CMRL Project

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

**Detailed Requirements**

**Clearly express the need and scope of the project**

**DETAILED REQUIREMENTS**

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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/Organization** | **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 Context

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| **Context of the project** |
| *[Place the project in context here.*  *Describe how this project was initiated, the business needs, the expected benefits, the technical background, the legal aspects if applicable. Use words that anyone will clearly understand the Why of your initiative.]*  **Example:**  Our Regional Assembly Center in Lille is the last entity in the group that has not yet installed the SAP system.  It produces headquarters 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  Existing IT solutions are outdated, expensive, and no longer maintained.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 generate errors.  Monthly closing procedures are lengthy and often incorrect, creating additional work.  Finally, the lack of flexibility of current solutions ties up the setting up of necessary applications for 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. |

## Project objectives

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| **Project objectives** |
| *[Express the expected benefits justifying your investment.*  *This can be, for example:*  *- An x% increase in sales or production*  *- A reduction in costs (specify which ones and how much)*  *- Improved response time*  *- Optimization of purchases*  *- A legal obligation (the cost here is justified because it avoids big fines)*  *- The merger of companies*  *- Quantitative objectives*  *-And many others…*  *Be as complete as possible: your project can have multiple objectives and benefits, which are important. If applicable, position your project's objectives against the competition to show the benefits].*  **Example:**  The main objectives of the project are:  - Reduction of IT costs for the assembly center  - Alignment of solutions with the head office's SAP standard  - Improved data quality between CMRL and head office  - Reduced support costs for data corrections  - Elimination of the risk of negative control or negative audit  - Implementation of backup solutions  - Support of the company's expansion strategy (Strategy2022)  The measurable goals are:  - The duration of the project is estimated at 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 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 cleaned and corrected for the start of the new system.  The performance indicators are:   |  |  | | --- | --- | | KPI(s) | Target | | Implementation budget | 515 K euros | | Annual operational cost | 310 K euros | | Removal of the 2 units assigned to corrections | Reassignment | | Commissioning | 6 months | | return on investment | 1 year | | Internal customer satisfaction | 90% | | External customer satisfaction | 100% | |

## Scope of the project

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| **Scope of the project** |
| *[What are the limits of your project? What does it consist of? Where does it start, and where does it end? Who is involved and who will not? Who are the main recipients? Does it involve external stakeholders? Is there a geographical limit? ...*  *It may be interesting here to remind the constraints of the project and the initial assumptions.*  *Note: Defining what is outside the scope of your project is as important as defining what is going to be done. This can often avoid misunderstandings and subsequent discussions].*  *Example:*  *Scope:*  The project will deliver a fully integrated system at headquarters as well as with other group entities.  Namely:  • Finance - all modules  • Sales - including forecasting as well as B2B and B2C  • Purchasing - including connections to third parties  • Logistics - including automated inventory management  • Production support - mainly interfaces to technical servers.  **Out of Scope:**  The technical servers in the workshop 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 production expansion is managed by a separate project. Therefore, it is out of scope of this project.  Hypotheses:  • No control or audit will take place during the duration of the project  • The investments necessary for the project are approved  • The 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 on January 1, 2023  • All project resources will be assigned full time  • Headquarters servers can bear the additional load  • All documentation will comply with the applicable ISO standards  • The new system will be fully operational upon delivery of the CMRL production increase project (see Out of Scope) |

