



# EVM

TASK ID	ACTIVITY	DURATION (WEEK)	BUDGET(K)	PROG	AC
1	Market research and analysis	4	50	✓	50
2	Technology development and testing	16	400	✓	400
3	Marketing and promotion	8	150	✓	150
4	Operations planning and execution	12	200	✓	200
5	Legal and regulatory compliance	8	100	✓	100
6	Contingency planning and risk management	48	100	✓	100

A horizontal strip of brown, textured paper with a torn, deckled edge. It is set against a background of white paper with a light gray grid pattern. A simple black outline of a crown is positioned to the right of the text.

**by how much is it  
over/under budget ?**

According to the EVM analysis in the project status report, the cost variance (CV) for The Alshaya Card project is \$200,000.

A positive CV indicates that the project is under budget, meaning that the actual cost incurred for the work completed to date is less than what was budgeted. Therefore, in this case, the project is currently under budget by \$200,000.

A horizontal strip of brown, textured paper with a torn, deckled edge is centered on a white background with a light gray grid pattern. The text is printed on the brown paper.

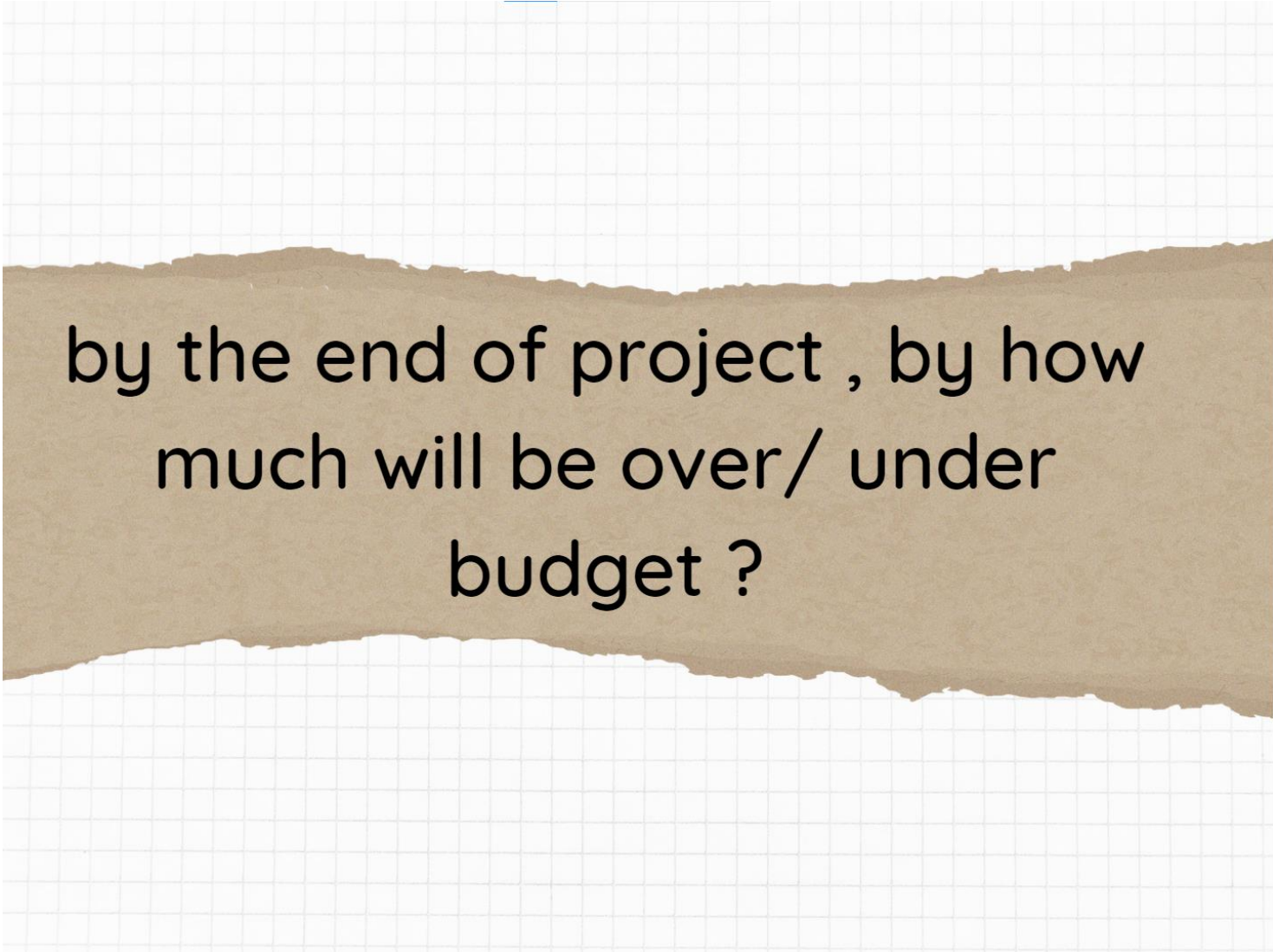
**by how many days is it  
ahead/behind the schedules?**

According to the EVM analysis in the project status report, the schedule variance (SV) for The Alshaya Card project is -\$200,000. A negative SV indicates that the project is behind schedule, meaning that the actual progress to date is less than what was planned. However, it is important to note that the SV value is expressed in terms of dollars, not time.

To determine the number of days by which the project is behind schedule, we need to calculate the schedule performance index (SPI) 
$$\text{SPI} = \$600,000 / \$1,200,000 = 0.5$$

An SPI of 0.5 means that the project is only 50% on track to meet the planned schedule



A horizontal strip of brown, textured paper with a torn, deckled edge is centered on a white background with a light gray grid pattern. The text is written on the brown paper.

by the end of project , by how  
much will be over/ under  
budget ?

Based on the EVM analysis in the project status report, the project is currently under budget by \$200,000 (the cost variance is positive).

# Calculate CV, SV, SPI, CPI, EAC

To calculate the cost variance (CV), schedule variance (SV), schedule performance index (SPI), cost performance index (CPI), and estimate at completion (EAC), we need the following information:

Budget at completion (BAC): \$2,000,000

Planned value (PV): \$1,200,000

Actual cost (AC): \$1,000,000

Earned value (EV): \$600,000

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$$CV = EV - AC$$

$$CV = \$600,000 - \$1,000,000$$

CV = -\$400,000 (the negative value indicates that the project is over budget)

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$$SV = EV - PV$$

$$SV = \$600,000 - \$1,200,000$$

SV = -\$600,000 (the negative value indicates that the project is behind schedule)

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$$SPI = EV / PV$$

$$SPI = \$600,000 / \$1,200,000$$

SPI = 0.5 (indicates that the project is 50% on track to meet the planned schedule)

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$$CPI = EV / AC$$

$$CPI = \$600,000 / \$1,000,000$$

CPI = 0.6 (indicates that the project is earning only 60 cents for every dollar spent)

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EAC is:

$$EAC = AC + (BAC - EV)$$

$$EAC = \$1,000,000 + (\$2,000,000 - \$600,000)$$

$$EAC = \$2,400,000$$





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