

# Solution Baseline Document

## SOCIETE DE L'ASSURANCE (SAAQ) – SAP AMS Q1-HHPYQWR

Template – 2015 Edition Version 1.0



# Version Change Control

| File Version                          | Date                 | Description of Changes                                                 | Change in Slide # | Owner |
|---------------------------------------|----------------------|------------------------------------------------------------------------|-------------------|-------|
| SBD_Q1-HHPYQWR_SAAQ Support v0.1.pptx | 15 <sup>th</sup> Feb | Initial                                                                |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v0.2.pptx | 26 <sup>th</sup> Feb | Solution slides updated                                                |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v0.4.pptx | 1 <sup>st</sup> Mar  | Financial slide updated, revised Bid metrics                           |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v0.5.pptx | 7 <sup>th</sup> Mar  | Revised staffing plan, Bid metrics & Financial                         |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v0.6.pptx | 7 <sup>th</sup> Mar  | Added slides for Executive Summary and Seeded AMS Resources            |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v0.7.pptx | 8 <sup>th</sup> Mar  | Slide on SIH Governance review and PM&T slide update                   |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v0.8.pptx | 8 <sup>th</sup> Mar  | Included Risk Summary, TDA Report, Listing of Tools                    |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v0.9.pptx | 10 <sup>th</sup> Mar | CIC Staffing Assessment included                                       |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v1.0.pptx | 21 <sup>st</sup> Dec | Slides updated based on client feedback for BAFO submission            |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v1.1.pptx | 21 <sup>st</sup> Dec | Update Slides updated based on client feedback for BAFO submission     |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v1.2.pptx | 11 <sup>th</sup> Jan | Updated slides based on Jan 6 <sup>th</sup> interaction with client    |                   |       |
| SBD_Q1-HHPYQWR_SAAQ Support v1.3.pptx | 11 <sup>th</sup> Jan | Updated slides based on Jan 11 <sup>th</sup> optimization with DB Team |                   |       |
|                                       |                      |                                                                        |                   |       |
|                                       |                      |                                                                        |                   |       |
|                                       |                      |                                                                        |                   |       |
|                                       |                      |                                                                        |                   |       |

## Deal Profile Summary

|                                      |                               |                      |           |                 |                 |                  |                 |
|--------------------------------------|-------------------------------|----------------------|-----------|-----------------|-----------------|------------------|-----------------|
| <b>Client</b>                        | <b>SOCIETE DE L'ASSURANCE</b> | <b>Contract Type</b> | T&M       | <b>Brand</b>    | <b>TCV (\$)</b> | <b>GBS S/L</b>   | <b>TCV (\$)</b> |
| <b>Deal Name</b>                     | SAP AMS                       | <b>Duration</b>      | 29 Months | <b>GBS Only</b> | \$162M +        | <b>BA&amp;S</b>  |                 |
| <b>Deal Type</b>                     | RFP                           | <b>FOAK?</b>         | N         | <b>GBS SubK</b> |                 | <b>EA-SAP</b>    | \$150M +        |
| <b>IOT/IMT/Country</b>               | NA / Canada                   | <b>Subcons?</b>      | N         | <b>GTS</b>      |                 | <b>EA-Oracle</b> |                 |
| <b>Sector/Industry</b>               | Public / Government           | <b>Rate Card?</b>    | N         | <b>SWG</b>      |                 | <b>EA- MS</b>    |                 |
| <b>Sales Connection No.</b>          | Q1-HHPYQWR                    | <b>Assets?</b>       | N         | <b>STG</b>      |                 | <b>IXM</b>       |                 |
| <b>Core/Invest?</b>                  | < Y/N >                       | <b>S/W products</b>  | NA        | <b>IGF</b>      |                 | <b>ADI-Cloud</b> |                 |
| <b>Win Price / Odds</b>              | 50%                           | <b>Offer Stage</b>   | BAFO      | <b>Total</b>    | USD 162M +      | <b>ADI-CSI</b>   |                 |
| <b>GBS Partner</b>                   | Martine Gagne                 | <b>Lead LoB</b>      | GBS       |                 |                 | <b>ADI-ADM</b>   | \$12M           |
| <b>OO</b>                            | Concetta Sanders              |                      |           |                 |                 | <b>GPS</b>       |                 |
| <b>Industry Leader</b>               | Marc Thibeault                |                      |           |                 |                 | <b>Total</b>     | USD 162M +      |
| <b>Deal Coach (Required &gt;20M)</b> |                               |                      |           |                 |                 |                  |                 |
| <b>Lead SA</b>                       | Amitava Mukherjee             |                      |           |                 |                 |                  |                 |
| <b>Other SA</b>                      |                               |                      |           |                 |                 |                  |                 |
| <b>Lead SM</b>                       | Joe M Chirakalkudy            |                      |           |                 |                 |                  |                 |
| <b>Other SM</b>                      |                               |                      |           |                 |                 |                  |                 |
| <b>Delivery Lead</b>                 | Narayanan Veeriah/India/IBM   |                      |           |                 |                 |                  |                 |

