



Solutions Request Procedure (Phase 2) Proposal and Statement of Work (SOW)

Instructions

The SDG business analyst should complete this form with consultation with the Project Requester. The Project Sponsor should review and approve using the Project Approval Form.

<i>Date:</i> 25 April 2000	<i>Project:</i> TIPS to Web	<i>Company:</i> Corp	<i>Dept.:</i> Research & Planning
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Approvals

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Sponsor Signature: _____	SDG Signature: _____
Date of Approval: _____	Date of Approval: _____

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SUMMARY OF NEED

What is the business need?

- What are the business requirements?
- What is the business context?
- What is the cost of the problem?
- Who are the key stakeholders?
- What are the functional issues?

Briefly summarize the essential points in the Statement of Need. Include a summary paragraph for each section as indicated by the bullets.

Business requirements: The R&P has identified a need to convert the publication of TIPS from a manual to an electronic process that results in Intranet delivery to the enterprise. The major problems are that the current process is inefficient, the information archive produced is not searchable electronically, and the product is not as widely and quickly accessible as it needs to be. At a wider level, this project would be a pilot for electronically publishing other R&P products to Epicenter.

Business context: The current business context positively supports a solution, as Senior management supports improving the functionality of the Intranet, and the R&P group management recognizes the problem, although the original driver was the desire to free up the time of the staff person who produces TIPS. The IS department has already assumed approval for a low-cost solution. Improved search capability, accessibility, and product quality should offset slight initial user resistance to the change. The change is important, as it represents a tactical move toward increasing the MENTOR's ability to maintain and increase its competitive advantage.

Problem cost: The direct cost of the problem includes excessive time and effort for production and searching of TIPS. Indirect costs include incomplete information retrieval to support proposals and planning, which leads to problems downstream in success of strategic and tactical plans, and loss of credibility for the R&P department throughout the enterprise.

Stakeholders: Currently identified key stakeholder groups are the Research and Planning Department, executives and directors throughout the enterprise, and the IS Department. Individual stakeholders are xxx xxxxx, who produces TIPS, xxxx xxxxxxx, VP of R&P, xxxxx xxxxxxxDirector, R&P (Project Sponsor), xxxx xxxxxxx, Market Analyst, R&P (Project Requester), xxxxx xxxxx, Webmaster, Laura Landy, SDG Business Analyst.

Impact: The primary functional impact would be on how Jenny performs her job, and on users of TIPS, who would need to learn how to download and print the product, since it would no longer be delivered to them as hard copy, and how to search on the intranet site. The IS department's Intranet workload would also be increased slightly.

Results of Field Survey:

The results of the field survey indicate a high level of favorable response from the field for moving to an electronic publication solution. (See the *R&P TIPS to Epicenter Proposal: Results of Field Survey* document for details.)

POTENTIAL SOLUTIONS

What are the potential solutions?

- List all solutions, including rejected solutions, and explain why the rejected solutions are not feasible or optimal.
- Are there any open issues regarding one or more solutions? Will there be further review of the chosen solution based on additional information or analysis?

Describe how other businesses or departments have approached the issue.

Perform a business analysis to identify the current process, business and technical requirements, and short- and long-range objectives relative to strategic direction. Support this section with current-state business process models.

The solution is modular, in that several processes may be combined in different ways to meet different objectives, as well as to roll out the solution in phases.

