioritized and resolved/mitigated within an appropriate time scale. Issue Management will have the following key steps:

* Identify/Raise project issues
* Log/Register and prioritize project issues
* Determination of issue resolution actions
* Review and Assign issue actions
* Close/ Mitigate project issues

The escalations and complaints received are discussed in monthly senior management forums (Management Review Meetings). The validity of the corrective action is also assessed here.

|  |  |  |
| --- | --- | --- |
| **Escalation Level** | **LMNAs** | **Client** |
| Level 1 (Support Team) |  |  |
| Level 2 (Delivery Leadership) |  |  |
| Level 3 (Senior Management) |  |  |

#### Support resource requirement

The table below will the requirement of Core Team Members from each department.

| **Department** | **Onsite / Offshore** | **Number of persons** | **Number of man- months** |
| --- | --- | --- | --- |
| Support Project Manager | Onsite | 1 | 12 |
| Finance & Accounting | Offshore | 1 | 12 |
| Sales | Offshore | 1 | 12 |
| Procurement & Inventory | Offshore | 1 | 12 |
| Fixed asset management | Offshore | 1 | 12 |
| Billing | Offshore | 1 | 12 |
| Technical administrator | Offshore | 1 | 12 |
| Technical developer | Offshore | 1 | 12 |
| Security & Authorization | Offshore | 1 | 12 |

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# Section Nine – Pricing

**Pricing details for implementation with on-premise model**

| **Pricing Items** | **Cost (in USD)** |
| --- | --- |
| **Implementation:** |  |
| LENS ERP Implementation cost (Onsite) |  |
| LENS ERP Implementation cost (Offshore) |  |
| LENS ERP User license cost (Perpetual model) |  |
| LENS ERP Source code cost (Perpetual model) |  |
| Travel plans during ERP implementation (8 Travels) |  |
| AMS Support for 1 year period |  |
| LENS Support (Onsite) |  |
| LENS Support (Offshore) |  |
| Total cost (in USD) |  |

**Pricing details for implementation with SaaS model**

| **Pricing Items** | **Cost (in USD)** |
| --- | --- |
| **Implementation:** |  |
| LENS ERP Implementation cost (Onsite) |  |
| LENS ERP Implementation cost (Offshore) |  |
| LENS ERP User license cost (Perpetual model) |  |
| Travel plans during ERP implementation (8 Travels) |  |
| AMS Support for 1 year period |  |
| LENS Support (Onsite) |  |
| LENS Support (Offshore) |  |
| Total cost (in USD) |  |

# Section Ten - Appendix

#### Abbreviations & Acronyms

|  |  |
| --- | --- |
| **Acronyms and Abbreviations** | **Full Form** |
| LMNAs | Organization / Company Name |
| LENS (ERP Product) | LMNAs Experience Suite |
| RFP | Request for proposal |
| SPOC | Single Point of Contact |
| CRs | Change Requests |
| UAT | User Acceptance Testing |
| PRD | Production |
| SoD | Segregation of Duties |
| SSO | Single Sign-On |
| L1, L2, L3 Application Support | Level-1, Level-2, Level-3 various level of Application support defined in the support definition |
| RBAC | Role based access control |
| RACI | R-Responsible, A-Accepted, I-Informed, C-Consulted |