CMRL Project

https://blog-gestion-de-projet.com/wp-content/uploads/2020/07/logo-blog2-293px-transparent.png

**Project Charter**

**Confirm the existence of your project**

**Project charter**

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| **Name / Project code** | **SAP30 / CMRL** | |
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| **Reference** | **Strategy2022/CMRL** | |
| **[Which strategy, strategic objective, portfolio, or program is the project affiliated with?** | | |
| **Project manager** | **Chantal Dupont** | |
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| **Service/Organisation** | **Confassis S.A.** | |

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| **Version Control** |  |
| **Version** | **Owner** | **Description** | **Date** |
| 001 | Chantal DUPONT | First version | 2022-05-12 |
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## Project justification

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| **Project background and justification** |
| *[What are the reason and the initial situation that led us to this project. Why is the project necessary?]*  ***Example:***  This project follows a feasibility study and got approved on March 15, 2022. It benefits from the support of the General Management as well as the Management of the Lille Regional Assembly Center.  It is part of the SAP Portfolio and will be financed by the Finance department from the Villacoublay head office.  Our Regional Assembly Center in Lille is the last entity in the group not to have installed the SAP system yet.  It produces seats for our car manufacturer customers.  Existing IT solutions are outdated, expensive, and no longer maintained.  In addition, the integration processes with headquarters systems are mainly manual and error-prone.  Monthly closing procedures are lengthy and often incorrect, creating additional work.  Finally, the lack of flexibility of current solutions does not allow the implementation of our expansion strategy.  For all these reasons, the Management Committee approved the transition to the group's SAP systems with a project start-up as soon as possible. |

## Objectives and key performance indicators

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| **Objectives (and key performance indicators)** |
| *[What are the SMART objectives (Specific, Measurable, Achievable, Realistic, Time-bound) that we are trying to achieve through this project? Be as specific as possible].*  *[Define KPIs - How are the objectives going to be measured?]*  *[Define targets for these KPIs]*  **Example:**  The duration of the project is estimated to be six months.  The start of the project is scheduled for May 3, 2022.  All current functionalities will be replaced by headquarters systems (see scope below).  At the end of the project, the two units assigned to manual corrections will be re-assigned to Customer Service.  The old systems will be disconnected on January 1, 2023.  The annual closing will be done on the SAP system before January 7, 2023.  All data will be cleansed and corrected for the new system start-up.   |  |  | | --- | --- | | KPI(s) | Target | | Implementation budget | 515 K euros | | Annual operational cost | 310 K euros | | Removal of the 2 units assigned to corrections | Reassignments | | Commissioning | 6 months | | Return on investment | 1 year | | Internal customer satisfaction | 90% | | External customer satisfaction | 100% | |

## In Scope / Out of Scope

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| **Scope** |
| *[How will these objectives be achieved? What are the main tasks/steps]?*  **Example:**  The project will deliver a fully integrated system, based on the model developed at our headquarters and used by other group entities, such as:   * Finance – all modules * Sales – including forecasting, B2B and B2C * Purchasing - including connections to third parties * Logistics - including automated inventory management * Production support - mainly interfaces to technical servers.   The application details will be presented to the various departments involved in order to detect any possible adjustments or specific needs.  The detailed scope will be the subject of the first phase of the project and official approval by the heads of the departments concerned.  Change Management will be an integral part of the project, under the responsibility of a person from CMRL specially dedicated to this task. |

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| **Out of scope** |
| *[What is not part of the project?]*  **Example:**  The technical servers in the factory are not affected by this project: they have been recently updated and are at the latest level.  Applications recently deployed on sellers' laptops and digital tablets are not impacted either.  The increase in production as defined in our expansion plans is subject to a separate project and therefore out of the scope of this project. |

## Assumptions and Constraints

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| **Assumptions and constraints** |
| *[Under what assumptions can the project be carried out?*  *What are the main constraints, for example in terms of time and resources, that should be considered in subsequent planning?]*  **Example:**  Assumptions:  • No control or audit will take place during the duration of the project  • The investments necessary for the project are approved  • The Labor Unions approve the project  • IT resources are available full time  • Local resources (Change Manager, Integration Manager) are available full time  • The sponsor is available and supports the project  Constraints:  • The new system must be available before the end of the year  • Contracts for old systems will be canceled by January 1, 2023  • All project resources will be assigned full time  • Headquarters servers can bear the additional load  • All documentation will comply with applicable ISO standards  • The new system will be fully operational upon delivery of the CMRL production increase project (see Out of Scope) |