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Solution module	Potential Benefits	Issues
<ul style="list-style-type: none"> Scan hard copy articles graphically for electronic storage and printing 	<ul style="list-style-type: none"> Retains look and feel of individual articles, Results in much higher quality appearance Enables electronic archive for R&P 	<ul style="list-style-type: none"> Graphical scanning precludes ability to search articles using keywords
<ul style="list-style-type: none"> Scan hard copy articles using OCR software to convert text to editable files. 	<ul style="list-style-type: none"> Allows ability to search articles using keywords Results in much higher quality appearance Enables electronic archive for R&P 	<ul style="list-style-type: none"> Individual look and feel of each article may be lost (newest OCR can scan text and graphics simultaneously, but further testing needed) Scanning process requires more time and effort than graphical scan.
<ul style="list-style-type: none"> Create Adobe Acrobat files for each document. Compile files for each month's research into one TIPS publication file. Post file to R&P web page. 	<ul style="list-style-type: none"> Enables elimination of hard copy distribution, although such distribution may continue, if desired Produces electronic archive for users 	<ul style="list-style-type: none"> Users must have Acrobat Reader installed to their desktop
<ul style="list-style-type: none"> Convert Word97 abstracts to HTML. Post all abstracts to web page, along with downloadable Acrobat files of each article. Enable user to search all abstracts using keywords. 	<ul style="list-style-type: none"> Produces archive searchable by HTML engine. Enables user to generate a specified list of abstracts Could be combined with either graphically or textually scanned PDF files. May preclude need to scan articles using OCR. 	<ul style="list-style-type: none"> Requires web page redesign and additional functionality. Requires that users are trained on how to perform web search Requires that users have Acrobat Reader installed to desktop
<ul style="list-style-type: none"> Use Acrobat add-on that enables multiple PDF files on a site to be searched (already available at server end) 	<ul style="list-style-type: none"> Could be used in conjunction with textually scanned files Enables search of PDF files only, in contrast to HTML-based search engine, which would search HTML files only 	<ul style="list-style-type: none"> Not applicable if files are scanned graphically Enables search of PDF files only, in contrast to HTML-based search engine, which would search HTML files only
<ul style="list-style-type: none"> Eliminate monthly publication; post articles with email links to users as they are submitted. 	<ul style="list-style-type: none"> Less time-intensive process at end of month for compilation No physical distribution required. Users would get articles on a timelier basis. E-mail communication would put each abstract with link to downloadable article in user's mailboxes. 	<ul style="list-style-type: none"> Periodic email communication to be written. Users expect a monthly publication and may not bother to access articles on a single-publication basis. Not all users are using Intranet yet.
<ul style="list-style-type: none"> If articles are already web published, publish links rather than full articles 	<ul style="list-style-type: none"> Eliminates production and distribution 	<ul style="list-style-type: none"> Alters the "personality" of the product Requires knowledge of how to navigated internet on part of users

RECOMMENDED SOLUTION

What is the recommended solution?

- How does the solution relate to existing business functions?
- Why is this the best solution? What is the cost/benefit?

Describe the recommended solution. Include a rationale for how this solution, above all others, represents the best one. Describe how the solution will affect existing business functions. Support this section with future-state process models.

Overview:

The recommended solution is to publish TIPS to the Intranet. The components of the solution are:

Functionality:

- Create a searchable archive of abstracts (created in Word and converted to HTML), where each file links to the PDF version of the document. Scan TIPS articles as either graphical or text documents (TBD based on testing for efficiency and file size).
- In addition, create a single "TIPS" for each month by compiling all the PDF files for that month. Publish it to the Intranet and notify users, using an email link to the main TIPS web page. (CCMail users will need additional instructions on how to get to the URL.)

Rollout phases

- Because the Intranet site has not yet been fully accepted by all field offices, the recommended solution is to roll out the solution in three phases. Hard copy printing and distribution will be retained until the final phase, when users are required to use the Intranet for on-line searching and downloading and printing files. During phases 1 and 2, a communication and training plan will support a full implementation to electronic publication only. In addition, several users are known, currently, to not know that they have access to the Intranet. We need to encourage them to call the Help Desk with this issue, and should include this in the communications that go out in Phase 2.

Equipment and materials costs

- R&D will purchase a scanner and OCR (Optical Text Recognition) software as recommended by the Business Analyst.

Roles

The BA will:

- lead project planning, implementation, and evaluation
- contribute to all product and work flow planning, including web site architecture and design decisions
- create work flow and procedure documentation
- ensure correct setup of the system
- determine optimum technological procedures for converting Word to HTML documents, scanning, etc.
- train staff on procedures
- work with R&D to design a communication and training plan that supports full implementation,
- coordinate an evaluation 2 months post-implementation

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R&D staff will:

- approve the project proposal
- contribute to all product and process planning
- give final approval to recommended timelines, role and task decisions related to R&D staff, and web site design and usability
- purchase the scanner and software recommended by the BA
- learn technological procedures necessary to produce TIPS
- participate in usability testing
- work with the BA to design a communication and training plan that supports full implementation
- participate in the evaluation review process and follow up the results as needed

