Project management

Final Project Document

Project Title: Infrastructure Transformation Project

Project Sponsor: CIO

Date Prepared: 05/01/2016

Project Manager: Amit Prabhakar

Project Customer: ABC Corp.

Course Section 601 - Group 4
Bindra, Kalra, Prabhakar
Title of deliverable: Assignment 2 – Stakeholder Analysis
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Organizational Description

ABC Corporation is a fortune 1000 company having over 5000 employees and a full-fledged IT team to support its IT operations. Being a manufacturing company famous for our rugged and robust automobiles we are also known for innovative IT solutions. From rural prosperity to IT, from mobility to business productivity, we are empowering enterprise everywhere. We are headquartered in College Station and have branches across North and South America. We have a loyal customer base across US, Mexico, Brazil and Canada.

We enable business to create amazing relationships with innovative and affordable solutions regarding customer relationship management and Tech support in the market. The company currently has many applications hosted on the infrastructure in the two data centers based in College station and Houston respectively. The company tends to put the customers' needs at the center of its focus, helping businesses transform user experience and enable personalized dealings that drive customer excellence.

Vision

What makes us different?

- Sustained experimenting: we keep on practically implementing new innovative ideas rather than keeping them under wraps.
- Our efficient IT team supports the business and growth strategy which enables our company to remain competitive.
- Deep domain professional competence gives us a unique position the market
- Cost effective and value for money products backed by superior customer support is our key differentiator

Satisfied customer are our biggest assets and we strongly believe that customer satisfaction is a direct reflection of employee's satisfaction. Thus the company always focuses on creating and maintaining a conducive work environment for employees.

Project Charter

Project Purpose or Justification:

ABC Corporation is a fortune 1000 company having headquarter in College Station. It has over 5000 employees and has a full-fledged IT team to support its IT operations. We are part of the IT team of ABC Corporation which is responsible to execute the project in order to address the current business problem. The company currently has many applications hosted on the infrastructure in their own data centers – one in College Station and other in Houston. The hardware infrastructure on which the primary systems, i.e. HR/Payroll, CRM, Tech-Support and email, are hosted is nearing end of life and is out of warranty and support.

The single function application-to-server architecture is not fault tolerant and provides single point of failure. There is no plan in place to restore the four critical applications in case of a localized emergency with respect to power outage, sever weather, terror attack etc. Thus the current architecture needs to be changed in order to build redundancy and provide the business better uptime and system availability.

The management has decided to refresh the hardware and include virtualization for the servers for the primary systems and redesign the architecture for these four critical applications. This will help provide the opportunity to optimize the hardware and save on space, power, cooling and maintenance in addition to providing a more robust system architecture with built in redundancy.

Project Description:

The project will focus on complete analysis of the current system for the four critical applications i.e. HR/Payroll, CRM, Tech Support and email to enable the team to architect a solution with built in redundancy for the infrastructure on which the applications are hosted on. The project will focus on creating a virtual environment for the applications, mirror primary and secondary data bases, load balance two data centers to provide high availability across geographical locations.

The architecture will be designed by the internal IT team as they are skilled and experienced in both infrastructure and the applications of the corporations. Then the team proposes to engage a suitable vendor who could execute the implementation, deployment and go live of the new system.

Project and Product Requirements:

The project requires a detailed analysis of the current system to architect the new virtualized environment where the four applications will be hosted. The project requirements are detailed as following:

People: This requires skilled people with the following skill set.

Software Engineer – Application – Technical
System Engineer – Infrastructure
Software Engineer – HR / Payroll – Functional
Software Engineer – CRM – Functional
Software Engineer – email and tech support
System Engineer – Virtualization
System Engineer - Storage
Network Engineer
Data Base – Admin
System Admin

Hardware: Servers, Storage, routers, switches, load balancers, firewalls

Software: Virtualization software (HyperV or VM ware) – to be selected along with the deployment partner.

Implementation partner: To be selected from the list of existing vendors (IBM, Accenture, ATOS, TCS, Infosys and Cognizant)

Acceptance Criteria: The final criteria for acceptance will be a fully functional system where the four environments are moved and go live with the desired uptime and functionality. Examples of the breakdown of the acceptance criteria are provided below:

1. All requirements need to be formally approved by the respective stakeholders.
    - The work completed needs to be signed off as per below:
    - Work completed as per the scope of work signoff by internal teams
2. Work completed as per the Scope of work and contract signoff with the chosen partner for the implementation
3. Complete setup of the new infrastructure environment with all desired functionality
4. Backup & Restore testing completed successfully.
5. User acceptance testing (UAT) completed and the Senior User/Project Executive signed off on user acceptance testing.
6. Business Continuity Plan (BCP) is in place to be used in situations where the IT system is unavailable for whatever reason.

Initial Risks:

Below are the list of potential risk that the project may face. This is a preliminary list detailing known factors. There could be more risk elements over and above the below list which need to be identified and addressed as part of the project.

- A change in management policy or strategy
- Changes in legislation
- A failure or delays to the implementation of new technology
- Withdrawal of a partner
- A supplier's failure to deliver the hardware on time
- Services partner inability to implement the new environment on time and under budget
- Greater than anticipated resistance to the project
- Budget cuts
- Loss of project personnel due to attrition
- Failure or delays to an interfacing project
- Poor estimation of time or cost.

Project Objectives	**Success Criteria**	**Person Approving**
Scope:		
To build a new high available infrastructure for four primary systems	Successful implementation and go live of the four systems with all required functionalities	Project Manager and CIO
Time:		
One year	To go live with the new system within one year	CIO
Cost:		
USD 2.5 Mn	To complete the project within the budget	CIO & CFO
Quality:		
Compliance to company standards. Deliver uptime of 99.99% for the infrastructure. Deliver uptime of 99.99% for the application Deliver uptime of 99.99% for the database	Full adherence to the set objective	Project Manager & CIO
Other:		

Milestones:

Summary Milestones	Due Date
Requirement gathering	02/21/2016
Requirement analysis	03/28/16
Scope definition	04/04/2016
Architecture signoff	04/15/2016
Partner Identification	04/30/2016
Hardware and Software order	05/30/2016
Hardware and software delivery	08/01/2016
Implementation Start	08/01/2016
Project go live	01/01/2017
Project handover	01/30/2017
Sign off	02/20/2017

Estimated Budget:

Hardware and software cost: USD 1,500,000.00

Cost estimate breakdown for hardware and software (in USD):

Details	Qty.	Price per unit	Total Estimate
Servers	16	25000	400000
Storage	4	125000	500000
Virtualization Software	1	200000	200000
Other Software	1	150000	150000
Network	1	150000	150000
Load balancing	4	25000	100000
Total Estimate for Hardware and Software*			1,500,000.00

Implementation cost: USD 1,000,000.00

Note: Internal resources will be allocated to the project and their cost is not considered separately.
*Includes 1st year support for hardware and software.

Project Manager Authority Level

Staffing Decisions: The project manager will have the authority to hire additional staff if required. The project manager will be required to identify skilled resources from the existing teams and get them assigned to the project for the duration of the project.

The implementation partner chosen for the project will require to provide a detailed list of resources with skills, experience and CV along with their implementation plan. Project manager and the technical leads will have the authority to review the delivery team of the implementation partner. If deemed fit the project manager can request for change in resources provided by the implementation partner.

Budget Management and Variance: The budget for the project should not exceed 2.5 Mn USD including hardware, software and implementation. The project manager will be in charge of the budget allocation and control. Any change in the budget within the allocated limit of 2.5 Mn USD needs to be approved by project manager and the CIO. If at any point the project requires additional budget for items (hardware, software or services) not accounted for at the start of the project the same needs to go through the business case and approval process involving the CIO, CFO and the CEO.

Technical Decisions: The project manager will be supported by technical team leads from the four pillars i.e. HR/Payroll, CRM, Tech-Support and email. The project manager will take inputs from the respective experts during the course of the project. Each technical team lead will work closely with their team in ABC Corporation and the implementation team of service provider to execute the project.

Conflict Resolution: The project will have a clearly defined escalation matrix which should be followed by the respective stakeholders to bring to the notice of the management any conflicts or aberration in the project delivery. The project manager will be responsible for resolving all technical and functional issues / conflicts arising within the internal teams.

The project manager is also responsible for raising any issues with the service provider in order to discuss and resolve conflicts between the two teams. Any conflict involving the project manager or senior delivery or management representatives of the two organizations needs to be dealt with in the steering committee which has representation from senior management from both organizations.

Escalation Path for Authority Limitations: Project manager will have authority with respect to the scope, time and cost allocated to the project with approval from the CIO. Any deviation needs to be taken to the top management with a business case for approval.

Approvals:

_____	_____
Project Manager Signature	Sponsor or Originator Signature
_____	_____
Project Manager Name	Sponsor or Originator Name
Date:	Date:

Preliminary Project Scope Statement

Project Scope Description: The project will focus on complete analysis of the current system for the four critical applications i.e. HR/Payroll, CRM, Tech Support and email to enable the team to architect a solution with built in redundancy for the infrastructure on which the applications are hosted on. The project aims at creating a virtual environment for the applications, mirror primary and secondary databases, load balance two data centers to provide high availability across geographical locations.

Project Deliverables: The following are the products of the project –

1. Operational servers capable of hosting the four primary services as virtualized systems.
2. Virtualized images of the four primary enterprise system services: accounting, Customer resource management, email and tech support.
3. Mirrored primary and secondary databases.
4. Load balancing between two data centers.
5. Periodic progress reports at a scheduled negotiated with the customer.

Acceptance Criteria:

The final criteria for acceptance will be a fully functional system where the four environments are moved and go live with the desired uptime and functionality.

1. All requirements need to be formally approved by the respective stakeholders.
2. The work completed needs to be signed off as per below:
3. Work completed as per the scope of work signoff by internal teams
4. Work completed as per the Scope of work and contract signoff with the chosen partner for the implementation
5. Complete setup of the new infrastructure environment with all desired functionality
6. Backup & Restore testing completed successfully.
7. User acceptance testing (UAT) completed and the Senior User/Project Executive signed off on user acceptance testing.

Project Boundaries: The boundaries of this project for installing the system extend to the IT departments only. All other departments of the organization are out of scope. The IT team will install, configure, support and test the system till it becomes fully functional for use.

Project Constraints:

- The first version of implementation cannot exceed one year from the start date of the project which includes delivery of hardware & software and implementation by partner.
- The budget for this project cannot exceed 2.5 Mn USD for the total scope of the project.
- Because of the type of the project, requirements and implementation team from the partner needs to work onsite with the ABC Corporation IT team.

- IT system must comply with recent architectural design approved by the technical team of ABC Corporation.

Project Assumptions:

- Project has full support from the project sponsor.
- ABC's IT team has efficient technical resources for completing assigned tasks.
- Training and other incentives will be provided to project teams to enhance their capabilities resulting in high quality of project products and increased efficiency.
- Quality is the first priority and project will be completed in one year and within the allocated budget of 2.5 Mn USD.
- The partners - IBM, Accenture, ATOS, TCS, Infosys and Cognizant have the required skills and resources to implement the project.

Preliminary Project Scope Statement

Project Scope Description: The project will focus on complete analysis of the current system for the four critical applications i.e. HR/Payroll, CRM, Tech Support and email to enable the team to architect a solution with built in redundancy for the infrastructure on which the applications are hosted on. The project aims at creating a virtual environment for the applications, mirror primary and secondary databases, load balance two data centers to provide high availability across geographical locations. Once the virtual environment is setup the applications and their data needs to be migrated to the new system and after UAT the new system will go live and the old system will be kept dormant before decommissioning it eventually.

Project Deliverables: The following are the products of the project –

3. Operational servers capable of hosting the four primary services as virtualized systems.
4. Virtualized images of the four primary enterprise system services: accounting, Customer resource management, email and tech support.
5. Mirrored primary and secondary databases.
6. Load balancing between two data centers.
7. Migrate data from the old system to the new setup
8. UAT and go live
9. Periodic progress reports at a scheduled negotiated with the customer.

Acceptance Criteria:

The final criteria for acceptance will be a fully functional system where the four environments are moved and go live with the desired uptime and functionality.