## KEY DELTA ELEMENTS FROM MAR 2016 PROPOSAL

- SAAQ wants a more aggressive transition of support to their internal resources. The elaboration of an SAP Center of Excellence (CoE) is mandatory.
- SAAQ wants to be independent for support after the last release (IR). The approach for support services during Year 1 to 4 (deployment period) will be a T&M based capacity of hours lead by the Implementation Team leads.
- Based on input from SAAQ, Capacity is broken down into different Support categories, specifically Functional, Technical, Integration & Quality Assurance. These hours are then used to arrive at FTE by location/CIC. Pricing is based on Rate Categories and calculated PxQ. There is no rate delineation between Core Project resources and AIC resources.
- AMS contract term will be 29 months, running from Dec 2018 to Apr 2021. This is for committed spend between first Go-live and last deployment. Subsequent months will be strictly on demand via rate card (Staff Aug).
- SAAQ wants to retain a relationship with the Partner and use their services when required for resolution of issues and new projects without having to go through another procurement cycle. This will be done with the support of a single rate card.
- To meet SAAQ's ask on continuation of key Implementation resource and also their limited budget for Support, Delivery model has been changed from Local Montreal/Halifax CIC + Romania to Local Montreal/Halifax CIC + EA Team Leads + India CIC.
- Only Technical resources are considered from India CIC as French is mandatory.

## KEY DELTA ELEMENTS FROM MAR 2016 PROPOSAL

Cont..

- Implementation plan going from earlier proposed 5 years to under 4 years including a Big Bang approach for the permits and plates deployment.
- This results in reduction of 6 releases into 2 releases + LIR release. Mapping as below:
  - New Release 1 covers earlier Deployment L1, L2, L3 and L6
  - New Release 2 covers earlier Deployment L4 and L5
  - Release LIR, previously out of scope, is now in scope (Claims Management)
- SAP Applications list & Modules, French language, and user count remains the same.
- There is no change to Support coverage or SLOs. This remains penalty-free.
- Support service will be a Co-sourced Capacity based delivery model. IBM AMS team will work closely with SAAQ's CoE team.
- Minor Enhancements is now out of scope.
- No Billing during Transition Period.
- Governance/PMO is Costed Non-Billable, except for EA-SAP Project Manager, EA-SAP Team Lead and AMS Transition Manager

# Client Background and Pain Points

## Client Background

The Société de l'assurance automobile du Québec or SAAQ is a crown corporation responsible for licensing drivers and vehicles for the province of Québec. 100% of Quebecers are insured by SAAQ. It is a 10 year ERP Program with 5 years of implementation and 5 years of maintenance. The transformation project is covering 9 key business processes impacting 3500 users and 250 partners located in various areas of the province. The project scope includes professional implementation services, infrastructure set up and maintenance, hardware, software and maintenance services. As part of this RFP response, the SAAQ will select an ERP solution and an Integrator to work in an Alliance model for the duration of the Program. IBM is partnered with SAP for this opportunity.

## Capture the Big Idea

- *Deliver a strategic transformation project to position the SAAQ to deliver the desired service improvements to the population of Québec while reducing the costs of the services offered*
- *Reduce of legacy systems (More that 280 systems will be sunset as part of the initiative)*
- *Modernize the overall SAAQ architecture and position the SAAQ for an optimization of their key processes and IT operations*
- *Establish a “win/win” partnership with an Alliance who will accompany the SAAQ on their transformation journey*