## Functional aspects

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| **Functional description** |
| *[Define each of your goals and break them down into deliverables. For example, you can split a feature into different transactions to be executed. Add diagrams.*  *Note: Defining what is outside the boundaries of your project is as important as defining what is going to be done. This can often avoid misunderstandings and subsequent discussions].*  **Example:**  As a reminder, we will install the following modules:  - Finance - all modules  - Sales - including forecasting as well as B2B and B2C  - Purchasing - including connections to third parties  - Logistics - including automated inventory management  - Production support.  -  Therefore, the project team will be assigned to these 5 major themes, each under the responsibility of a coordinator. These have been assigned except for the production support coordinator who will be appointed in the following days.  The following functional needs were identified during the needs collection meetings:   * L1 - Finance.   - All the financial modules available at headquarters will be implemented at CMRL. This includes the FI, CO share, fixed assets, general accounting, cash flow, etc.  - Cost centers will be reviewed, cleaned, and aligned  - General ledger accounts will be reviewed, cleansed, and aligned  - The chart of accounts will be reviewed, cleaned, and aligned with the rules of the head office  - All VAT rules will be aligned, including intra- and extra-communautary rules  - Intrastat and Extrastat reports (EU reports) will be implemented  - The results of the configuration will be reviewed and approved by our auditors  - The distribution of all accounts and the new chart of accounts will be reviewed and approved by the Finance Director of CMRL (the Sponsor).   * L2 - Sales.   - The customer hierarchy will be reviewed, cleaned, and aligned  - Accounts receivable will be reviewed, cleansed, and aligned  - The implementation of the SD module will include the new discount and rebate rules communicated a few weeks ago  - The new customer relationship system (CRM) being part of the SAP solution, will be included in the scope. However, it may not be delivered a few weeks late, the primary objective being the replacement of old management systems.  - This decision will be taken if necessary.  - Will the centralized order taking be delivered with SAP.   * L3 - Purchasing   - The headquarters system will be adopted by CMRL  - Accounts payable will be reviewed, cleansed, and aligned  - Third-party storage options will be configured  - A connection with auction systems and Ariba will be available  - There does not seem to be any specific Purchasing, but this will have to be confirmed during the detailed analyses  - Local suppliers are always favored here because they produce and deliver on order and "just in time"   * L4 – Logistics   Here, too, the options available in head office supply chain and logistics solutions appear to be appropriate.  -The CMRL uses the services of local carriers which will be added to the system, after being reviewed and corrected, if necessary  - There is no intermediate stock, the assembly center working in Just in Time and on special customer orders  - Particular attention will be paid to deliver to our international customers, whose customs rules are sometimes complex (to be detailed with the CMRL export department)   * L5 - Production   - Most shopfloor systems will remain unchanged  - However, they should be fed by the technical details of the SAP product file  - The necessary interfaces documented to date:  i. Loading technical data  ii. Receipt of produced quantities  iii. Receipt of any technical corrections  iv. Receipt of production forecasts  - This list will be updated during our on-site meeting on May 30, 2022   * L6 - Master Data   - A specialized team will be dedicated to cleansing and consolidating data  - The experts will work under the supervision of the coordinators of the 5 major application teams  - As this process takes place in parallel with the configuration of the applications, a separate deliverable number is assigned a   * L7 - Documentation   - Each major deliverable will provide detailed documentation, training support, and a comprehensive user manual  - These documents will be validated by key users under the coordination of the Change Manager |

## Technical aspects

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| **Technical constraints** |
| *[Answer questions such as:*  *- Are there any technical constraints related to this project?*  *- Do you have to acquire a new software package? At what price?*  *- Do you have to acquire new equipment? How much does it cost?*  *- Is the network sufficient?*  *- What about the electrical installation?*  *- Do you have the internal skills to master these technical aspects?*  *Be as complete as possible].*  *Example:*  *The main technical constraint is the need to increase the Network capacity between CMRL and the head office. This need has been documented and the IT department has already defined the technical specifications. This task is under the responsibility of the IT director, Daniel Château.*  *New SAP licenses are also to be ordered in the coming days.*  *Regarding the SAP system, it seems that the current configuration will be sufficient.*  *To avoid any further problems, the Headquarters experts have already defined infrastructure improvements which will be made available very quickly.*  *The workstations in the assembly center will be reused this year. An upgrade program is planned for all the group's sites in 2022 and 2023.*  *The experts from the SAP center of excellence at the head office confirm that they can manage this project without the help of external consultants, as they have gained experience during the implementations in the other entities of the group.*  *The infrastructure is the responsibility of the IT department.*  *However, our teams must validate the result. Therefore, we consider this validation and the availability of systems and networks as Deliverable 0 (L0) because the rest of the project will depend on it* |