8. All requirements need to be formally approved by the respective stakeholders.
9. The work completed needs to be signed off as per below:
    a. Work completed as per the scope of work signoff by internal teams
    b. Work completed as per the Scope of work and contract signoff with the chosen partner for the implementation
10. Complete setup of the new infrastructure environment with all desired functionality
11. Migrating applications and data from old system to new environment
12. Backup & Restore testing completed successfully.
13. User acceptance testing (UAT) completed and the Senior User/Project Executive signed off on user acceptance testing.
14. Go live with all functionalities signed up at the beginning of the project

Project Boundaries:

1) The boundaries of this project for installing the system extend to the IT departments only. All other departments of the organization are out of scope.
2) The IT team will install, configure, support and test the system till it becomes fully functional for use.
3) The project is also focused on the four application - HR/Payroll, CRM, Tech Support and email. Any other application will be considered out of scope.
4) The scope of the implementation partner will be to build the new environment and migrate the applications and its data from the old environment to the new setup, test its functionality and go live. Exact scope of work document will be signed off with the implementation partner.
5) Integration will any other application or system is currently out of scope.
6) Network, security infrastructure for the new environment is in scope as long as it covers the four application - HR/Payroll, CRM, Tech Support and email, under consideration.

Project Constraints:

- The first version of implementation cannot exceed one year from the start date of the project which includes delivery of hardware & software and implementation by partner.
- The budget for this project cannot exceed 2.5 Mn USD for the total scope of the project. A tolerance of 5% is acceptable with approval from the CIO.
- Because of the type of the project, requirements and implementation team from the partner needs to work onsite with the ABC Corporation IT team.
- IT system must comply with recent architectural design approved by the technical team of ABC Corporation.

Project Assumptions:

- Project has full support from the project sponsor.
- The designated project manager has all the required skills, experience and support to carry on the project.
- ABC's IT team has efficient technical resources for completing assigned tasks.
- Training and other incentives will be provided to project teams to enhance their capabilities resulting in high quality of project products and increased efficiency.
- Quality is the first priority and project will be completed in one year and within the allocated budget of 2.5 Mn USD.
- The partners - IBM, Accenture, ATOS, TCS, Infosys and Cognizant have the required skills and resources to implement the project.
- The BOQ for hardware and software is finalized along with the implementation partner and due consideration is given for any amendments deemed necessary before procurement.
- The delivery time for all software and hardware will not exceed 8 weeks.

Stakeholder Analysis

Stakeholder Management is the process by which we identify the key stakeholders and strategize to win their support. Stakeholder Analysis is the first stage of this, where we identify and start to understand the most important stakeholders.

The first stage of this is to brainstorm who your stakeholders are. The next step is to prioritize them by power and interest, and to plot this on a Power/Interest grid. The final stage is to get an understanding of what motivates your stakeholders and how we need to win them around. Based on the analysis we did for this project we found three major sets of stakeholders:

First Set – Stakeholders with high influence and high interest: The CIO – the executive sponsor of the project and the project manager falls in this category. The project's success is very important for these stakeholders and thus a part of the project plan they need to have better control and information about the project progress

Second Set – Stakeholders with low influence and high interest: The project team and implementation partner falls into this category. The success of the project is very important for these stakeholders however the level of influence they have on the project execution, deliverables, timeline, scope etc. is very limited. They need to execute the project as per the scope of work agreed upon at the start of the project. Any issue, challenges, risk faced during the project needs to be brought to the notice of the project manager so that he could get it addressed.

Third set – Stakeholders with low influence and low interest: The hardware and software suppliers / vendors fall into this category. They have limited of now influence on the project and have very limited interest. Their interested is mainly limited to the timely supply of their product in compliance to the BOQ (Bill of Quantity). These stakeholders however have a key role to play in the project and the delivery of the products needs to be monitored for adherence to the timeline set for the project.

The categorization could be depicted as per the below matrix structure and the associated strategy:

Figure 1: Source: www.mindtools.com

Based on the power and influence factors associated with each stakeholders monitoring and reporting needs to be planned. The table 1 provides the high level view of the key stakeholders of this project. The below diagram (Figure 2) provides a view of the stakeholders for the project align to the matrix of power and interest:

Figure2: Stakeholders depicted on power and influence matrix

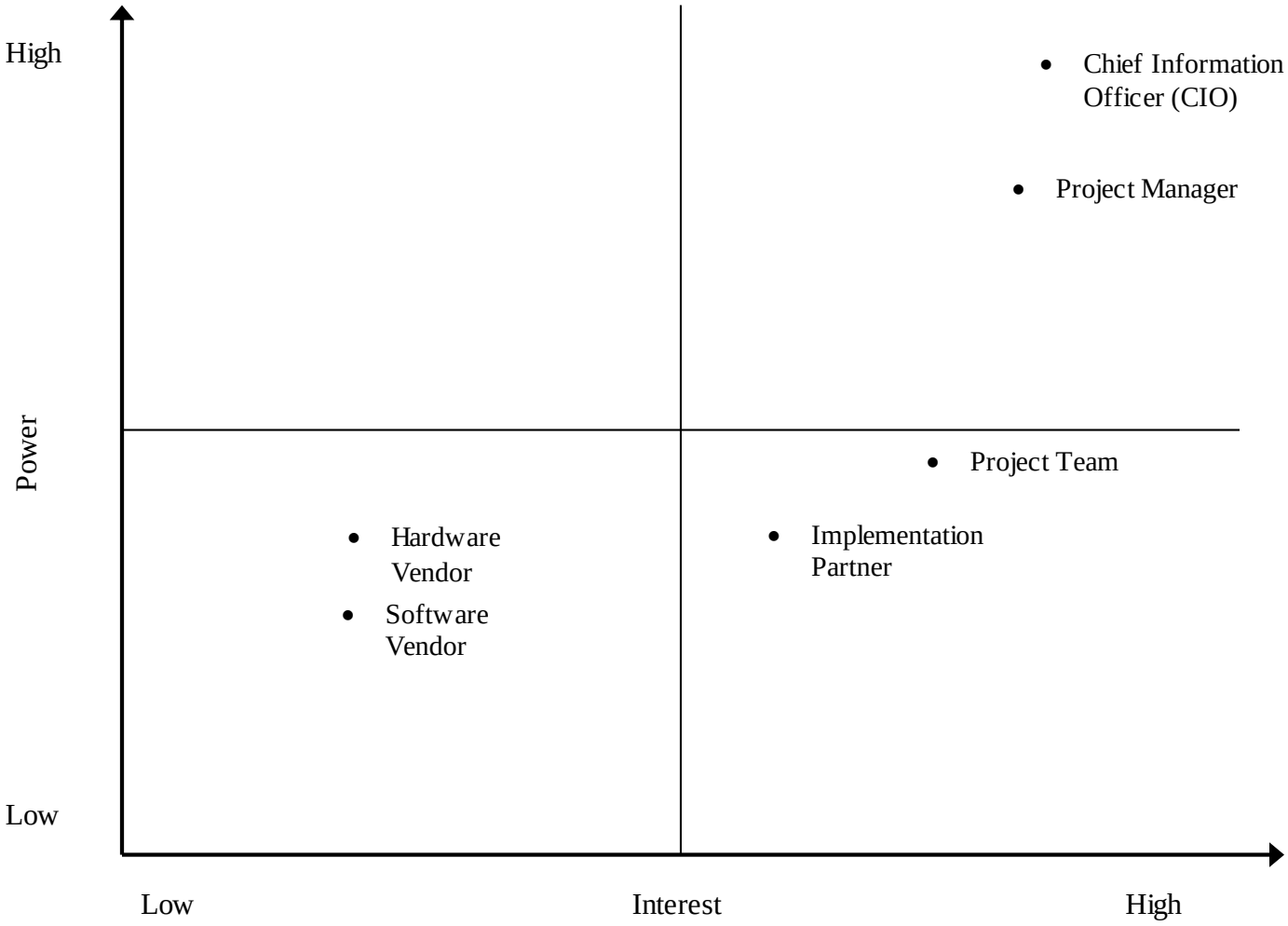


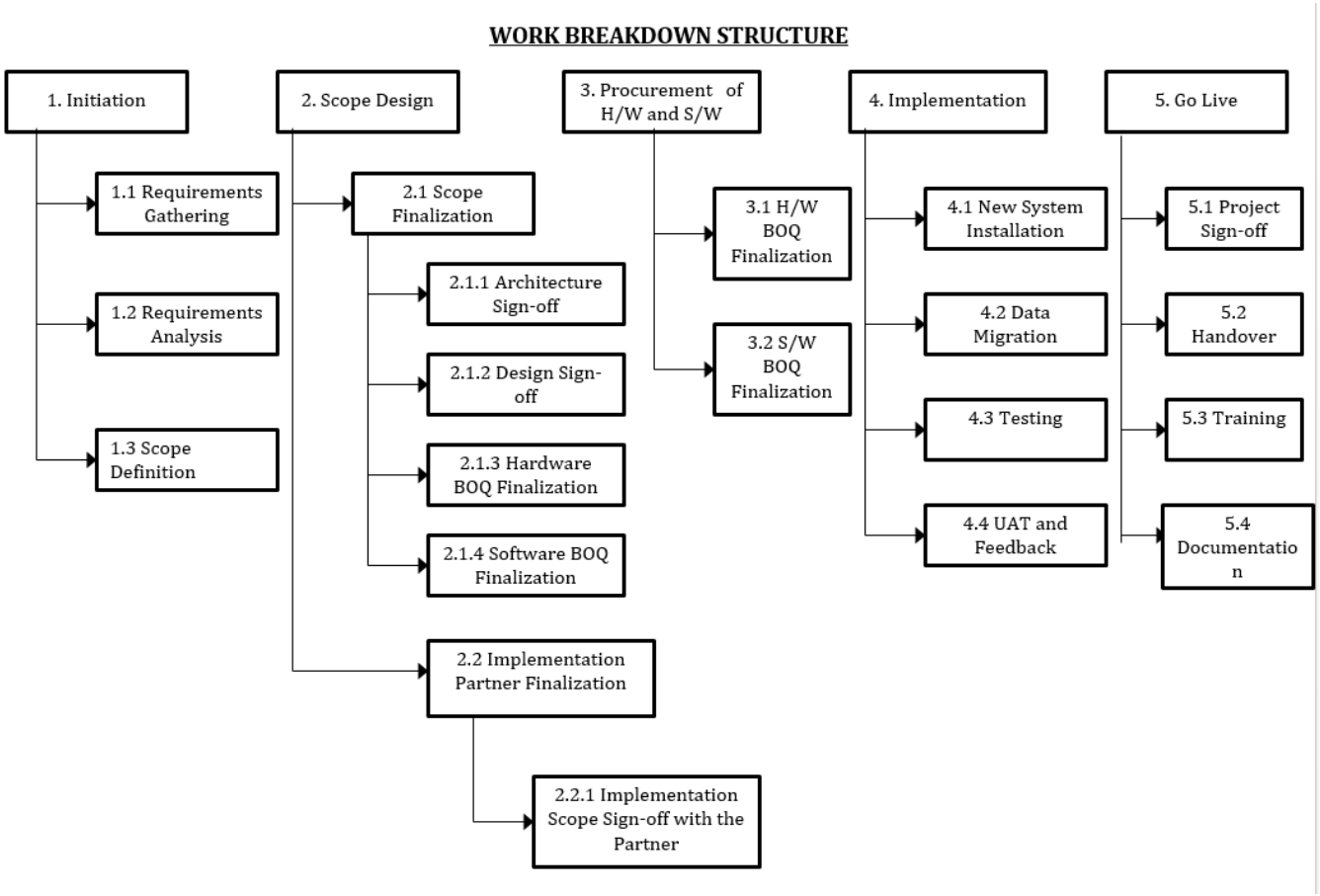
Table 1: Stakeholder Details

Stakeholder Name	Amit Prabhakar	Varun Bindra	XXX*	Palak Kalra	XXX*
Organization	ABC Corporation	ABC Corporation	ABC Corporation	Partner organization	H/W & S/W vendors
Role on Project	Project Manager ABC Corporation	CIO	Team Member ABC Corporation	Delivery head Implementation Partner	Supply of H/W or S/W
Level of influence (Power)	Very High	Very High	Medium	Medium	Low
Level of Interest	Very High	Very High	Medium	Very High	Low
Expectations	Must be done within scope, budget and time as proposed. Monitor and control the progress of the project Coordinate teams to work in more efficient way	Track and control Project expenses Achieve overhead cost saving Check and approve deviation	Technical knowhow Functional knowhow Organize work in more efficient way Execute the project	Adherence to SOW Adherence to delivery of project within time and budget. Delivery as per SOW signed off	Supply of H/W or S/W as per BOQ Timely delivery of the product
Strategy to engage	Weekly reports and meetings	Weekly reports and updates	Daily and weekly updates	Weekly meetings and daily reports	Status updates on delivery - weekly