## Illustrate the Major Forces At Play

| Major Forces At Play                                                                               | Why is this a compelling reason to act NOW?                                                                                                                                                                                                                                                              | Summarize the Impact                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Rationalization of key business processes – Consolidation of SAAQ Integrated Business Model</b> | <ul style="list-style-type: none"><li>▪ Need to harmonize processes and consolidate over 53 business process into 9 key processes</li><li>▪ Need to increase agility of organization</li><li>▪ Need to better manage risks</li><li>▪ Harmonize with other similar North-American organizations</li></ul> | <ul style="list-style-type: none"><li>▪ Simplification and automation of key processus will increase operational efficiency</li><li>▪ Better decision data will improve agility and management of risks</li><li>▪ Optimized processes will be harmonized with how other organizations manage similar processes</li></ul> |
| <b>Simplification and optimization of IT Architecture Landscape</b>                                | <ul style="list-style-type: none"><li>▪ More than 310 legacy systems are currently maintained by the SAAQ (280 systems out of 310 will be replaced)</li><li>▪ Existing architecture is very expensive to maintain and prevents the SAAQ from following latest technological trends</li></ul>             | <ul style="list-style-type: none"><li>▪ IT operational costs will be drastically reduced</li><li>▪ SAAQ will be able to leverage new technologies</li><li>▪ New landscape will enable future transformations</li></ul>                                                                                                   |
| <b>Increased efficiency and reduction of costs</b>                                                 | <ul style="list-style-type: none"><li>▪ Need to increase the delivery of electronic services to client base</li><li>▪ Need to achieve a single global view of the client file</li><li>▪ Need to reduce cost of services offered</li></ul>                                                                | <ul style="list-style-type: none"><li>▪ SAAQ will be closer to their client base</li><li>▪ Client information will be readily available and standardized</li><li>▪ SAAQ will benefit from a business context favorable to continuous improvement</li></ul>                                                               |

# IBM Value Proposition

## Describe what's required to succeed

- *An IBM/SAPAlliance will provide the SAAQ with the best possible win/win partnership available on the market to support their transformation journey. IBM provides a “one stop shop” for all implementation and maintenance services including the design of the architecture and the provisioning of the hardware. The exclusive 20 year partnership between IBM and SAP supported by the extensive knowledge of the SAAQ environment provided by the LGS Team in Québec City will provide the best team possible to deliver on the vision of the SAAQ.*

## Clearly Differentiating IBM

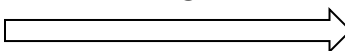
| Outline Our Solution                                                                                               | IBM Differentiators                                                                                                                                      | Benefits to Client<br>(Address Pain Points)                                                                                                                                                                   | Demonstrated References                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation of a strong ERP Solution such as SAP to enable the transformation strategy                          | SAP is a strong and versatile ERP solution that can be adapted to support the SAAQ requirements                                                          | <ul style="list-style-type: none"> <li>▪ A single business solution</li> <li>▪ Reduced IT Operation costs</li> <li>▪ Standardized processes</li> <li>▪ Enhanced relationship with clients</li> </ul>          | <ul style="list-style-type: none"> <li>▪ SAP is consistently identified on the Gartner's Group top ERP Solution providers for various service industry sectors</li> </ul>        |
| Select a strong Integrator with successful track record delivering projects on the selected ERP solution           | IBM has over 20 years of experience in delivering successful SAP projects. IBM's [REDACTED] methodology has been proven. Excellent partnership with SAP. | <ul style="list-style-type: none"> <li>▪ Leverage a proven implementation methodology</li> <li>▪ Implementation of standardized IT processes</li> <li>▪ Easier transition of key roles to the SAAQ</li> </ul> | <ul style="list-style-type: none"> <li>▪ Numerous SAP partnership prizes awarded to IBM including the recent award on partner of the year for [REDACTED] integrator</li> </ul>   |
| Ensure a good integration of the proposed business solution with a solid architecture design and hardware solution | IBM can offer a clear differentiator when it comes to overall system's architecture design and provisioning of state of the art hardware solutions       | <ul style="list-style-type: none"> <li>▪ Simplified architecture</li> <li>▪ Consolidated high performing environments</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>▪ IBM Hardware solution including Power Servers are well position to support complex SAP environments like the one of the SAAQ</li> </ul> |

## Solution Approach

- *Implementation of an SAP solution to support 9 key business processes over a delivery road map of 6 production releases spread over a 5 year period*
- *High Level Project Scope:*
  - *All phases of project – Planning, Exploring, Realization, Deployment and Post-go-live support*
  - *SAP Configuration, WRICEFs, Change Management, Communication and Training support*
  - *Architecture design and infrastructure implementation including set up and operation*
  - *Complex data conversion and replacement of over 280 systems*
  - *SAP CDP development required to support medical records, sanctions and demerit points requirements*
  - *Usage of highly specialized SAP Functionality including BRF+, FS-CD, [REDACTED] billing, CRM partner function*

