CMRL Project

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**Project Plan**

**Prepare your project organization**

**PROJECT PLAN**

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| **Name / Projet Code** | **SAP30 / CMRL** | |
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| **Reference** | **Strategy 2022/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 | Initial version | 2022-05-05 |
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Table of Contents

[1.](#_heading=h.30j0zll) Objectives and scope of the project: 4

[2.](#_heading=h.1fob9te) Risk management plan: 6

[3.](#_heading=h.3znysh7) Project planning: 7

[4.](#_heading=h.2et92p0) Project organization: roles and responsibilities 8

[5.](#_heading=h.tyjcwt) Resource management: 10

[6.](#_heading=h.3dy6vkm) Communication plan: 11

## Objectives and scope of the project:

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| **What are the objectives of the project? Frame the project** |
| *[Introduce the purpose, object, and main objectives of the project and the measurable targets. The objectives must be clearly defined, as well as the perimeters: logical, technical, and geographical of the project.]*  **Example:**  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  Existing IT solutions are outdated, expensive, and no longer maintained.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 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.  The main objectives of the project are multiple:   * 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 control or negative audit * Implementation of backup solutions * Support of the company's expansion strategy (Strategy 2022)   The measurable goals are:   * 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 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 | Reassignments | | Commissioning | 6 months | | Return on investment | 1 year | | Internal customer satisfaction | 90% | | External customer satisfaction | 100% |   **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 increase in production as defined in our expansion plans is the subject of a separate project, and it is, therefore, out of the scope of this project.  **Assumptions:**   * + 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 cancelled by 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 prior to the delivery of the CMRL production increase project (see Out of Scope)   *Please refer to the project charter regarding the objectives and scope of the project.* |

## Risk management plan:

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| **What is the risk matrix or mapping?** |
| *[It will be necessary to present the mapping of all the identified risks, highlighting the mitigating actions.]*  **Example:**  The initial risks of the project are:   |  | | --- | | **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 |   These risks will be reviewed and updated weekly.  This review will take place during the weekly technical committee and will be systematically placed on the agenda.  All coordinators, integration managers and Change Manager will be invited to this meeting.  A copy of the latest risk register will be communicated to the entire project team, including of course the Sponsor.  The documented risks will be the positive risks as well as the negative risks.  Positive risks are events that can be an opportunity or again for the project: for example, the configuration is faster than planned.  These positive risks are important because they can help to reduce delays or costs. And of course, we want to take advantage of them.  For negative risks, it is critical to have a reduction strategy (mitigation - preventive actions) for significant or major risks - and a correction strategy (corrective actions) if these risks become reality and a problem for the project.  During each weekly meeting, a “scribe” will be assigned to update and communicate the new version of the register. This scribe will be a "rotating" assignment to a member of the project team.  The project coordinators opted for a joint register of risks and issues - a risk that materializes and becomes an issue for the project.  A risk summary will be documented each month by the project manager and presented to the management committee.  The register itself will systematically be part of the basic documents of the steering committee.  *Please refer to the Risk Register for the complete list of risks.* |

## Project planning:

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| **What is the timeline for the project?** |
| *[All tasks, milestones, and deliverables for the project should be presented. It is recommended to present the schedule as the Gantt chart.]*  **Example:**  *Please refer to the project macro-planning:*  A more detailed plan, including workload estimates, is under development.  The preparation of this plan confirmed the dates of the Macro-Planning, the start date being November 29, 2022 - with a possibility of delay at the end of December 2022.  With holidays at the end of the year, which is a significant potential risk, a delay to December must be the ultimate alternative. |

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## Project organization: roles and responsibilities