Note: H/W – Hardware; S/W – Software; BOQ – Bill of Quantity; SOW – Scope of work

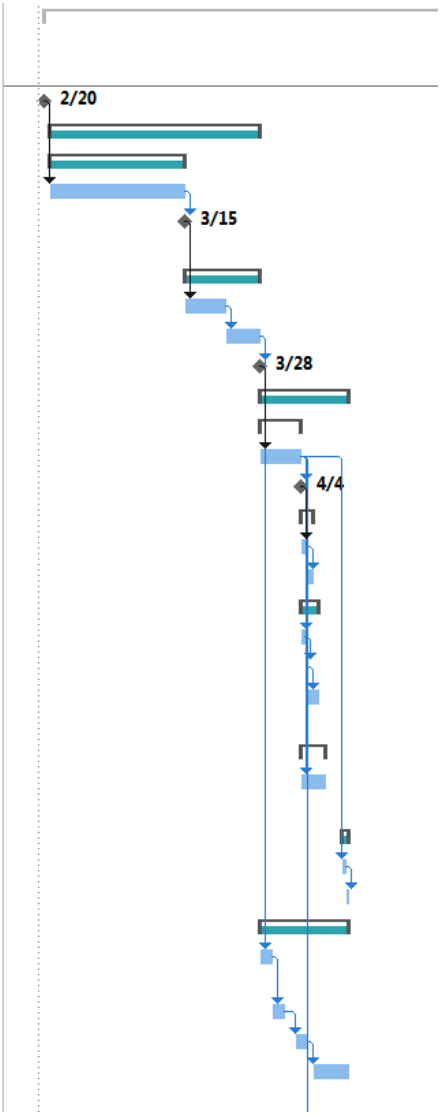
*Mentioned XXX as there can be many team members or multiple H/W / S/W vendors

Work breakdown structure

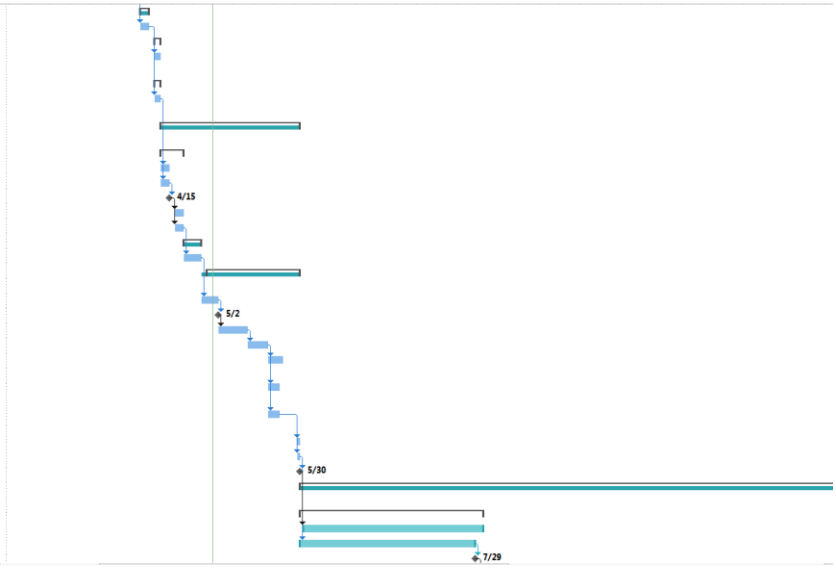


Gantt Chart & Pert Diagram

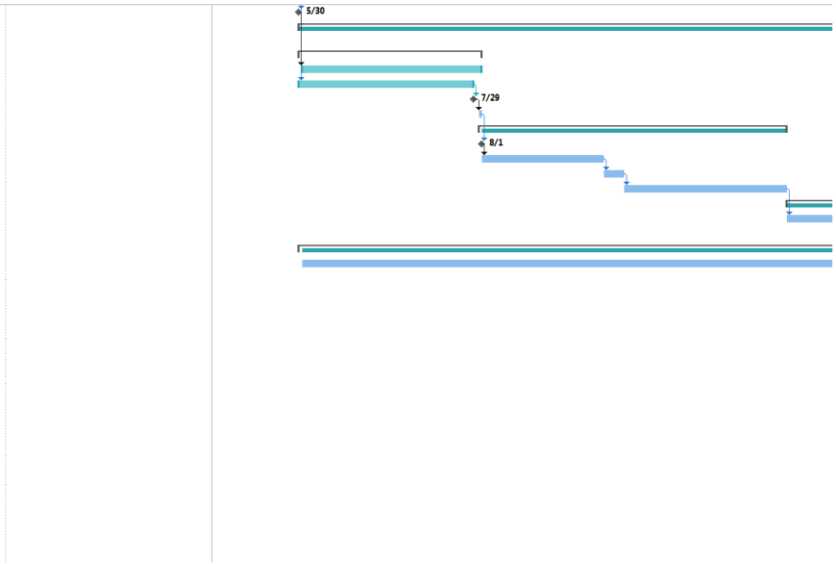
ABC Corp. Project Plan - Infrastructure Transformation Project	262 days	Sat 2/20/16	Mon 2/20/17
Project Kick off	0 days	Sat 2/20/16	Sat 2/20/16
Initiating	**26 days**	**Mon 2/22/16**	**Mon 3/28/16**
Requirement Gathering	**17 days**	**Mon 2/22/16**	**Tue 3/15/16**
Requirement gathering	17 days	Mon 2/22/16	Tue 3/15/16
Requirement Gathering Milestone	0 days	Tue 3/15/16	Tue 3/15/16
Requirement Analysis	**9 days**	**Wed 3/16/16**	**Mon 3/28/16**
Conduct Planning Workshop	5 days	Wed 3/16/16	Tue 3/22/16
Requirement Analysis	4 days	Wed 3/23/16	Mon 3/28/16
Requirement Analysis Milestone	0 days	Mon 3/28/16	Mon 3/28/16
Planning	**11 days**	**Tue 3/29/16**	**Tue 4/12/16**
Define Scope	**5 days**	**Tue 3/29/16**	**Mon 4/4/16**
Define Scope	5 days	Tue 3/29/16	Mon 4/4/16
Scope Defination Milestone	0 days	Mon 4/4/16	Mon 4/4/16
Develop Project Schedule	**2 days**	**Tue 4/5/16**	**Wed 4/6/16**
Build Work Breakdown Structure	1 day	Tue 4/5/16	Tue 4/5/16
Develop Resource Plans	1 day	Wed 4/6/16	Wed 4/6/16
Develop Risk Plans	**3 days**	**Tue 4/5/16**	**Thu 4/7/16**
Identify Risks	0.5 days	Tue 4/5/16	Tue 4/5/16
Analyze Risks	0.5 days	Tue 4/5/16	Tue 4/5/16
Document Risk Management Plans	2 days	Wed 4/6/16	Thu 4/7/16
Plan for Quality	**4 days**	**Tue 4/5/16**	**Fri 4/8/16**
Document Quality Management Plan	4 days	Tue 4/5/16	Fri 4/8/16
Organize Project Resources	**1 day**	**Tue 4/12/16**	**Tue 4/12/16**
Develop Organization Structure	0.5 days	Tue 4/12/16	Tue 4/12/16
Develop Staffing Plan	0.5 days	Tue 4/12/16	Tue 4/12/16
Develop Procurement Plans	**11 days**	**Tue 3/29/16**	**Tue 4/12/16**
Determine Procurement Requirements	2 days	Tue 3/29/16	Wed 3/30/16
Define Subcontractor Scope	2 days	Thu 3/31/16	Fri 4/1/16
Identify Potential Subcontractors	2 days	Mon 4/4/16	Tue 4/5/16
Document Subcontractor Management Plan	4 days	Thu 4/7/16	Tue 4/12/16



Develop Financial Plan	**3 days**	**Wed 4/6/16**	**Fri 4/8/16**
Prepare Financial Plan	3 days	Wed 4/6/16	Fri 4/8/16
Develop Project Support Plans	**2 days**	**Mon 4/11/16**	**Tue 4/12/16**
Document Communications Management Plan	2 days	Mon 4/11/16	Tue 4/12/16
Develop Project Management Plan	**2 days**	**Mon 4/11/16**	**Tue 4/12/16**
Document Project Management Plan	2 days	Mon 4/11/16	Tue 4/12/16
Scope, Partner, BOQ finalization and ordering	**34 days**	**Wed 4/13/16**	**Mon 5/30/16**
Scope Finalization	**6 days?**	**Wed 4/13/16**	**Wed 4/20/16**
Architecture Signoff	3 days?	Wed 4/13/16	Fri 4/15/16
Design Sign-off	3 days	Wed 4/13/16	Fri 4/15/16
Architecture and Design Sign off	0 days	Fri 4/15/16	Fri 4/15/16
Hardware BOQ Preparation	3 days	Mon 4/18/16	Wed 4/20/16
Software BOQ Preparation	3 days	Mon 4/18/16	Wed 4/20/16
Manage Project Communication	**4 days**	**Thu 4/21/16**	**Tue 4/26/16**
Review Progress	4 days	Thu 4/21/16	Tue 4/26/16
Implementation partner Finalization	**22 days**	**Fri 4/29/16**	**Mon 5/30/16**
Issue Requisition Documents	4 days	Wed 4/27/16	Mon 5/2/16
Partner Identification Milestone	0 days	Mon 5/2/16	Mon 5/2/16
Evaluate Responses	8 days	Tue 5/3/16	Thu 5/12/16
Negotiate Partner Scope of Work	5 days	Fri 5/13/16	Thu 5/19/16
Implementation Scope Sign off with the partner	3 days	Fri 5/20/16	Tue 5/24/16
H/W BOQ Finalization with partner	2 days	Fri 5/20/16	Mon 5/23/16
S/W BOQ Finalization with partner	2 days	Fri 5/20/16	Mon 5/23/16
H/W BOQ Order	1 day?	Mon 5/30/16	Mon 5/30/16
S/W BOQ order	1 day?	Mon 5/30/16	Mon 5/30/16
H/W & S/W Order Milestone	0 days	Mon 5/30/16	Mon 5/30/16
H/W , S/W delivery, Implementation, Migration & Testing	**150 days**	**Tue 5/31/16**	**Mon 12/26/16**
Hardware & Software Delivery	**45 days**	**Tue 5/31/16**	**Mon 8/1/16**
H/W delivery	44 days	Wed 6/1/16	Mon 8/1/16
S/W Delivery	44 days	Tue 5/31/16	Fri 7/29/16
H/W & S/W Delivery Milestone	0 days	Fri 7/29/16	Fri 7/29/16



H/W & S/W Order Milestone	0 days	Mon 5/30/16	Mon 5/30/16
H/W , S/W delivery, Implementation, Migration & Testing	**150 days**	**Tue 5/31/16**	**Mon 12/26/16**
Hardware & Software Delivery	**45 days**	**Tue 5/31/16**	**Mon 8/1/16**
H/W delivery	44 days	Wed 6/1/16	Mon 8/1/16
S/W Delivery	44 days	Tue 5/31/16	Fri 7/29/16
H/W & S/W Delivery Milestone	0 days	Fri 7/29/16	Fri 7/29/16
H/W & S/W audit and confirmatio	1 day	Mon 8/1/16	Mon 8/1/16
Implementation	**76 days**	**Mon 8/1/16**	**Mon 11/14/16**
Start Implementation by Partner	0 days	Mon 8/1/16	Mon 8/1/16
New System Installation	30 days	Tue 8/2/16	Mon 9/12/16
System Testing and audit	5 days	Tue 9/13/16	Mon 9/19/16
Data Migration	40 days	Tue 9/20/16	Mon 11/14/16
Perform Quality Control	**30 days**	**Tue 11/15/16**	**Mon 12/26/16**
Testing post Migration	15 days	Tue 11/15/16	Mon 12/5/16
UAT & Feedback	15 days	Tue 12/6/16	Mon 12/26/16
Monitoring and Control	**191 days**	**Tue 5/31/16**	**Mon 2/20/17**
Monitoring and reporting	169 days	Wed 6/1/16	Fri 1/20/17
Project Go live Milestone	0 days	Sun 1/1/17	Sun 1/1/17
Go Live	**36 days**	**Mon 1/2/17**	**Mon 2/20/17**
Handover & Training	**21 days**	**Mon 1/2/17**	**Mon 1/30/17**
Handover	12 days	Mon 1/2/17	Tue 1/17/17
Training	9 days?	Wed 1/18/17	Mon 1/30/17
Project Handover Milestone	0 days	Mon 1/2/17	Mon 1/2/17
Partner Project Signoff	**15 days**	**Tue 1/31/17**	**Mon 2/20/17**
Assess Satisfaction	6 days	Tue 1/31/17	Tue 2/7/17
Summarize Project Results and Lessons Learned	4 days	Wed 2/8/17	Mon 2/13/17
Review and Recognize Team Performance	1 day	Tue 2/14/17	Tue 2/14/17
Close Out the Project Records	1 day	Fri 2/17/17	Fri 2/17/17
Documentation	14 days?	Tue 1/31/17	Fri 2/17/17
Project Signoff	0 days	Fri 2/17/17	Fri 2/17/17
Project Closure	**3 days**	**Thu 2/16/17**	**Mon 2/20/17**
Project & Contract closure and final signoff	3 days	Thu 2/16/17	Mon 2/20/17