# Competition and Relationship History

## SAAQ Selection Process in 3 steps:

1. 2014 – Selection of ERP Solution = SAP and Oracle
2. 2015 – Qualification of Integrators 
3. 2016 – Selection of Alliance (ERP + Integrator)

## Results of 2015 Integrator Qualification Process

| • Integrator | • ERP Qualified                           |
|--------------|-------------------------------------------|
| • LGS/IBM    | • SAP/Oracle                              |
| • Deloitte   | • SAP/Oracle                              |
| • Accenture  | • SAP                                     |
| • CGI        | • Oracle (SAP proposal did not qualified) |

### Competition (Top Three Competitors)

| Name (Current Incumbent? Y/N) | Client's perception        | By how much% can they underprice IBM? | Is there anything they can do that IBM can't? | Win Rank |
|-------------------------------|----------------------------|---------------------------------------|-----------------------------------------------|----------|
| CGI / Oracle                  | Cheaper solution           | • Could be up to 30% underprice       | • More local resources                        | • 1      |
| Deloitte/ Accenture & SAP     | Client seems to prefer SAP | • Equivalent to IBM in pricing        | • No                                          | • 2      |

### Past Projects (Top Three Relevant Ones for this Proposal<sup>2</sup>)

| Project | Past/ Current | Planned Rev & GP% | Actual Rev & GP% |
|---------|---------------|-------------------|------------------|
| N/A     |               |                   |                  |
|         |               |                   |                  |

### Key Client Stakeholder / Decision Maker Relationship Assessment

| Key Client Stakeholders      |                                                                                                          |       |                                |                                 | Key IBM Relationship Owner |                     | Action Summary (Activities, Who is Responsible, When) |
|------------------------------|----------------------------------------------------------------------------------------------------------|-------|--------------------------------|---------------------------------|----------------------------|---------------------|-------------------------------------------------------|
| Decision Making Role         | Name                                                                                                     | Title | Current Perception Towards IBM | Required Perception Towards IBM | Name                       | Relationship Status |                                                       |
| Internal Selection Committee | No contact possible with any of the SAAQ members of the evaluation team – Government Contracting Process |       |                                |                                 |                            |                     |                                                       |
| SAAQ SMEs                    |                                                                                                          |       |                                |                                 |                            |                     |                                                       |
| SAAQ Buyers                  |                                                                                                          |       |                                |                                 |                            |                     |                                                       |
| External Agency              |                                                                                                          |       |                                |                                 |                            |                     |                                                       |