## Deliverables and Acceptance

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| **Deliverables and Acceptance** |
| *[What are the expected deliverables (services and products) of the project - throughout and at the end.*  *Who will receive these products?*  *When will they be approved?*  *How does this approval take place?]*  **Example:**  The project will deliver an integrated system to replace all current CMRL management systems. See the Scope above for more information.  All administrative staff will be affected by this change.  The detailed requirements and specifications, which will be established during the planning phase, will be approved by the heads of departments and their experts before any implementation.  For specific functions, a prototype will be produced to confirm the suitability of the proposed solution.  However, it should be remembered that the systems installed are the group's standard systems and that only approved specifics or legal needs will be considered.  In all cases, approval "gates" will be discussed in each phase of the project to confirm the implementation is going well.  Our existing procedures will be followed for training and several test phases that must be done jointly between CMRL representatives and SAP developers.  There will be unit tests, scenario tests, integration tests, and consolidation tests.  The process of these tests will be explained in detail in due time.  Last but not least: when switching to the new systems, many simultaneous users will have to confirm that the applications are working properly before they go into operation the following Monday.  All of these tests and approvals are intended to minimize any risk of errors during restart. |

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## Budget Estimates

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| **Budget Estimates** |
| *[What is the estimated budget for the project?*  *The opportunity or profitability study for the project should include cost estimates that can be used as the basis for this section of the project charter.]*  *Example:*  *The total budget is estimated to be 515,000 euros, including 420,000 compensations for experts (14 members) assigned to the project and 95,000 euros for the purchase of new licenses.*  *The annual cost of new systems is estimated to be 310,000, infrastructure, and maintenance.*  *The current annual cost is 898,000 euros, including 850,000 euros for software and infrastructure and 48,000 euros of compensation for 2 associates permanently assigned to manual corrections.*  *Return on investment is estimated at one year.*  *Please refer to the Business Case for cost estimates.* |

## Timeline

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| **Milestone** | **Phase** | **Date** | **Description** |
| M1 | Initiation | 2022-04-30 | Confirmation of Project charter |
| M2 | Planning | 2022-06-30 | Detailed requirements and plan |
| M3 | Execution | 2022-09-30 | Parameter setting / CMRL specific tests |
| M4 | Control and monitoring | 2022-12-31 | Validation of the productive environment |
| M5 | Project closure | January 2023 | Financial close 2022 and project close |
| M6 | Old systems shutdown | January 2023 | Complete decommissioning |

**Initial risks**

Present an initial risk assessment, including the strategic risks that were identified at the project initiation.

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| **Major Risks** |
| **Risks** | **Impact** | **Mitigation measures** |
| Status-Quo | Catastrophic | Start of the SAP CMRL project |
| Control/Audit | severe | Accelerated SAP implementation |
| Lack of support or interest | Major | Communication plan and assignment of a change manager |
| Dependencies between projects | Major | SAP project and CMRL expansion project in the same portfolio |
| Deadline December 2022 | Major | Accelerated SAP implementation |

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## Project manager

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| **Authority of the project manager** |
| *[Expose in this section who is assigned as the project manager. What level of authority does he/she have? This could include:*  *• The ability to incur expenses up to a certain budget.*  *• The ability to build a team.*  *• And other responsibilities or authorities that arise during the project]*  *Example:*  *Madame Dupont, Project Manager of the IT department, is confirmed as Project Manager for the implementation of SAP at CMRL.*  *She will be supported by Mr. Meunier, Administrative Manager, who will deal more particularly with the integration, testing, and training of CMRL staff.*  *Madame Dupont will control the budget (estimate 515,000 euros) and will be responsible for the IT teams. IT staff will be assigned to the project full-time until the new system is operational.*  *The Change Manager must be named and assigned in the coming days and at the latest at the official start of the project (Kick-Off).* |

**Project stakeholders**

*(Project team if defined at this stage of the project).*

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| **Project team** |
| **Last name / First Name** | **Role / Responsibility** | **Description** |
| Dupont Chantal | Project manager | SAP project specialist |
| Meunier Jacques | Administrative manager | Integration of SAP processes |
| Robespierre Olivier | CMRL Financial Director | Sponsor |
| TBC | Change Manager | Change, Communication, coordination |
| Attali Denise | Sales Coordinator | SAP Sales Process Specialist |
| Davant Monique | Finance Coordinator | SAP Finance Process Specialist |
| Albert Jean | Sales Coordinator | SAP Purchasing process specialist |
| Duteil Eric | Logistics Coordinator | SAP logistics process specialist |

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| **Stakeholders (not part of the team)** |
| **Last name First Name** | **Role / Responsibility / Service** | **Interest** | **Impact on the project** |
| Château Daniel | IT Director | High | High |
| Puccini Gilles | CEO | High | High |
| Gaveau Thierry | CMRL Director | High | High |
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**Approvals**

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| **Approvals** |
| **Position** | **Name** | **Date, Signature** |
| CEO | Puccini Gilles |  |
| CMRL Director | Gaveau Thierry |  |
| IT Director | Château Daniel |  |
| CMRL Finance Director | Robespierre Olivier |  |

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| **Reasons for rejection** |
| *[If the charter was not approved, explain the reasons behind the rejection decision. The reasons given can serve as lessons learned for future projects].* |