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Bindra, Kalra, Prabhakar
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Date: 2/29/2016
Document version 1.0

Project Budget

Task Name		Start	Finish	Activity duration	Resource cost
ABC - Infrastructure Transformation Project				In Days	(USD)
Project Kick off		Sat 2/20/16	Sat 2/20/16		750.00
Initiating		**Mon 2/22/16**	**Mon 3/28/16**		
Requirement Gathering		**Mon 2/22/16**	**Tue 3/15/16**	17	30,387.50
Requirement gathering		Mon 2/22/16	Tue 3/15/16		-
Requirement Gathering Milestone		Tue 3/15/16	Tue 3/15/16		-
Requirement Analysis		**Wed 3/16/16**	**Mon 3/28/16**	5	9,750.00
Conduct Planning Workshop		Wed 3/16/16	Tue 3/22/16	9	26,550.00
Requirement Analysis		Wed 3/16/16	Mon 3/28/16		-
Requirement Analysis Milestone		Mon 3/28/16	Mon 3/28/16		-
Planning		**Tue 3/29/16**	**Tue 4/12/16**		-
Define Scope		**Tue 3/29/16**	**Mon 4/4/16**	5	28,625.00
Define Scope		Tue 3/29/16	Mon 4/4/16		-
Scope Defination Milestone		Mon 4/4/16	Mon 4/4/16		-
Develop Project Schedule		**Tue 4/5/16**	**Wed 4/6/16**	1	2,350.00
Build Work Breakdown Structure		Tue 4/5/16	Tue 4/5/16	1	2,350.00
Develop Resource Plans		Wed 4/6/16	Wed 4/6/16		-
Develop Risk Plans		**Tue 4/5/16**	**Thu 4/7/16**	0.5	1,175.00
Identify Risks		Tue 4/5/16	Tue 4/5/16	0.5	1,175.00
Analyze Risks		Tue 4/5/16	Tue 4/5/16	2	3,200.00
Document Risk Management Plans		Wed 4/6/16	Thu 4/7/16		-
Plan for Quality		**Tue 4/5/16**	**Fri 4/8/16**	4	12,000.00
Document Quality Management Plan		Tue 4/5/16	Fri 4/8/16		-
Organize Project Resources		**Tue 4/12/16**	**Tue 4/12/16**	0.5	1,175.00
Develop Organization Structure		Tue 4/12/16	Tue 4/12/16	0.5	1,175.00

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Develop Staffing Plan		Tue 4/12/16	Tue 4/12/16		-
Develop Procurement Plans		**Tue 3/29/16**	**Tue 4/12/16**	2	3,500.00
Determine Procurement Requirements		Tue 3/29/16	Wed 3/30/16	2	3,500.00
Define Subcontractor Scope		Thu 3/31/16	Fri 4/1/16	2	8,200.00
Identify Potential Subcontractors		Mon 4/4/16	Tue 4/5/16	4	8,700.00
Document Subcontractor Management Plan		Thu 4/7/16	Tue 4/12/16		-
Develop Financial Plan		**Wed 4/6/16**	**Fri 4/8/16**	3	7,800.00
Prepare Financial Plan		Wed 4/6/16	Fri 4/8/16		-
Develop Project Support Plans		**Mon 4/11/16**	**Tue 4/12/16**	2	3,200.00
Document Communications Management Plan		Mon 4/11/16	Tue 4/12/16		-
Develop Project Management Plan		**Mon 4/11/16**	**Tue 4/12/16**	2	6,200.00
Document Project Management Plan		Mon 4/11/16	Tue 4/12/16		-
Scope, Partner, BOQ finalization and ordering		**Wed 4/13/16**	**Mon 5/30/16**		-
Scope Finalization		**Wed 4/13/16**	**Wed 4/20/16**	3	4,800.00
Architecture Signoff		Wed 4/13/16	Fri 4/15/16	3	4,800.00
Design Sign-off		Wed 4/13/16	Fri 4/15/16		-
Architecture and Design Sign off		Fri 4/15/16	Fri 4/15/16	3	4,800.00
Hardware BOQ Preparation		Mon 4/18/16	Wed 4/20/16	3	4,800.00
Software BOQ Preparation		Mon 4/18/16	Wed 4/20/16		-
Manage Project Communication		**Thu 4/21/16**	**Tue 4/26/16**	4	4,700.00
Review Progress		Thu 4/21/16	Tue 4/26/16		-
Implementation partner Finalization		**Fri 4/29/16**	**Mon 5/30/16**	4	7,000.00
Issue Requisition Documents		Wed 4/27/16	Mon 5/2/16		-
Partner Identification Milestone		Mon 5/2/16	Mon 5/2/16	8	17,400.00
Evaluate Responses		Tue 5/3/16	Thu 5/12/16	5	8,750.00
Negotiate Partner Scope of Work		Fri 5/13/16	Thu 5/19/16	3	10,800.00

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Implementation Scope Sign off with the partner		Fri 5/20/16	Tue 5/24/16	2	4,700.00
H/W BOQ Finalization with partner		Fri 5/20/16	Mon 5/23/16	2	4,700.00
S/W BOQ Finalization with partner		Fri 5/20/16	Mon 5/23/16	1	1,150,000.00
H/W BOQ Order		Mon 5/30/16	Mon 5/30/16	1	350,000.00
S/W BOQ order		Mon 5/30/16	Mon 5/30/16		-
H/W & S/W Order Milestone		Mon 5/30/16	Mon 5/30/16		-
H/W , S/W delivery, Implementation, Migration & Testing		**Tue 5/31/16**	**Mon 12/26/16**		-
Hardware & Software Delivery		**Tue 5/31/16**	**Mon 8/1/16**	44	3,740.00
H/W delivery		Wed 6/1/16	Mon 8/1/16	44	3,740.00
S/W Delivery		Tue 5/31/16	Fri 7/29/16		-
H/W & S/W Delivery Milestone		Fri 7/29/16	Fri 7/29/16	1	3,850.00
H/W & S/W audit and confirmation		Mon 8/1/16	Mon 8/1/16		575,000.00
Implementation		**Tue 8/2/16**	**Mon 11/14/16**		-
Start Implementation by Partner		Tue 8/2/16	Tue 8/2/16	10	-
Hardware installation		Tue 8/2/16	Mon 8/15/16	5	-
Software installation		Tue 8/16/16	Mon 8/22/16	15	-
System configuration		Tue 8/23/16	Mon 9/12/16	5	-
System Testing and audit		Tue 9/13/16	Mon 9/19/16	10	-
Data Migration Design		Tue 9/20/16	Mon 10/3/16	10	-
Migration Build		Tue 10/4/16	Mon	15	-

			10/17/16		
Data Validation and Execution		Tue 10/18/16	Mon 11/7/16	5	-
Data Transition		Tue 11/8/16	Mon 11/14/16		-
Perform Quality Control		Tue 11/15/16	**Mon 12/26/16**	15	40,125.00
Testing post Migration		Tue 11/15/16	Mon 12/5/16	15	40,125.00
UAT & Feedback		Tue 12/6/16	Mon 12/26/16		-
Monitoring and Control		**Tue 5/31/16**	**Mon 1/30/17**	176	67,760.00
Monitoring and reporting		Wed 6/1/16	Mon 1/30/17		-
Project Go live Milestone		Mon 1/30/17	Mon 1/30/17		-
Go Live		**Mon 1/2/17**	**Fri 2/17/17**		-
Handover & Training		**Mon 1/2/17**	**Mon 1/30/17**	12	4,620.00
Handover		Mon 1/2/17	Tue 1/17/17	9	-
Training		Wed 1/18/17	Mon 1/30/17		-
Project Handover Milestone		Mon 1/30/17	Mon 1/30/17		-
Partner Project Signoff		**Tue 1/31/17**	**Fri 2/17/17**	6	5,775.00
Assess Satisfaction		Tue 1/31/17	Tue 2/7/17	4	940.00
Summarize Project Results and Lessons Learned		Wed 2/8/17	Mon 2/13/17	1	235.00
Review and Recognize Team Performance		Tue 2/14/17	Tue 2/14/17	1	235.00
Close Out the Project Records		Fri 2/17/17	Fri 2/17/17	14	10,325.00
Documentation		Tue 1/31/17	Fri 2/17/17		-

Project Closer Signoff		Fri 2/17/17	Fri 2/17/17		-
Project Closure		**Fri 2/17/17**	**Mon 2/20/17**	2	3,000.00
Project & Contract closure and final signoff		Fri 2/17/17	Mon 2/20/17		-
Project close		Mon 2/20/17	Mon 2/20/17		
			Grand Total (USD)		**2,498,482.50**

Note:

The order value for all the activities, resources required for implementation, training and handover by partner is allocated as a lump sum amount (USD 575,000.00) of the order value for the implementation project awarded to the partner.

For detailed cost working and effort estimation breakdown please refer to the attached excel sheet.

Monthly project estimates:

MONTH	Task Name	Duration	Monthly Cost Estimate
			USD
February '16	**Project Kick off**	0 days	750.00
March	**Initiating**	**26 days**	66,687.50
	Requirement Gathering	**17 days**	
	Requirement gathering	17 days	
	Requirement Gathering Milestone	0 days	
	Requirement Analysis	**9 days**	
	Conduct Planning Workshop	5 days	
	Requirement Analysis	9 days	
	Requirement Analysis Milestone	0 days	
	Determine Procurement Requirements	2 days	
	Planning	**11 days**	
	Define Scope	**5 days**	
	Define Scope	5 days	
	Scope Defination Milestone	0 days	
	Develop Project Schedule	**2 days**	
	Build Work Breakdown Structure	1 day	
	Develop Resource Plans	1 day	
	Develop Risk Plans	**3 days**	
	Identify Risks	0.5 days	
	Analyze Risks	0.5 days	

April	Document Risk Management Plans	2 days	
	Plan for Quality	**4 days**	118,225.00
	Document Quality Management Plan	4 days	
	Organize Project Resources	**1 day**	
	Develop Organization Structure	0.5 days	
	Develop Staffing Plan	0.5 days	
	Develop Procurement Plans	**11 days**	
	Define Subcontractor Scope	2 days	
	Identify Potential Subcontractors	2 days	
	Document Subcontractor Management Plan	4 days	
	Develop Financial Plan	**3 days**	
	Prepare Financial Plan	3 days	
	Develop Project Support Plans	**2 days**	
	Document Communications Management Plan	2 days	
	Develop Project Management Plan	**2 days**	
	Document Project Management Plan	2 days	
	Scope, Partner, BOQ finalization and ordering	**34 days**	
	Scope Finalization	**6 days?**	
	Architecture Signoff	3 days?	
	Design Sign-off	3 days	
	Architecture and Design Sign off	0 days	
	Hardware BOQ Preparation	3 days	

	Software BOQ Preparation	3 days	
	Manage Project Communication	**4 days**	
	Review Progress	4 days	
May	**Implementation partner Finalization**	**22 days**	1,553,350.00
	Issue Requisition Documents	4 days	
	Partner Identification Milestone	0 days	
	Evaluate Responses	8 days	
	Negotiate Partner Scope of Work	5 days	
	Implementation Scope Sign off with the partner	3 days	
	H/W BOQ Finalization with partner	2 days	
	S/W BOQ Finalization with partner	2 days	
	H/W BOQ Order	1 day?	
	S/W BOQ order	1 day?	
	H/W & S/W Order Milestone	0 days	
June, July and August	**H/W , S/W delivery, Implementation, Migration & Testing**	**150 days**	586,330.00
	Hardware & Software Delivery	**45 days**	
	H/W delivery	44 days	
	S/W Delivery	44 days	
	H/W & S/W Delivery Milestone	0 days	
	H/W & S/W audit and confirmation	1 day	
	Implementation	**75 days**	
	Start Implementation by Partner	0 days	
	Hardware installation	10 days	
	Software installation	5 days	
	System configuration	15 days	

September	System Testing and audit	5 days	-
	Data Migration Design	10 days	
October	Migration Build	10 days	-
	Data Validation and Execution	15 days	
November	Data Transition	5 days	80,250.00
	Perform Quality Control	**30 days**	
	Testing post Migration	15 days	
December	UAT & Feedback	15 days	-
January '17	**Go Live**	**35 days**	72,380.00
	Handover & Training	**21 days**	
	Handover	12 days	
	Training	9 days?	
	Project Handover Milestone	0 days	
February	**Partner Project Signoff**	**14 days**	20,510.00
	Assess Satisfaction	6 days	
	Summarize Project Results and Lessons Learned	4 days	
	Review and Recognize Team Performance	1 day	
	Close Out the Project Records	1 day	
	Documentation	14 days?	
	Project Closer Signoff	0 days	
	Project Closure	**2 days**	
	Project & Contract closure and final signoff	2 days	
	Project close	0 days	
Total Project budget estimates (USD)			**2,498,482.50**

Resource cost breakup – average per hour cost estimate including all overheads.