The Web Developer will

- architect and implement the R&D area as needed to accommodate the new content and functionality, in consultation with the BA, the PR, the PS, and the DC
- contribute to process planning
- populate the site as needed, on a maintenance basis
- participate in usability testing
- review post implementation evaluation results and make changes to web site as needed

Rejected solutions and outstanding issues:

We discussed eliminating the monthly publication and posting articles as they are submitted, but this solution was rejected, as users expect the monthly publication. Articles of a more timely nature are sent directly to relevant users as they are found. However, the survey indicates that some users would rate TIPS as more useful if the information was available sooner.

Archiving the articles as text-searchable and editable is less important than retaining look and feel, since abstracts will be searchable, but saving production time is paramount. We need to test for the fastest process for electronic conversion once we have the equipment installed. There are pros and cons to using a graphical or text-based approach. Since the abstracts will be searchable using an HTML search engine, there is minimal need for the articles to be searchable. Also, text scans require more quality checking to ensure that the text is accurate. However, file size will be much larger with graphical scans.

Notes:

1. See Appendix A for current and future process models.
2. See the next section for high level timeline and Appendix B for detail plan
3. R&D is aware that there is a level of legal risk in publishing articles from external sources in this manner, unless copyright permissions are obtained, and is currently discussing this issue with the legal department.

PHASES OF PROJECT

What are the phases of the project?

- What are the tasks for each phase?
- What resources, both internal and external, are required?
- What is the schedule for each phase? What are the milestones?

Give a high-level description of the phases for design, development, and implementation. Include a summary of expected tasks and required resources (cost, personnel, materials, etc.) as well as an overall timeline, with milestones, for rolling out the project.

High-level summary (see Appendix B for detail plan)

Phase 1: Design and develop

Trigger: Proposal approved.

Duration: 6/9-7/5

Milestones: Process redesigned, hardware and software installed, best scanning procedures documented, web page redesigned.

Phase 2: Implement electronic publication but retain centralized hard copy printing and distribution (July and August TIPS)

Triggers: Web page area redesigned and best procedure determined.

Duration: 7/6-8/29

Milestones: Production training completed, files created, web site populated, tested and fixed, July TIPS published to electronic and hard copy, end user communications deployed, work flow process documented, end user training materials drafted, August TIPS published to both platforms.

Phase 3: Implement full solution with user desktop publishing (September TIPS forward)

Triggers: User communication and training deployed.

Duration: 8/30-12/6

Milestones: Training materials completed, end user training deployed, September TIPS deployed electronically, evaluation administered and results reported

RISK FACTORS

What are the potential roadblocks to successfully completing this initiative?

- Are they resource, process, or environmental barriers?
- How might those roadblocks be mitigated?

Identify potential roadblocks to a successful implementation. This may include lack of resources or executive support, unavailability of decision-makers, open issues and other uncertainties, expected resistance by users. Discuss how these factors might be resolved.

Copyrights:

There are probable copyright infringement issues relative to posting the articles to the Intranet site. R&D is presently discussing this issue with the legal department.

Business drivers and sponsorship:

The original driver for a solution was to save time for the Development Coordinator. The process analysis indicates that the average hours of effort for the DC are 12 per month, of which 3 are binding and distribution tasks. Once Phase 3 is implemented, this time will be eliminated. Of the remaining 9 hours, 4 hours are spent writing abstracts, and 5 hours on photocopying and layout. An electronic scanning process will not save time, since each article needs to be processed through similar steps, although with different tools, as it would manually. The creation of PDF files is an additional step that will, in fact take a small amount of extra time (to be estimated based on further research.).

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When effort and time are viewed from the larger perspective, however, the benefits offset the cost. The creation of a searchable archive is a higher-level goal. Completing it successfully means reducing the costs of manually processing and retrieving information from the published documents for analysts and other users. In addition, since this effort is viewed as a pilot project, other documentation could be electronically archived, further contributing to an improvement in information sharing and saving print distribution costs and effort.