| Solution Overview                                                                |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            |                |                                     | Commercial            |       |  |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------|-----------------------|-------|--|
| Opportunity Profile                                                              | Support IBM deployed applications along with SAAQ's CoE staff. IBM will provide a capacity of hours to CoE to manage their Support services. Post-implementation services to be provided by SAAQ COE mainly, with the support of a single rate card for specific external expertise to support resolution of issues and project work. |                                                                                                                                            |                |                                     | TCV (USD)             | 11M   |  |
| Reference Clients                                                                |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            |                |                                     | PTI                   | 11%   |  |
| Solution Type                                                                    | Co-sourced Capacity based                                                                                                                                                                                                                                                                                                             |                                                                                                                                            |                |                                     | GP                    | 27%   |  |
| Solution Differentiators                                                         | Smarter AMS tools                                                                                                                                                                                                                                                                                                                     |                                                                                                                                            |                |                                     | Pricing               | BAFO  |  |
| FOAK                                                                             | N                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                            |                |                                     | Contract              | T&M   |  |
| Complex Project                                                                  | N                                                                                                                                                                                                                                                                                                                                     | Support application(s) after IBM implementation & 3 months of Warranty                                                                     |                |                                     | Risk/ Reward          | N     |  |
| Standard Estimation                                                              | N                                                                                                                                                                                                                                                                                                                                     | Client provided capacity of hours                                                                                                          |                |                                     | Penalty               | N     |  |
| Multiple LOB Involvement                                                         | Y                                                                                                                                                                                                                                                                                                                                     | GTS                                                                                                                                        |                |                                     | Specific T&Cs         | Y/N   |  |
| Third Party Involvement                                                          | N                                                                                                                                                                                                                                                                                                                                     | SAP ██████████                                                                                                                             |                |                                     | Special payment terms | Y/N   |  |
| Aggressive Transition                                                            | N                                                                                                                                                                                                                                                                                                                                     | 12 week transition for first Go-live, rest of release have 6/8 weeks of KT. Transition will happen during Warranty period of each go-live. |                |                                     | Reviews               |       |  |
| Standard SLA                                                                     | Y                                                                                                                                                                                                                                                                                                                                     | SLOs only                                                                                                                                  |                |                                     | TDA                   |       |  |
| Aggressive Duration                                                              | Y                                                                                                                                                                                                                                                                                                                                     | Start Date                                                                                                                                 | 12/01/2018     | 29 months of total support services | ITR                   |       |  |
| Required Deliverables                                                            | N                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                            |                |                                     | PBA                   |       |  |
| Key resources identified                                                         | N                                                                                                                                                                                                                                                                                                                                     | Too early, start date is Dec/2018                                                                                                          |                |                                     | SDA                   |       |  |
| Multiple CICs                                                                    | Y                                                                                                                                                                                                                                                                                                                                     | India Technical team for remote. Montreal & Halifax for local coverage                                                                     |                |                                     | SRA                   |       |  |
| Aggressive Ramp-Up/Down                                                          | N                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                            |                |                                     | CIC Delivery Input    |       |  |
| Staffability                                                                     | Y                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                            |                |                                     | GFC                   |       |  |
| Key Dependencies                                                                 |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            |                |                                     |                       |       |  |
| Key Dependency                                                                   |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            | Impact (H/M/L) | Mitigation                          |                       | Owner |  |
| Identifying resources with SAP's niche skills knowledge and with French language |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            | M              |                                     |                       |       |  |
| Providing required support coverage according to Canada time zone                |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            | L              |                                     |                       |       |  |
|                                                                                  |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            |                |                                     |                       |       |  |
|                                                                                  |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                            |                |                                     |                       |       |  |

## Solution Overview

- Executive Summary
- Solution Scope (In Scope and Out of Scope)
- Solution Architecture Overview
- Transition Solution
- Project Deliverables
- Project Timeline
- Project Governance and PMO
- Estimation Details