Resource costing Estimates	
Resource Skill details	**Cost per day ($)**
Software Engineer – Application – Technical	450.00
System Engineer – Infrastructure	450.00
Software Engineer – HR / Payroll – Functional	600.00
Software Engineer – CRM – Functional	500.00
Software Engineer – email and tech support	400.00
System Engineer – Virtualization	500.00
System Engineer - Storage	650.00
Network Engineer	600.00
Data Base – Admin	700.00
System Admin	400.00
Project Manager	1,500.00
Team Lead	850.00
Quality manager	1,500.00
Procurement Manager	1,000.00

Note:
Resource cost includes all overheads such as travel, communication etc.
The company focuses on quality a great deal and so the quality manager is a key member of the project team.

Hardware and software cost estimation:

Hardware and software cost estimation			
Details	**Qty.**	**Price per unit**	**Total Estimate**
Servers	16	25,000.00	400,000.00
Storage	4	125,000.00	500,000.00
Network	1	150,000.00	150,000.00
Load balancing	4	25,000.00	100,000.00
Total Hardware			1,150,000.00
Virtualization Software	1	200,000.00	200,000.00
Other Software	1	150,000.00	150,000.00
Total Software			350,000.00
Total Estimate for Hardware and Software*			**1,500,000.00**

Project Quality Management

Project Scope Description: The project will focus on complete analysis of the current system for the four critical applications i.e. HR/Payroll, CRM, Tech Support and email to enable the team to architect a solution with built in redundancy for the infrastructure on which the applications are hosted on. The project aims at creating a virtual environment for the applications, mirror primary and secondary databases, load balance two data centers to provide high availability across geographical locations. Once the virtual environment is setup the applications and their data needs to be migrated to the new system and after UAT the new system will go live and the old system will be kept dormant before decommissioning it eventually.

Project Deliverables: The following are the products of the project –

10. Operational servers capable of hosting the four primary services as virtualized systems.
11. Virtualized images of the four primary enterprise system services: accounting, Customer resource management, email and tech support.
3. Mirrored primary and secondary databases.
4. Load balancing between two data centers.
5. Migrate data from the old system to the new setup
6. UAT and go live
7. Periodic progress reports at a scheduled negotiated with the customer.

Quality management approach

The purpose for managing quality is to validate that the project deliverables are completed with an acceptable level of quality. Quality management assures the quality of the project deliverables and the quality of the processes used to manage and create the deliverables.

The quality management plan identifies these key components [2]:

Objects of quality review	Quality Measure	Quality Evaluation Methods
Project Deliverables	Deliverable Quality Standards Completeness and Correctness Criteria	Quality Control Activities
Project Processes	Process Quality Standards Stakeholder Expectations	Quality Assurance Activities

The following is a brief explanation of each of the components of the quality management plan [3].

Project Processes	The key project deliverables and processes subject to quality review.
Deliverable Quality Standards **and** **Completeness and Correctness Criteria**	The quality standards that are the "measures" used to determine a successful outcome for a deliverable. The completeness and correctness criteria describe when each deliverable is complete and correct as defined by the customer. Deliverables are evaluated against these criteria before they are formally approved.
Process Quality Standards **and** **Stakeholder Expectations**	The quality standards that are the "measures" used to control if project work procedures are followed. Stakeholder expectations describe when a project process is in effect as defined by the project stakeholders.
Quality Control Activities	The quality control activities that monitor and verify that the project deliverables meet well-defined quality standards.
Quality Assurance Activities	The quality assurance activities that monitor and verify that the processes used to manage and create the deliverables are followed and are effective.

Quality management process

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ABC Corp. team has a dedicated quality management team that focuses on ensuring the optimum quality for the projects delivered by the organization. This project is considered a strategic initiative by the organization and thus has a dedicated quality manager to ensure quality at each step of the project. The quality management approach covers the following:

- Creation of a 'Quality management plan' as a part of 'Planning' activities. Quality metrics and assessment to be designed, reviewed and signed off by the respective stakeholders.
- Adherence to 'Quality assurance' standard operating procedures of the corporation. Every task is expected to be checked for completion, and correction as per the set guidelines.
- Monitoring and control lead by the quality manager through the process will keep a hock eye on the project progress and deliverables with respect to quality.
- The project signoff will contain a strict alignment to the project quality.

The various areas to be focused on at the different stages of the project for quality measurement and control are detailed in the below table:

Project Stage	**Deliverables and measurement controls**
Project Initiation	• Project definition and its scope quality • Project Justification • Definition of the roles and responsibilities of project stakeholders • Communication plan effectiveness
Design	• General description of the proposed project design • Duration of the project activity – planned vs actual • Application of an approved baseline and monitoring methodology • Monitoring plan
Project Monitoring and Control - Monitoring and Controlling Project Work	• Recommended corrective actions frequency • Recommended preventive actions response and resolution time • Deliverables monitoring

Integrated Change Control	• Adherence to approved change requests • Rejected change requests • Updates to the Project Management Plan • Updates to the Project Scope Statement (and requirements) • Approved corrective and preventive actions • Approved defect repair • Validated defect repair • Deliverables
Scope Verification	• Accepted deliverables • Requested changes • Recommended corrective actions
Scope Control	• Updates to the Project Scope Statement and Scope baseline (this includes requirements) • Updates to the Work Breakdown Structure (WBS) and the WBS Dictionary • Requested changes • Recommended corrective actions • Updates to organizational process assets • Updates to the Project Management Plan
Schedule Control	• Updates to the schedule model data and baseline • Performance measurements • Requested changes • Recommended corrective actions

	• Updates to organizational process assets • Activity list and activity attribute updates • Updates to the Project Management Plan
Cost Control	• Cost estimate planned vs actual • Performance measurements • Forecasted completion • Recommended corrective actions tracking • Updates to the Project Management Plan
Performing Quality Control	• Quality control measurements • Updates to the quality baseline • Recommended corrective and preventive actions • Requested changes • Validated deliverables • Updates to the Project Management Plan
Managing the Project Team	• Team selection • Project rooster and work allocation and tracking • Team communication management • Training and development
Performance Reporting	• Performance reports • Forecasts • Requested changes • Recommended corrective actions • Updates to organizational process assets

Project Execution	• Managing Project Scope • Quality Assurance • Hardware and Software delivery • Partner selection for implementation • Partner delivery, test, handover and go live for the project

Quality Control

Quality control methods of ABC Corp. is based on the above list and the deliverables at each stage of the project. The evaluation will be based on customer feedback (both internal and external customers), delivery team inputs, and business stakeholder's inputs and will be led by quality manager who will be closely monitoring the project for any deviation from the set quality standards through the project.

- Continuous evaluation of the performance of ABC IT team, hardware, software and implementation partners will be carried out to ensure compliance.
- If the criteria could not be met, a change request should be created and approved before the necessary changes are implemented. This change request has to be run through project manager, procurement team (if hardware, software or implementation) and the quality manager.

Project quality assurance

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables.

The following table identifies:

- The project processes subject to quality assurance.
- The quality standards and stakeholder expectations for that process.
- The quality assurance activity – such as a quality audit or reviews - that will be executed to monitor that project processes are properly followed.
- How often or when the quality assurance activity will be performed.

Project Process	Process Quality Standards/ Stakeholder Expectations	Quality Assurance Activity	Frequency/Interval
1) Develop/refine project charter	100% compliance	Audit charter updates by phase	Once per project phase
2) Develop/refine project plan	100% compliance with project scope, time and budget	Audit plan content and updates, project priorities, and task estimation	Once per project phase
3) Execute and control project per project plan	95% compliance with project scope	Audit the following project activities: • Quality • Communications • Project progress	Weekly Monthly Monthly
4) Approve each project stage	100% compliance with project scope	Audit stage checkpoints	Once per project phase/stage
5) Close project with post project review	100% compliance with project scope	Audit project reviews by phase	Once per project phase

Quality acceptance criteria:

The final criteria for acceptance will be a fully functional system where the four environments are moved and go live with the desired uptime and functionality within the constraints of scope, time cost and quality.

15. All compliance audits should be in compliance to the set strandards
16. All requirements need to be formally approved by the respective stakeholders.
17. The work completed needs to be signed off as per below:
    a. Work completed as per the scope of work signoff by internal teams
    b. Work completed as per the Scope of work and contract signoff with the chosen partner for the implementation
18. Complete setup of the new infrastructure environment with all desired functionality
19. Migrating applications and data from old system to new environment
20. Backup & Restore testing completed successfully.
21. Strict adherence to network, security and data confidentiality policies of ABC Corp.
22. Project delivery as per the scope signed off with the partner for hardware, software and implementation by partners.
23. User acceptance testing (UAT) completed and the Senior User/Project Executive signed off on user acceptance testing.
24. Go live with all functionalities signed up at the beginning of the project

Note: Project manager is responsible for the assumptions and constsraints.

Assumptions & Constraints Log

Project Title: Infrastructure Transformation Project **Date Prepared:** 03/25/2016

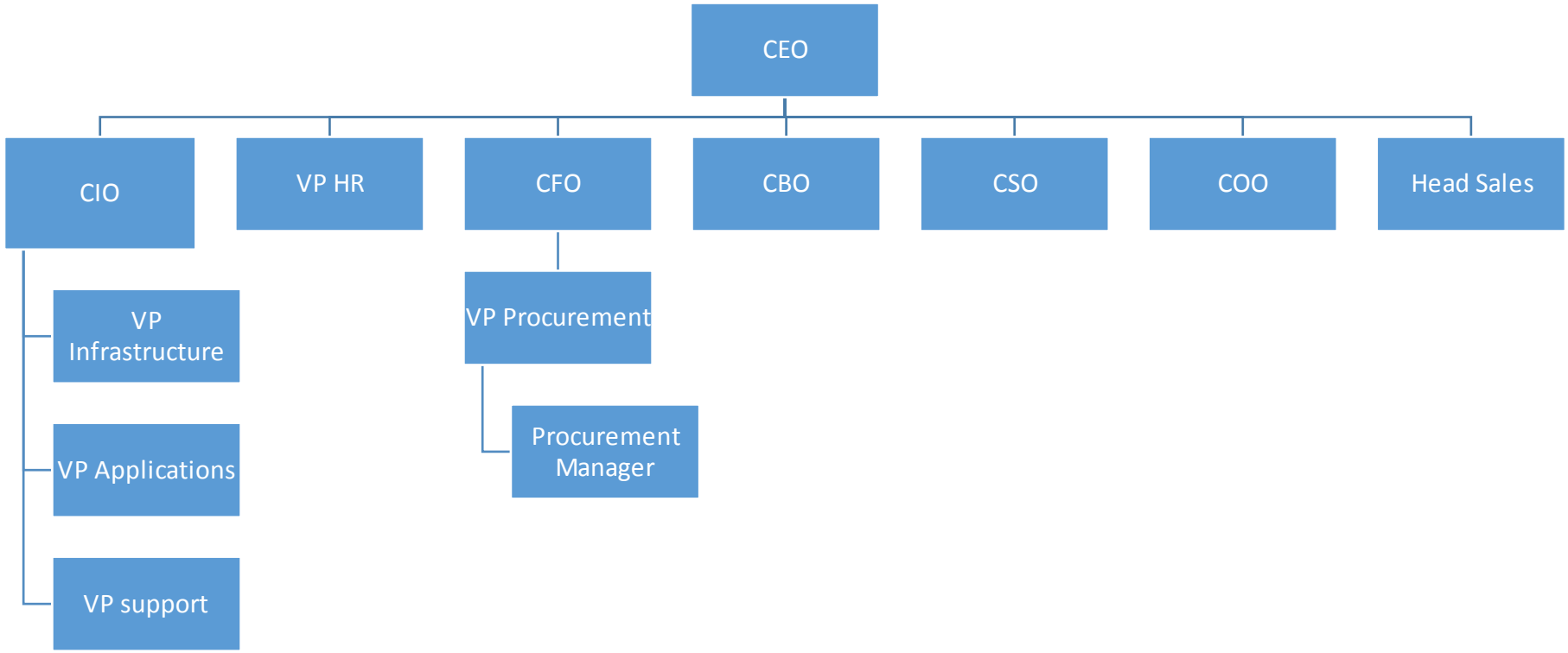
ID	Category	Assumption/Constraint	Responsible Party	Due Date	Status	Comments
01	Initiation	User requirements will be able to be verified easily by all stakeholders.	Project Manager	Feb 20th	Closed	All stakeholders agreed on this ground.
02	Initiation	Project has full support from the project sponsor.	Project Manager	Feb 20th	Closed	Agreed to be funded by the project sponsor completely.
03	Planning	ABC's IT team has efficient technical resources for completing assigned tasks.	Team Lead	N/A	Closed	Team lead made sure to gather sufficient resources for the project to be completed on time.
04	Planning	Training and other incentives will be provided to project teams to enhance their capabilities resulting in high quality of project products and increased efficiency.	Project Manager	N/A	Pending	Discussions ongoing with higher management as to how and what incentives shall be provided during the Process.