User acceptance:

There is some risk that users will not accept the implementation, but supporting the rollout with good communication and training implementations can mitigate this risk. In addition, the field survey results indicate that the majority of users are very interested in having searchable archives on the Intranet for the kinds of information they currently receive in hard copy from R&P.

IMPACT STATEMENT

What are the potential benefits that could result from implementing the recommended solution?	Discuss the expected impact. Focus on the benefits and advantages of implementing the solution, and include an ROI worksheet. Include a brief discussion of potential negative effects, along with how these effects could be mitigated.
What are the specific advantages that will result from achieving the desired future outcome?	
What is the return on investment (ROI)?	
Is there an expected impact on other internal or external projects?	
Are there any negative impacts to be considered? How might they be mitigated?	

Potential benefits

The primary impact will be on all users of TIPS, who will enjoy increased productivity as a result of having access to an electronic archive through the Intranet. The Development Coordinator's job will change, as she will need to learn new tools for producing the document, but will, by project completion, be freed from mass-production and distribution. Many administrative assistants may become the ad hoc publishers of the document for their superiors.

Cost/Benefit Analysis

Front-end costs:

Item	Est. Dir. Cost	Est. Effort (hrs)	Timeframe
Scanner and software	\$2500	4 (BA)	June 15
Development time for R&P staff: Process and procedure development			June
Development time for IS staff		75 (BA) 75 (WM)	June
Phase 3		40 (BA)	July-August

Maintenance costs per month (post Phase 3)

Item	Est. Dir. Cost	Est. Effort (hrs)	Timeframe
Content production (does not include content development)	Negligible	5 (DC or other)	Ongoing
Web site maintenance	0	2 (WM)	Ongoing

Cost Savings

Per month, post Phase 3

Item	Est. Cost (\$)	Est. Effort (hrs)	Timeframe
Paper	10	N/a	ongoing
Postage	160	N/a	ongoing
Photocopy of master	N/a	2 (OA)	ongoing
Distribution prep time	N/a	1 (DC)	ongoing
Mass production and distribution for TIPS		2 (DC and OA)	ongoing
Total savings	\$170	5 hrs	

Summary:

- The reduction in time will be negligible during the first two phases, due to start-up and incomplete roll-out of the solution.
- The time spent in scanning and electronic layout is equivalent to that for manual layout, so there is no time savings for the Content Research and phases.
- The elimination of manual copying and mailing will reduce distribution effort for the DC and OA, as well as mailroom costs.
- Desktop production time for end-users who desire printed copies will increase, but will be offset by the convenience and productivity of accessing an electronic archive.
- Electronic access by Market Analysts and other users will increase productivity and thoroughness of research results.
- The R&P group's image will be enhanced due to the enhanced professionalism of the result, both in quality and usability.

Impact on other projects:

This project serves as a proof-of-concept for creating electronic archives accessible from the Intranet. As such, its success may serve to stimulate similar document management, archiving, and sharing needs throughout the enterprise. Within R&P, there are other products for which paper production and distribution could be eliminated or vastly reduced, thus saving further time and cost. Examples: Industry Leaders, Due Diligence Reports, Michaelangelo. As more the web becomes the primary means of publishing documents and information, the return on investment increases. For example, although the direct savings in paper and mailing costs for TIPS is about \$170 per month, this cost would increase as other products are published electronically.

Potential negative impacts are minimal. The DC's time will not be reduced by much, if anything, but she will have the opportunity to learn new, marketable skills and tools. If necessary, her role could be modified to free her from scanning and web prep, and those duties be assigned to another resource.

CRITICAL SUCCESS FACTORS

What are the tools, methods and measurements that will be used to determine the success of the initiative?

What are the specific goals to measure performance improvement?

What specific goals reflect the needs and expectations of customers and key stakeholders?

What initiatives will encourage team members to strive for the goals?

What will identify project completion? What is the final deliverable?

Discuss the expected impact. Focus on the benefits and advantages of implementing the solution, and include an ROI worksheet. Include a brief discussion of potential negative effects, along with how these effects could be mitigated.