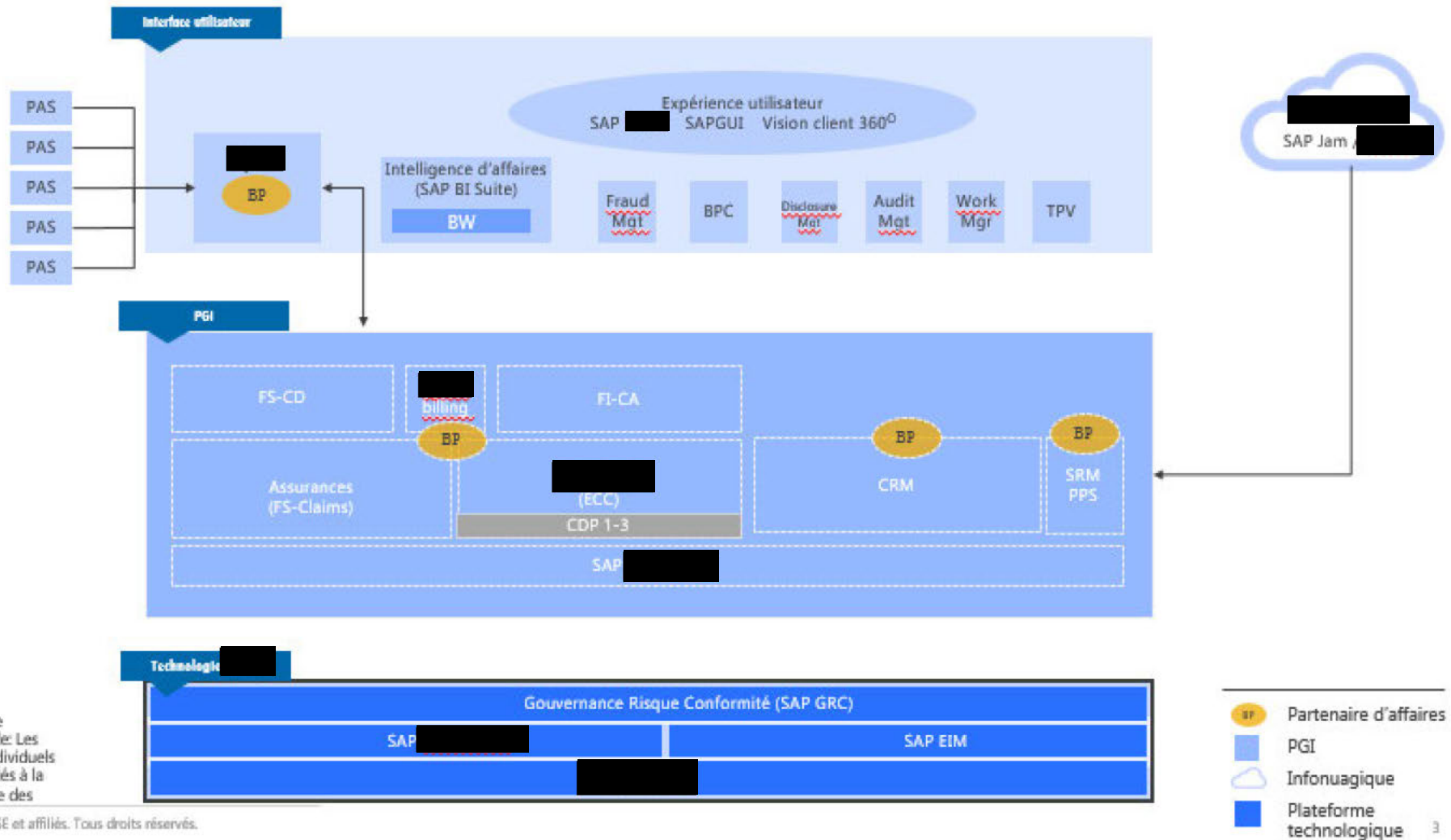
*Return to the main  
dashboard*

- Contract Type: T&M Co-Source Capacity Based Services for SAP Level 2/3 support, providing Break/Fix, Service Requests, BASIS and Security and reverse transition to the client COE.
- Solution is bound by a monthly bank of hours for the following categories:
  1. Functional Consultants - 5 Sub Categories (CRM, ERP, BI, Insurance, Others)
  2. Technical Consultants – 4 Sub Categories (Development, BI, Basis, Security)
  3. Management, QA, Integration - 3 Sub Categories (Management, QA-Test, Integration)
- Client asked to remove effort towards Minor Enhancements and Customizations (MEC)
- Contract Term  
Dec 1<sup>st</sup>, 2018 – Apr 30<sup>th</sup>, 2021 (29 months, including 3 months Transition for Deployment 1 and 2 months Transition for Deployment 2 and LIR). SLOs, no penalties
- AMS resources will be seeded on the Project and move to AMS support, providing continuity and risk mitigation.
- 7:30 AM – 6 PM ET support window with 24x7 support for SEV 1 Basis Issues.
- As this is a Co-Source Delivery Model, we have assumed zero Productivity/Efficiency over the life of the contract.
- Financials:
  1. GPE includes Medium Risk 6% for the first 9 months and Low Risk 3% for the remaining Standard Inflation, Standard FX Contingency, Standard AMS RA and Standard DS&P included
  2. TVM = Bill Arrears, Net 30; Standard with Public Sector
  3. Target PTI = 10%
- **Highest risk:** Contract is in Deploy Phase for the first 4 years of the contract. AMS is transitioning from IBM Project Team, stabilizing for 12 months and transitioning to client COE in phased manner in 24 months.
- **Mitigation Plan:** Seed AMS Resources onto Project, providing continuity and risk mitigation.

## SAAQ Delivery Road Map

[illegible]

# Global Architecture - Integrated management applications



Note:

Architecture fonctionnelle: Les modules individuels sont identifiés à la page 4: Liste des Modules

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SAAQ\_Architecture Diagram

[Return to the main dashboard](#)