05	Execution	Quality is the first priority taking in account cost, scope and time.	Quality Manager	N/A	Open	Understood and agreed by the team working for the project.
06	Execution	The partners – IBM, Accenture, ATOS, TCS, Infosys and Cognizant have the required skills and resources to complete the project.	Procurement Manager	N/A	Closed	Partners involved have agreed to provide efficient resources for the project.
07	Procurement of H/W and S/W	There will be no back orders while procuring the hardware and software.	Procurement Manager	N/A	Closed	Both the sender and receiving party agreed to no back orders.
08	Scope Design	The first version of implementation cannot exceed one year from the start date of the project including hardware and software delivery and implementation by partner.	Project Manager	N/A	Closed	Agreed subject to project being completed on by the prescribed date.
09	Execution	The requirements and implementation team by partner needs to work onsite with ABC Corporation IT team.	Team Lead	N/A	Closed	Team has agreed to terms and conditions to work onsite for the project.
10	Execution	IT system must comply with recent	Team Lead	N/A	Open	Research ongoing

		architectural design approved by the technical team of ABC Corporation.				regarding the latest technology architectural to be taken into consideration and that is in sync with ABC Corporation.
11	Testing	Backup and restore testing shall be completed successfully before it goes live with desired functionality.	ABC's IT team	N/A	Open	Understood by the IT team and they're ready to utilize resources to the fullest for testing.
12	Testing	User Acceptance Testing (UAT) is completed and signed off by the Senior Project executive on UAT.	ABC's IT team	N/A	Open	Agreed by both parties for UAT and the sign off.
13	Planning	Business Continuity Plan (BCP) is in place to be used in situations if and where the IT system is unavailable.	ABC's IT team	N/A	Closed	If for a reason the IT system is unavailable, BCP will cater to the needful.

Organizational Chart

The overall organizational chart for ABC Corp. is given below. CEO leads the business and CIO reports to the CEO.



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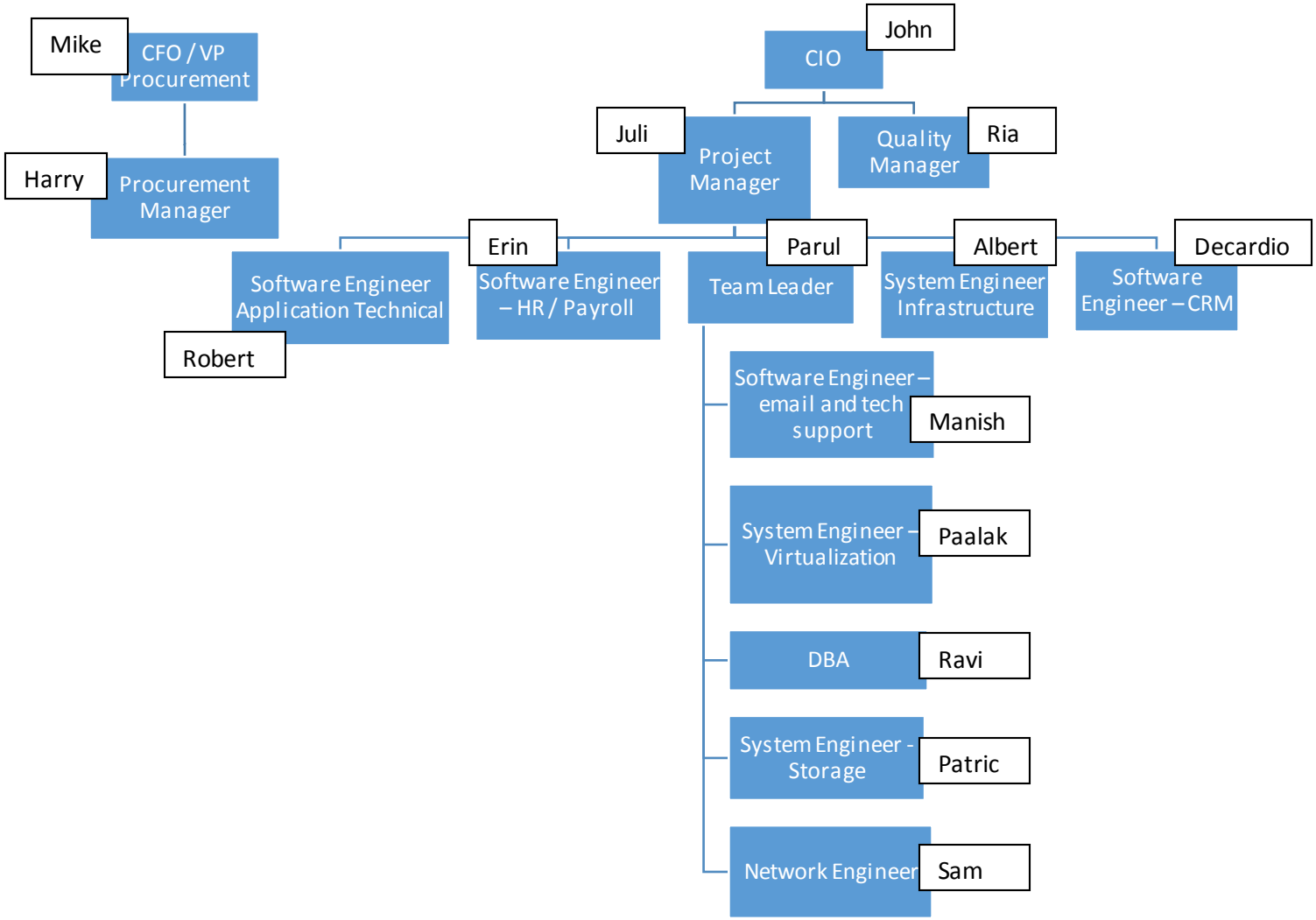
Project Organizational Chart

The organization chart for the project team is given below:



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RACI MATRIX

Activity / Stakeholders	Implementation Partner	Project Manager	Team Lead	Quality manager	Procurement Manager	HR	Software Engineer – Application – Tech.	System Engineer – Infrastructure	Software Engineer – HR / Payroll – Functional	Software Engineer – CRM – Functional	Software Engineer – email & tech support	System Engineer – Virtualization	System Engineer - Storage	Network Engineer	Data Base – Admin	System Admin	CIO
Initiating		R	R														I
Requirement Gathering																	
Requirement gathering		R	A				R	R	R	R	R	R	R	R	R		
Requirement Gathering Milestone		R															I
Requirement Analysis																	
Conduct Planning Workshop		R	A				R	R	R	R	R	R	R	C	C	C	
Requirement Analysis		R	R	I			C	C	C	C							
Requirement Analysis Milestone		R															I
Planning																	
Define Scope																	
Define Scope		R	R														
Scope Definition Milestone		R															
Develop Project Schedule																	
Build Work Breakdown Structure		R	R	C													
Develop Resource Plans		R	R														
Develop Risk Plans																	
Identify Risks		R	R	C			C	C	C	C	C	C					
Analyze Risks		R	R	C													
Document Risk Management Plans		R	R	C													
Plan for Quality																	
Document Quality Management Plan		R	A	C													
Organize Project Resources																	
Develop Organization Structure		R	A	C													
Develop Staffing Plan		R	A	C	C	C											
Develop Procurement Plans																	
Determine Procurement Requirements		R	A		R												
Define Subcontractor Scope		R	A	C	C	C	C	C	C								
Identify Potential Subcontractors		R	R		R												
Document Subcontractor Management Plan		R	A		R												
Develop Financial Plan																	
Prepare Financial Plan		R	A	A	A												
Develop Project Support Plans																	
Document Communications Management Plan		R	A														
Develop Project Management Plan																	
Document Project Management Plan		R	A														
Scope, Partner, BOQ finalization and ordering																	
Scope Finalization																	
Architecture Signoff		R	A	C			C	C	C	C	C	C					
Design Sign-off		R	A	C			C	C	C	C	C	C					
Architecture and Design Sign off		R	A	C			C	C	C	C	C	C					
Hardware BOQ Preparation		R	A	C			C	C	C	C	C	C					
Software BOQ Preparation		R	A	C			C	C	C	C	C	C					
Manage Project Communication																	
Review Progress		R	A	A	A												I
Implementation partner Finalization																	
Issue Requisition Documents		I	A	C	R												
Partner Identification Milestone		I	A	C	R												
Evaluate Responses		R	R	C	R												
Negotiate Partner Scope of Work	I	R	A	I	R	I											I
Implementation Scope Sign off with the partner	C	R	A	I	R	I											I
H/W BOQ Finalization with partner	A	R	A					C									
S/W BOQ Finalization with partner	A	R	A				C										
H/W BOQ Order	I	I	I	I	RA		C	C									
S/W BOQ order	I	I	I	I	RA		C	C									
H/W & S/W Order Milestone		R			A												I

H/W , S/W delivery, Implementation, Migration																	
Hardware & Software Delivery																	
H/W delivery	I	I	R	I	I		I	I									
S/W Delivery	I	I	R	I	I		I	I									
H/W & S/W Delivery Milestone		R															I
H/W & S/W audit and confirmation	C	R	A	R	R		C	C									
Implementation																	
Start Implementation by Partner	R	A	A	C			C	C									
Hardware installation	R	A	A	C				C									
Software installation	R	A	A	C			C										
System configuration	R	A	A	C				C	C	C	C	C	C	C	C	C	
System Testing and audit	R	A	A	C				C	C	C	C	C	C	C	C	C	
Data Migration Design	R	A	A	C			C	C									
Migration Build	R	A	A	C			I	I									
Data Validation and Execution	R	A	A	C			C	C									
Data Transition	R	A	A	C			I	I									
Perform Quality Control																	
Testing post Migration	R	A	A	C			A	A	I	I	I	I	I	I	I	I	
UAT & Feedback	R	A	A	C			A	A	A	A	A	A	A	A	A	A	
Monitoring and Control																	
Monitoring and reporting		R	R	R													I
Project Go live Milestone		R	R	R													I
Go Live																	
Handover & Training																	
Handover	R	R	R	I													
Training	R	R	R	I													
Project Handover Milestone	R	R															I
Partner Project Signoff																	
Assess Satisfaction		R	A	I	I												
Summarize Project Results and Lessons Learned		R	A	I	I												
Review and Recognize Team Performance		R	A	I	I												
Close Out the Project Records		R	A														
Documentation		R	A														
Project Closer Signoff	R	R	A	R	R												I
Project Closure																	
Project & Contract closure and final signoff		R		R	R												R
Project close																	

R - Responsibility

A - Accountability

C - Consult

I – Informed

Note: In the above diagrammatical representation every task has only one person assigned. Though responsibilities can be shared but the accountabilities is been fixed to a single person.