Measures of success

The following goals and measures will determine success:

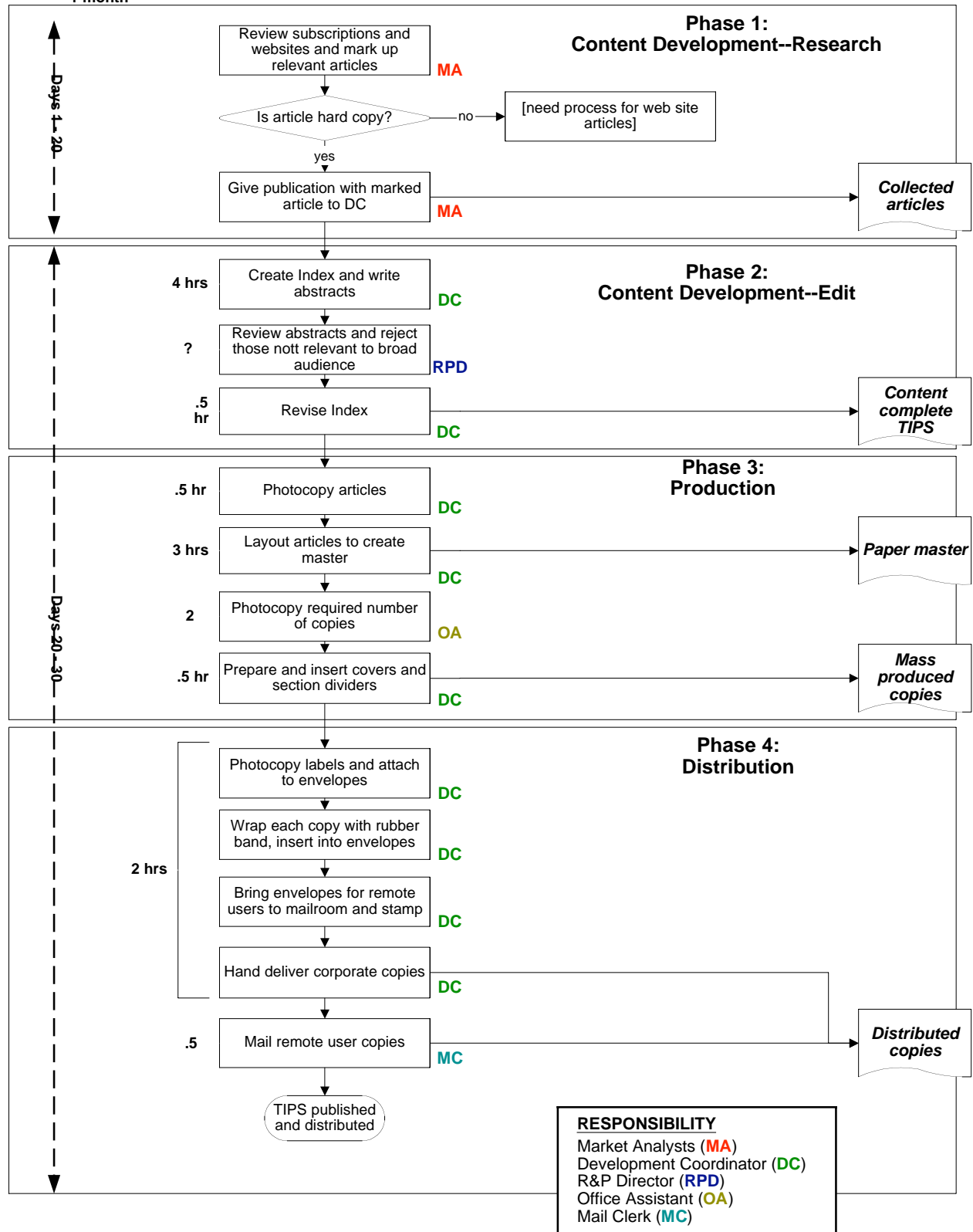
- Project phases completed within 10% of schedule.
- Projects costs within 10% of budget
- Results of user evaluation survey will indicate favorable response. (This measure can be operationalized further based on design of the survey.) This goal specifically reflects the needs and expectations of key stakeholders.
- Team members are currently motivated because they are all interested in developing the Intranet from their various perspectives, developing a higher quality product, enhancing work productivity, and being known as contributors to an innovation within the company.