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| **Define the organization of human resources in the project** |
| *[The two most common committees are the steering committee and the project committee.*  *The steering committee is the main decision-making body.*  *The project committee is the operational body for the execution and monitoring of project tasks. It is made up of technical teams that are organized around each stage of the project, or by area of expertise.]*  *Example:*  *Governance of the SAP30 / CMRL project has been defined as follows:*  ***Weekly project committee***  *The mission of the project committee is to take project-related decisions.*  *These decisions are taken based on detailed project progress reports documented by the various coordinators.*  *The project committee is authorized to make decisions in the technical, resource, integration, and application areas if these decisions do not negatively impact the agreements of the Project Charter.*  *The members of the weekly project committee are:*   * *Chantal DUPONT (Project Manager)* * *Jacques MEUNIER (CMRL integration and coordination)* * *Olivier ROBESPIERRE (Sponsor)* * *Bernard DUPUIS - To be confirmed (Change and communication manager)* * *SAP process coordinators*   ***Weekly technical committee***  *The purpose of the technical committee is to control all the technical aspects of the project, the configuration, and all the infrastructure aspects under the responsibility of the IT department.*  *This technical committee is responsible for reviewing risks and maintaining the risk register. This includes detailed actions to prevent or correct risks.*  *The committee will also define the technical solutions making to allow to deliver the project in compliance with the quality and deadline agreements.*  *The technical committee may have to escalate risks or issues to the steering committee.*  *The members of the weekly technical committee are:*   * *Chantal DUPONT (Project Manager)* * *Jacques MEUNIER (CMRL integration and coordination)* * *Denise ATTALI (Sales Coordinator)* * *Monique DAVANT (Finance Coordinator)* * *Éric DUTEIL (Logistics Coordinator)* * *Jean ALBERT (Purchasing Coordinator)* * *SAP experts from the IT department*   ***Monthly steering committee***  Each month, the steering committee (also called the Management Committee) will meet to review the progress of the project.  The Project Manager, Integration Manager, and Change Manager will report back to the committee in detail and summarize progress against the plan, residual risks requiring action, and any other important communication.  The steering committee is the ultimate body for any major problem that may impact the scope, deadlines, or costs of the project.  This committee is also the one that confirms the transition from one phase of the project to another and which can accept any change from the original agreements.  The steering committee may be invited to special meetings when passing milestones or when urgent decisions need to be made.  The members of the monthly steering committee are:   * Chantal DUPONT (Project Manager) * Jacques MEUNIER (CMRL integration and coordination) * Olivier ROBESPIERRE (Sponsor) * Bernard DUPUIS - To be confirmed (Change and communication manager) * SAP process coordinators * Gilles PUCCINI (Managing Director) * Thierry GAVEAU (Director of CMRL) * Daniel CHÂTEAU (IT Director)   *Please refer to the communication plan for the full list of the steering committee and project committee members.* |

## Resource management:

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| **Present the planning of material and financial resources** |
| *[Resource management is a very important element for the success of the project.*  *You will therefore need to plan based on the schedule of tasks and milestones.]*  *Example:*  ***Human resources:***  The resources assigned to the project are under the responsibility of Chantal Dupont, project manager, throughout the project. Resources are assigned full-time, except for Master Data experts.  For the Master Data experts, an assignment is 75% is planned. Any change must be approved by the IT Director and notified to the steering committee.  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 punctually on possible 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*  *Material resources:*  *No additional material resources are expected.*  *All the members of the project team are internal resources benefiting from their IT equipment, laptop, telephone, etc ... to current standards.*  *Any change to this rule must be approved by the steering committee, as it may impact the approved budget during start-up.*  *Budget and Financial* Resources:   * 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 is made up of business experts. * The total cost of assigned resources, as well as allowances, 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 have not budgeted other costs. It will be up to the sponsor and top management to make such a decision based on the success of our initiative.   *Please refer to the detailed requirements for the complete list of resources.* |

## Communication plan:

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| **What are the means of communication to use during the project? Describe the communication flows between stakeholders** |
| *[In this section, the aim is to present all the means used to communicate within the project team, with stakeholders, and with partners or external entities affected by the project.*  *It will be necessary to define, for each type of content, the recipients concerned.*  *It is also important to specify the frequency of communication, especially for committee meetings.]*  *Example:*  *The SAP30 / CMRL project is part of Confassis’s strategic portfolio and will impact around 100 users from the Assembly Center’s administrative departments.*  *Communication must be transparent and multichannel.*  *Assembly center workers will not be affected by changes in their IT environment, but they may benefit from certain procedural changes.*  For all these reasons, a Change and communication manager will be confirmed in the following days.  The main role of this change manager is to ensure that anyone impacted by the project, as well as anyone perceiving to be impacted, is adequately informed about all aspects of our project.  This will of course begin with establishing a comprehensive stakeholder register and communication strategies matching with each target group.  Communication will take place through several channels:  • Information meetings  • A dedicated intranet site with a “questions and answers” ​​section  • A monthly newsletter  • A register of ideas and proposals  The Change Manager will also appoint Change Agents to be selected by the department heads. Their role is to extend communication to all staff and to escalate staff questions and comments. By doing this, we will be able to improve our communication continuously.  The Change Manager will be in charge of implementing the user training strategy for the new solutions.  This strategy will include the training of key users trained by the project team and possibly Human Resources trainers for non-technical aspects.  Finally, the Change Manager will support the project manager in all aspects of communication and the preparation of the project committees, described above in the roles and responsibilities.  This position is a key position to the success of the project and should be assigned to a person with good communication skills and respected by all staff, including of course executive management.  *Please refer to the communication plan for more details.* |