Organization Description

ABC Corporation is a fortune 1000 company having headquarter in College Station. It has over 5000 employees and has a full-fledged IT team to support its IT operations. We are part of the IT team of ABC Corporation which is responsible to execute the project in order to address the current business problem. The company currently has many applications hosted on the infrastructure in their own data centers – one in College Station and other in Houston. The hardware infrastructure on which the primary systems, i.e. HR/Payroll, CRM, Tech-Support and email, are hosted is nearing end of life and is out of warranty and support.

The single function application-to-server architecture is not fault tolerant and provides single point of failure. There is no plan in place to restore the four critical applications in case of a localized emergency with respect to power outage, sever weather, terror attack etc. Thus the current architecture needs to be changed in order to build redundancy and provide the business better uptime and system availability.

The management has decided to refresh the hardware and include virtualization for the servers for the primary systems and redesign the architecture for these four critical applications. This will help provide the opportunity to optimize the hardware and save on space, power, cooling and maintenance in addition to providing a more robust system architecture with built in redundancy.

Objective

The objective of this document is to lay down a strategy that helps the organization communicate effectively and meet core project objectives. The plan shall focus on how to engage effectively with the stakeholders and measure the progress and success of the work. The main purpose is to ensure that the team members are on the same page regarding their views and actions related to the project. The plan defines the project's structure and methods of information collection, formatting and outlining the understanding among the project team members concerning the processes necessary to expedite the links among people, ideas and information that are critical to the project's success. The intended audience of the plan is the project sponsor, project team, hardware vendor, software vendor, implementation partner and senior leaders whose support is essential to carry out communication plans.

Communication methods

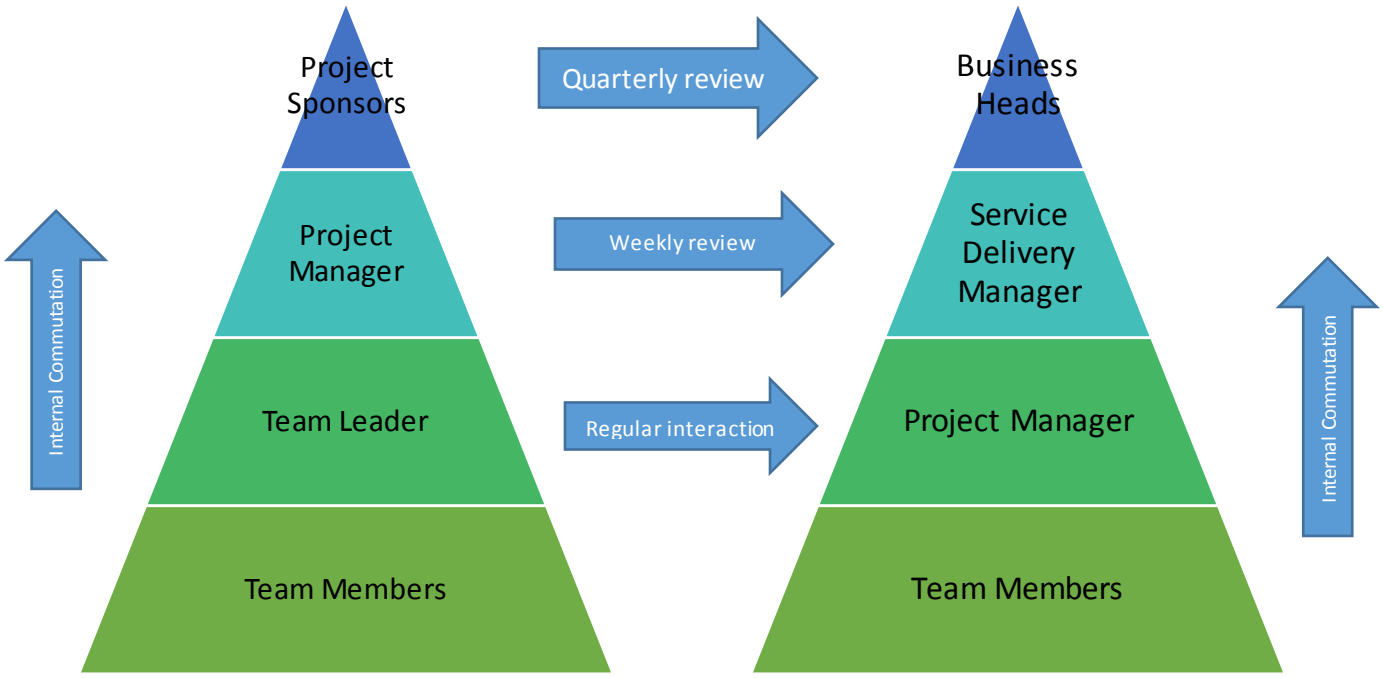
ABC Corp uses share point for sharing documents among the team members during the course of the project. Members depending on their rank have read or write access to the share point portal. The method of communication is not limited to e-mail, cell phone, face-to-face for all communication. The meetings are organized over audio/video conference calls or in person depending upon availability.

Communication Directory

Role	Name	Organization	e-mail ID	Direct number
CFO/VP Procurement	Mike R.	ABC Corp	mike@abccorp.com	979 856 2365
Procurement Manager	Harry P.	ABC Corp	harry@abccorp.com	973 856 2376
CIO	John Tim	ABC Corp	john@abccorp.com	923 853 2387
Project Manager	Juli White	ABC Corp	juli@abccorp.com	123 856 2365
Quality Manager	Ria P.	ABC Corp	ria@abccorp.com	234 856 2365
S/W Engineer: Application Technical	Robert Hip	ABC Corp	robert@abccorp.com	345 856 2365
S/W Engineer: HR/Payroll	Erin Pint	ABC Corp	erin@abccorp.com	456 856 2365
Team Leader	Parul G.	ABC Corp	parul@abccorp.com	678 856 2365
System Engineer Infrastructure	Albert	ABC Corp	albert@abccorp.com	789 856 2365
Software Engineer-CRM	Decardio In	ABC Corp	decardio@abccorp.com	876 856 2365
Software Engineer-CRM and Tech Support	Manish Singh	ABC Corp	manish@abccorp.com	453 856 2365
System Engineer-Virtualization	Paalak Paul	ABC Corp	paalak@abccorp.com	324 856 2365
DBA	Ravi Singh	ABC Corp	ravi@abccorp.com	459 856 2365
System Engineer-Storage	Patric Jos	ABC Corp	patric@abccorp.com	569 856 2365
Network Engineer	Sam Wills	ABC Corp	sam@abccorp.com	348 856 2365
Service Delivery Manager	Palak Kalra	Implementation partner	pk@xyz.com	457 856 2365
Project Manager	Nadil Praskar	Implementation partner	np@xyz.com	236 856 2365

Communication strategy:

The communication strategy during the project execution for ABC Corp. and implementation partner will be as following:



Whenever required project sponsors (CEO / CFO) can interact with the Business heads of the implementation partner to discuss matters of strategic importance. They will be part of the quarterly review meetings.

The project manager of ABC Corp. and the service delivery manager representing the implementation partner will have weekly review meetings. Any issue needing urgent attentions will be brought to the PM & SDM for immediate closure.

The team lead of ABC Corp and the project manager of the implementation partner will be working together through the project and will interact on daily basis. They will form the communication bridge between the respective teams.

In each organization the team members will communicate with their manager and all communications related to the project will be tracked and recorded. All documents will be shared using share point with role based access.

Communication Plan Matrix

Audience	Communication Type	Objective	Medium	Frequency	Deliverable
Project team (all members in the project delivery team from ABC Corp and implementation partner)	Operational / Team meetings	Day to day communication	Email, Phone, Video conference, Audio conference, Direct meeting	Daily or as and when required	Implementation status and information exchange
Team Lead of ABC Corp. and Project manager of Implementation partner	Daily progress tracking	Progress reporting	Email, Direct meeting	Daily	Status report
Project manager of ABC Corp. and Service delivery manager of Implementation partner	Weekly progress tracking	Progress reporting, Issue discussion, support required	Direct meeting, video conferencing	Weekly	Status report
Project sponsors	Quarterly progress tracking	Progress reporting, support / approvals required	Direct meeting at ABC Corp. office	Quarterly	Status report

Note: Project team of implementation partner needs to route all communication through their project manager or service delivery manager.

Communication method and format for communication:

Email: All emails will be marked to the team members related to the project only. Every email sent by the team members needs to mark team leader / project manager in the CC and needs to retain a copy for any future request. Each email communication needs to have a defined subject related to the project and all conversations needs to be saved by both sender and receiver. All emails need to be responded within 4 hours.

Audio or Video conference: All audio or video conference needs to be planned 2 business days in advance. The minutes of the meetings needs to be recorder and shared with all attendees. All actionable for the meeting needs to be tracked and closed within the stipulated time.

Phone calls: All phone calls to discuss the issues related to the project must be followed by an E-Mail briefly detailing the discussion and the outcome.

Weekly and quarterly meetings: All weekly and quarterly meetings must be used to track the status of the project and should be presentation based. All presentations, documents for reporting status should be shared with the senior management and a copy needs to be archived in the share point portal for future reference.

Documents: Any document prepared, shared, created for the purpose of the project needs to be kept confidential and should not be shared with any person other than the one designated for the project.

Confidentiality: All communication related to the project should be treated as confidential and should not be shared with any person / organization not part of the project.

Top 10 Risks for Infrastructure Transformation Project

The team has identified the below list of risks prioritized based on severity and the impact it would have on the project scope, time and cost.

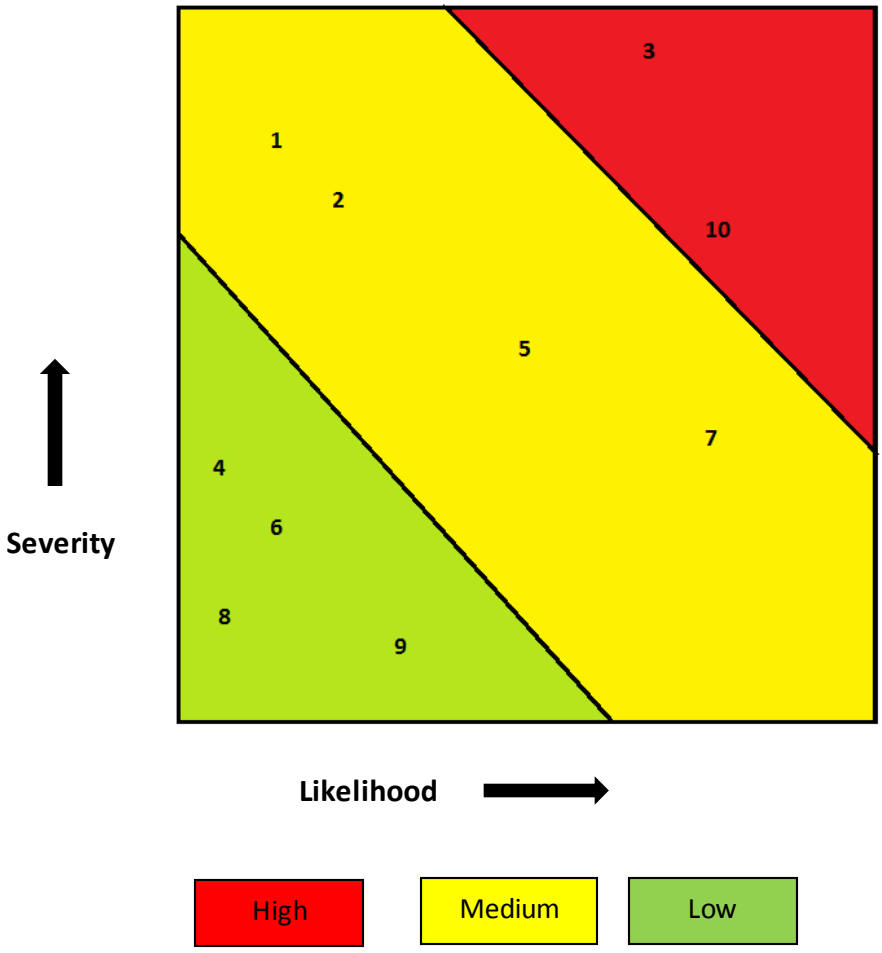
1. Change in management policy or strategy
2. Failure or delays in the implementation of new technology
3. Withdrawal of a partner
4. Delay in delivering the hardware and software on time
5. Services partner's inability to implement the new environment on time and under budget
6. Greater than anticipated resistance to the project
7. Budget cuts
8. Loss of project personnel due to attrition
9. Failure or delays to an interfacing project
10. Time and Cost overrun

Risk & Mitigation plan

The identified risks are categorized under high, medium and low based on severity and impact. The description of each risk category is as following:

- Low: Risk category having low likely hood of occurrence and minimal impact on the project outcome.
- Medium: Risk category having medium likely hood of occurrence and average impact on the project outcome.
- High: Risk category having high likely hood of occurrence and high impact on the project outcome.