Project completion deliverable

The analysis and report of feedback from the user evaluation will mark project completion.

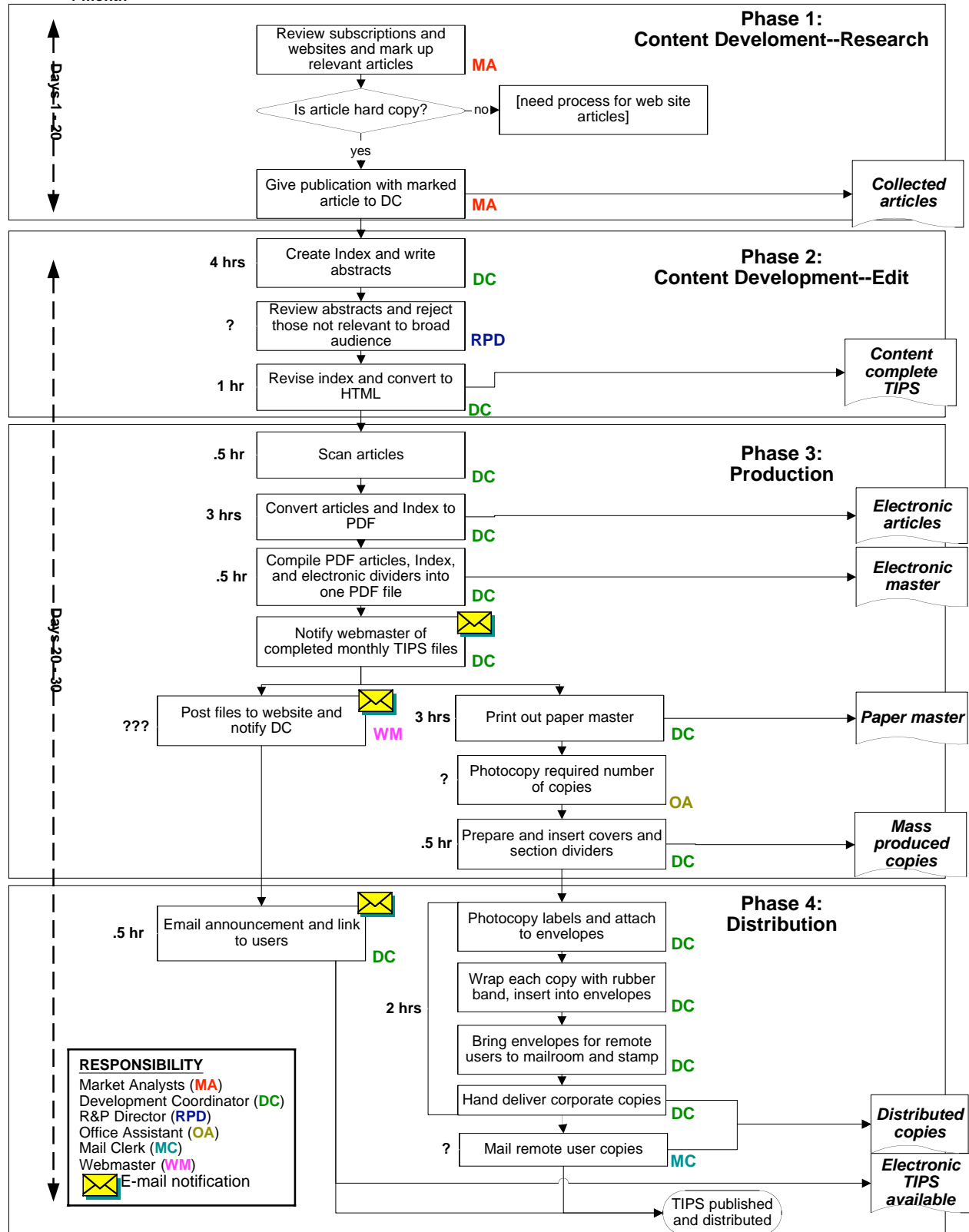
CURRENT STATE PROCESS FOR PUBLISHING TIPS

Approximate cycle time = 1 month



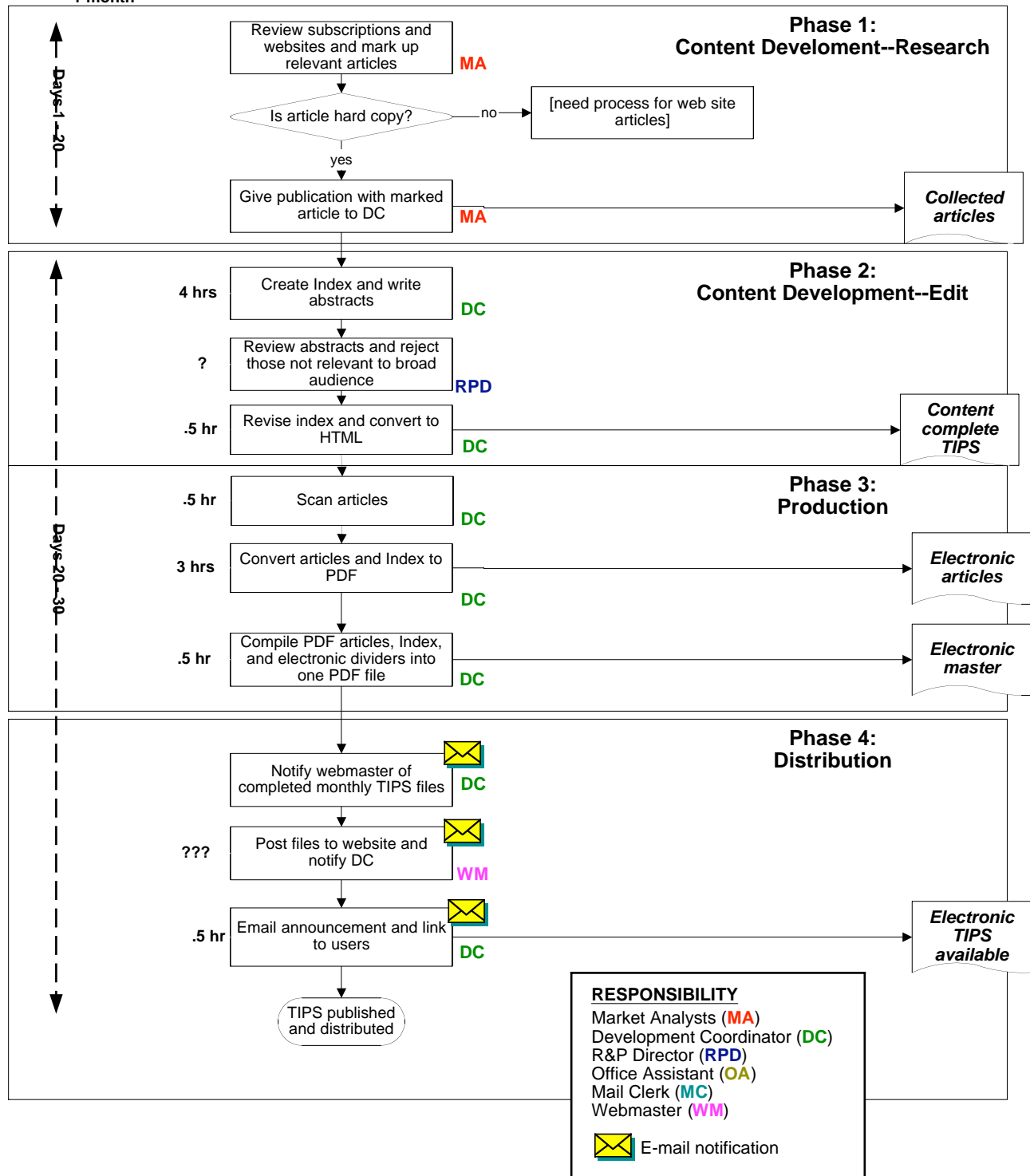
FUTURE STATE PROCESS FOR PUBLISHING TIPS (INTERIM)

Approximate cycle time = 1 month



FUTURE STATE PROCESS FOR PUBLISHING TIPS (FINAL)

Approximate cycle time = 1 month



APPENDIX B—DETAIL PLAN (TASK LIST)

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