## Resources

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| **Resources** |
| *[Based on the functional and technical aspects, you will define here the need for resources to deliver your project within the agreed deadlines and with the expected quality.*  *It’s a team effort. Do not hesitate to call on business experts so that these estimates are as close as possible.*  *You should describe here not only who will be involved, but also when the resources will be involved and for how long. You can group resources by expertise and/or by project phase.*  *Note: Some people involved may report to other department heads. They must organize their workload so that they can make the necessary resources available at the right time. Positioning the need in time is therefore essential. Don't forget the resources that will only be involved in the testing phase or during the final delivery].*  *Example:*  *The resources identified at this phase of the project are:*  *- SAP Finance Coordinator: Monique Davant*   * *SAP FI / CO expert, name to be confirmed* * *SAP Fixed Assets and Reporting Expert, name to be confirmed*   *- SAP Sales Coordinator, Denise Attali*   * *SAP SD experts, names to be confirmed*   *- SAP Purchasing Coordinator, Jean Albert*   * *SAP Purchasing expert, name to be confirmed* * *SAP Auctions and Ariba expert, name to be confirmed*   *- SAP Logistics Coordinator, Eric Duteil*   * *SAP MM expert, name to be confirmed* * *SAP Export and Intra / Extra-community expert, name to be confirmed* * *Master Data Experts at 75% (25% in daily support), names to be confirmed*   *- Project manager, Chantal Dupont*  *-*  *That is a total of 14 full-time equivalents.*  *Three resources are on special assignment for the duration of the project and remain on CMRL payroll. They are assigned in theory at 100%, but they may participate ad-hoc to solving some problems at the assembly center. These resources are:*  *- Jacques Meunier, Integration and Coordination manager*  *- To be appointed urgently: Change and communication Manager*  *- To be appointed as soon as possible: Production Coordinator*  *Please refer to the project charter for estimates of financial resources.* |

Timeline

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| **Timeline** |
| *[Give here a clear idea of the deadlines for each phase of your project.*  *Now that you have a more precise idea of the objectives and deliverables, you can, depending on the resources, estimate the time required to build, test, and put your solution into production.*  *The proposed plan may be very different from the one presented in the Project Charter. Explain why and justify the differences, positive or negative.*  *Note: a simplified Gantt (macro-planning) improves visibility and understanding. Emphasize the delivery date, this is the most important date for most stakeholders].*  *Example:*  *The main phases of the project communicated at the start of the project have been confirmed:*  Milestone Site Date Description  M1 Initiation 2022-04-30 Project charter and confirmation  M2 Planning 2022-06-30 Specifications and detailed plan  M3 Realization 2022-09-30 Parameter setting / Tests of CMRL specifics  M4 Control and monitoring 2022-12-31 Validation of the productive environment  M5 Project closure January 2023 Financial closure 2023 and project closure  M6 Stop old sys. January 2023 Complete decommissioning  As well as the macro-planning:    *Please refer to the Macro planning for the exhaustive list of activities.*  *A detailed plan has been developed and will be communicated very soon.* |

## Budget

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| **Budget** |
| *[Give here a more precise idea*  *- the number of investments,*  *- the estimated budget for service providers*  *- software hosting costs if applicable*  *- the estimated total cost of resources*  *- the cost of future maintenance*  *- licenses*  *- technical elements (networks, etc.)*  *- any other cost related to the project (for example office rental, special bonuses, travel, etc.)*  *Note: Here, similarly, the more detailed budget may differ from the estimated initial budget. Explain and justify the differences].*  *Example:*  *- The project does not require IT investment according to the IT Director*  *- We have not budgeted for external resources because our SAP Center of Excellence has the required expertise*  *- The total cost of assigned resources compensations is estimated at 420,000 euros.*  *- The cost of future maintenance will be 310,000 euros, well below current costs*  *- The new SAP licenses are estimated at 95,000 euros for all users of the assembly center (80 people), the cost being dependent on the use of system resources.*  *- The cost of the network and systems infrastructure is the responsibility of the IT department: this budget has already been presented and approved several months ago.*  *- We do not foresee any other budget items. It will be up to the sponsor and top management to make such a decision based on the success of our initiative.* |