The following risk matrix has been made taking into consideration the three risk categories defined above, where in each risk's serial number corresponds to the risk category it lies in is charted.



The identified risk, their potential causes and mitigation plan are detailed in the table below:

SNo.	Risk	Severity	Potential Causes	Mitigation Plan
1.	Change in management policy or strategy	Medium	• Change in top management • Change in organizational objective • Change in government policies	• Take top management signoff before project is initiated with confirmation to the scope, time and cost associated with the project. • We envisage minimal or no impact of change in government policies on the project as it focuses on the infrastructure for the 4 applications.
2.	Failure or delays in the implementation of new technology	Medium	• Change in technology • New product launched by the product OEM (Original equipment manufacturer) • Change in configuration of the hardware finalized for the project • Change in software (version / features / modules)	• An agreement with the hardware supplier to cover the cost of upgrade for the hardware BOQ (Bill of Quantity) • An agreement with the software supplier to cover the cost of upgrade for the software BOQ
3.	Withdrawal of partner	High	• Partner going out of business • Partner's inability to execute the order • Dispute between supplier/partner and ABC Corp. • Resource problem for the implementation partner	• Take utmost care while selecting partner - with good past record and clear visibility of business continuity for next ten years. • Project scope is decided upon and finalized by both partner and ABC Corp. • Partner is involved in finalization of Hardware and Software BOQ.

			• OEM unable to supply the Products (Hardware/ Software) selected for the project • Financial risk associated with currency conversion rate	• Implementation partner selects the team for delivery of the project.
4.	Delay in delivering the hardware / software on time	Low	• Delay in ordering the material from the OEM or the principal company • Discrepancy in BOQ of hardware or software • Delay in transportation • Damage during transportation • Wrong delivery of hardware of part of the BOQ	• The hardware and software BOQ is finalized along with the implementation partner • The hardware and software supply partner is selected considering reliability and dependability factors • Sufficient buffer time is considered as part of the project plan to factor for any delay associated with transportation or issues during transit • The supply partner is made responsible for the full delivery of the ordered BOQ on time
5.	Services partner's inability to implement the new environment on time and under budget	Medium	• Service provider is not capable of delivering the scope defined for the project • Discrepancy on scope and timeline for the project • Delay in delivery of hardware and software • Resource related issues faced by services partner	• Service provider with proven capability of delivering similar project is chosen for the project • The scope and timelines for the delivery of the project is discussed and finalized with the selected service provider • Service provider is involved in the finalization of BOQ and delivery partner for hardware and software

			(attrition of partners resources)	• Service provider is responsible for managing their resources and should factor for any issues related to resources
6.	Greater than anticipated resistance to the project	Low	• Stakeholders do not agree to the project scope, time or cost • End users resist the project • Lack of support from the top management	• All stakeholders are taken into confidence before the project is kicked off. • The initiative is driven by top management with full support. • End users are made aware of the benefits of the project to gain their support and trust before and during the project phase
7.	Budget cuts	Medium	• Budget cut	• The budget for the project was approved in the previous financial year and was integral part of this year's plan
8.	Loss of project personnel due to attrition	Low	• Attrition	• Resource allocation is carefully planned with at least two people per functional area to minimize risk associated with attrition • Proper HR practices are in place to ensure employee satisfaction and retention
9.	Failure or delays to an interfacing project	Low	• Dependencies on other projects • Dependencies with respect to different project phases	• There is not linkage of this project with any other project. • The different phases of the project are planned with sufficient buffer time so that any delay with respect to dependency could be avoided
10.	Time, Cost overrun	High	• Time over run • Cost over run	• The total time for the project has buffer time factored for each stage.

				• The cost of the project is fixed with respect to hardware, software and implementation cost. • Hardware, software and implementation are fixed price orders covering the total project scope and deliverables.

Note: The project is not running over budget.

Purpose of RFP

ABC Corporation headquartered in College Station has a full-fledged IT team to support its operations. We are a part of the IT team which is responsible to execute the project in order to address the current business problem. The architecture is designed by the internal IT team as they are skilled and experienced in both infrastructure and the applications of the corporations. The hardware infrastructure on which the primary systems, i.e. HR/Payroll, CRM, Tech-Support and email, are hosted is nearing end of life and is out of warranty and support.
The management has decided to refresh the hardware and include virtualization for the servers for the primary systems and redesign the architecture for the above mentioned four critical applications. For the implementation of the new environment a suitable vendor who could execute the implementation, deployment and go live of the new system needs to be selected through this RFP process.

I. Organization's Background

ABC Corporation is a fortune 1000 company having headquarter in College Station. It has over 5000 employees and has a full-fledged IT team to support its IT operations. The company currently has many applications hosted on the infrastructure in their own data centers – one in College Station and other in Houston.

The single function application-to-server architecture is not fault tolerant and provides single point of failure. There is no plan in place to restore the four critical applications in case of a localized emergency with respect to power outage, sever weather, terror attack etc. Thus the current architecture needs to be changed in order to build redundancy and provide the business better uptime and system availability.

The inclusion of virtualization for the servers for the primary systems and redesigning the architecture will help provide the opportunity to optimize the hardware and save on space, power, cooling and maintenance in addition to providing a more robust system architecture with built in redundancy.

II. Basic Requirements

Project and Product Requirements:

The project requires a detailed analysis of the current system to architect the new virtualized environment where the four applications will be hosted. The project requirements are detailed as following:

Implementation partner: To be selected from the list of existing vendors based on the competitive bidding as part of the response to this RFP.

III. Hardware and Software Environment

Hardware – to be provided by Hardware vendor: Servers, Storage, routers, switches, load balancers, firewalls

Software – to be provided by software vendor: Virtualization software (Hyper-V or VM ware) – to be selected along with the deployment partner.

IV. Description of RFP Process

Guidelines for proposal submission

Award of the contract subsequent from this RFP will be based upon the most approachable Vendor whose offer will be the most beneficial to ABC Corp. in terms of cost, scope, time and other factors as detailed in a different place in this RFP.

ABC Corp reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential Vendor,
- Accept other than the lowest priced offer,
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers,
- Divide the scope and award more than one contract to one or multiple vendors.

Vendor's proposal shall be submitted in two parts as set forth below. The Ve ndor will confine its submission to those matters sufficient to define its proposal and to provide an adequate basis for ABC Corp. Evaluation of the Vendor's proposal.

In order to address the needs of this procurement, ABC Corp. Emboldens Vendors to work supportively in presenting combined solutions. Vendor team arrangements may be necessary to enable the companies involved to balance each other's unique capabilities, while presenting the best blend of performance, cost, and delivery for the implementation services being provided under this RFP. ABC Corp will recognize the veracity and validity of Vendor team arrangements provided that:

- The arrangements are identified and relationships are fully disclosed, **and**
- A prime Vendor is designated that will be fully responsible for all contract performance.

Vendor's proposal in response to this RFP will be incorporated into the final agreement between ABC Corp. and the selected Vendor(s). The submitted proposals are suggested to include each of the following sections:

1. Executive Summary
2. Approach and Methodology
3. Project Deliverables
4. Project Management Approach
5. Detailed and Itemized Pricing and a final price for the complete project
6. Appendix: 5 References of similar projects
7. Appendix: Project Team Staffing – with breakup of onsite and offshore team and profiles
8. Appendix: Company Overview

Mode of submission: All proposals needs to be submitted in hard copy to the ABC Corp. procurement department in two separate envelops.

Envelop 1: Technical proposal – 2 hard copy and 1 soft copy in CD / Flash drive

Envelop 2: Commercial proposal – 2 hard copy and 1 soft copy in CD / Flash drive

Technical Contact for the RFP

Any questions concerning technical specifications or Statement of Work (SOW) requirements must be directed to:

Designation	Technical Architect
Address	ABC Corp, Head Office, TX, USA
Phone	123 456 8596
FAX	258 263 5468
Email	xyz@abc.com

Procurement Contact for the RFP

Any questions regarding contractual terms and conditions or proposal format must be directed to:

Name	Procurement Manager
Address	ABC Corp, Head Office, TX, USA
Phone	123 456 8596
FAX	258 263 5468
Email	mnop@abc.com

Due Date: A written approval of the Vendor's intent to reply to this RFP is required by 03/30/2016. All proposals are due by **10 am on 04/10/2016**. Any proposal received at the designated location after the required time and date specified for receipt shall be considered late and non-responsive. Any late proposals will not be evaluated for award.

V. Statement of Work and Schedule Information

Statement of work

The following information should be used to determine the scope of this project and provide pricing for this engagement:

Infrastructure for HR System • Server and Storage BOQ • Software BOQ • Network & Security elements
Infrastructure for payroll, CRM & Tech Support • Server and Storage BOQ • Software BOQ • Internal network for switching and routing
Server Configuration Reviews • Review the BOQ for hardware and software before the order is placed • Review of current configuration • Propose changes to the configuration and processes for the new environment
Data migration • Migrate data from the old system to the new environment

• Testing the data post migration
Training plan • Provide training plan for the new system • Conduct training and handover
System Testing & Handover • Test each system independently • Test all the system working simultaneously • Complete documentation of implementation and support • Handover formalities and project signoff

Deliverables

At the supposition of the assessment, ABC Corp. necessitates written documentation of the approach, findings, and recommendations associated with this project. A formal presentation of the findings and recommendations to senior management may also be required. The documentation should consist of the following:

Technical findings report

A document developed for the use of ABC Corp.'s technical staff which discusses: the approach employed, deliverables, policy and processes.

Executive summary report

A document developed to summarize the scope, approach, findings and recommendations, in a manner suitable for senior management.

Schedule Information

Schedule of Events for the project including vendor selection and project go live:

Summary Milestones	Due Date
RFP distribution	15th March 2016
Written confirmation from vendors on bid intention	30th March 2016
Bid clarification	5th April 2016
Bid submission	10th April 2016
Final vendor selection	25th April 2016
Project kick off	April 30, 2016
Hardware and Software BOQ finalization & order	May 30, 2016
Hardware and software delivery	Aug 1, 2016

Implementation Start	Aug 1, 2016
Project go live	Jan 1, 2017
Project handover	Jan 30, 2017
Sign off	Feb 20, 2017

VI. Selection Criteria:

The final criteria for selection will be a fully functional system where the four environments are moved and go live with the desired uptime and functionality. Examples of the breakdown of the acceptance criteria are provided below:

7. All requirements need in full compliance to the scope of work mentioned in the RFP.
8. RFP response to be in compliance to the RFP requirement
9. The validity and effectiveness of the proposed approach and methodology
10. References and their relevance to the project
11. Prior experience
12. Compliance to the timelines and scope and confirmation to the delivery quality
13. Proposed team skill and experience
14. Commercial offer

All contractual terms and conditions will be as per the current master agreement as this is a closed RFP circulated among the vendors currently engaged for various services at ABC Corp. Any deviation should be brought to the notice of ABC Corp. procurement team immediately so that it could be resolved before the due date for the RFP submission.

A copy of the RFP duly signed and stamped as a confirmation of acceptance of all the terms, conditions and deliverables needs to be returned to ABC Corp. along with the Technical proposal:

Name_____ Name _____

Designation: Designation

_____ _____

Organization Name Organization Name

Date: Date:

Stamp Stamp

Vendor's proposal in response to this RFP will be incorporated into the final agreement between ABC Corp. and the selected Vendor(s). The criteria for evaluating the proposal will be as following:

Proposal Evaluation Sheet

		IBM		Accenture		Infosys	
		Proposal 1		Proposal 2		Proposal 3	
Criteria	**Weight**	**Rating**	**Score**	**Rating**	**Score**	**Rating**	**Score**
Technical approach and methodology	25%	80	20	80	20	80	20
Proposed team skill and experience	20%	85	17	83	16.6	85	17
Management approach	25%	90	22.5	75	18.75	90	22.5
Past Performance	15%	70	10.5	80	12	85	10.5
Price	15%	60	9	60	9	100	15
	100%		79		76.35		85