# SAP Applications & Modules in Scope 1/2

**L1 Focus: Simple Finance, BPC, Concur (T&E), Logistics & Procurement and also SuccessFactors**  
 SAP Modules: SAPECC (FI-GL, FI-AR, FI-AP, FI-CA, PS, TR, RE-FX, MM, PM), GRC, some SD, SRM

| Release | Applications in Scope     | SAP modules/skills in scope                         |
|---------|---------------------------|-----------------------------------------------------|
| 1       | SAP [REDACTED]            | FI - GL/AP/AR/AA                                    |
| 1       | SAP [REDACTED]            | CO                                                  |
| 1       | SAP [REDACTED]            | PS                                                  |
| 1       | SAP [REDACTED]            | FICA/FSCD                                           |
| 1       | Disclosure Management     | Disclosure Mgmt                                     |
| 1       | SAP [REDACTED]            | Cash Management                                     |
| 1       | SAP [REDACTED]            | MM                                                  |
| 1       | SAP [REDACTED]            | PM                                                  |
| 1       | SAP [REDACTED]            | CS/SD                                               |
| 1       | SAP [REDACTED]            | [REDACTED]                                          |
| 1       | SAP [REDACTED]            | SAP BASIS & Security                                |
| 1       | SAP [REDACTED]            | BI & BOBJ                                           |
| 1       | SRM                       | PPS(SRM)                                            |
| 1       | SAP Process Orchestration | PI                                                  |
| 1       | [REDACTED]                | [REDACTED]                                          |
| 1       | SAP Identity Management   | Security                                            |
| 1       | GRC                       | Access Control, Process Control, Fraud & Audit Mgmt |

| Release | Applications in Scope | SAP modules/skills in scope    |
|---------|-----------------------|--------------------------------|
| 1       | SAP [REDACTED]        | Employee Central               |
| 1       | SAP [REDACTED]        | Learning                       |
| 1       | SAP [REDACTED]        | JAM                            |
| 1       | SAP [REDACTED]        | Performance & Goals            |
| 1       | SAP [REDACTED]        | HCM Integration SME (SF/SAP)   |
| 1       | Workforce software    | Time & Attendance              |
| 1       | SAP BPC               | BPC                            |
| 1       | SAP [REDACTED]        | FI (Travel & Expense)          |
| 1       | [REDACTED]            | [REDACTED]                     |
| 1       | SAP [REDACTED]        | Workforce Planning & Analytics |

[Return to the main dashboard](#)

# SAP Applications & Modules in Scope 2/2

## L2 Focus on Permits, Plates /Vehicles:

SAP Modules: CRM, Extend SD, MRS, PM (Plant Maintenance), Business Partner, SAP CDP's added, BRF+, [REDACTED] Integration to Legacy POS

| Release | Applications in Scope     | SAP modules/skills in scope         |
|---------|---------------------------|-------------------------------------|
| 2       | CRM                       | CRM Service Management              |
| 2       | CRM                       | CRM Contract Management             |
| 2       | CRM                       | CRM Case Management                 |
| 2       | CRM                       | WebUI configurator                  |
| 2       | SAP [REDACTED]            | MRS (SAP Multi-Resource Scheduling) |
| 2       | SAP [REDACTED]            | MM, PM                              |
| 2       | SAP [REDACTED]            | CS/SD                               |
| 2       | SAP [REDACTED]            | BPC                                 |
| 2       | Business Rules Mgt (BRF+) | BRF+                                |
| 2       | POS                       | POS (support from lgs)              |
| 2       | SAP [REDACTED]            | FI - GL/AP/AR/AA                    |
| 2       | SAP [REDACTED]            | [REDACTED]                          |
| 2       | SAP [REDACTED]            | SAP BASIS & Security                |
| 2       | SAP [REDACTED]            | BI & BOBJ                           |
| 2       | SAP Process Orchestration | PI                                  |
| 2       | [REDACTED]                | [REDACTED]                          |
| 2       | [REDACTED]                | [REDACTED] developer                |
| 2       | [REDACTED]                | [REDACTED] Consultant Billing       |
| 2       | iXM                       | iXM Consultant/Developer            |
| 2       | MDG                       | MDG Developer                       |

## LIR Focus on Insurance

SAP Modules: Extension of CRM, SD, MRS, PM (Plant Maintenance), Business

| Release | Applications in Scope     | SAP modules/skills in scope   |
|---------|---------------------------|-------------------------------|
| IR      | SAP [REDACTED]            | FICA/FSCD                     |
| IR      | CRM                       | CRM Contract Management       |
| IR      | CRM                       | CRM Case Management           |
| IR      | CRM                       | WebUI configurator            |
| IR      | [REDACTED]                | [REDACTED] developer          |
| IR      | [REDACTED]                | [REDACTED] Consultant Billing |
| IR      | iXM                       | iXM Consultant/Developer      |
| IR      | [REDACTED]                | [REDACTED]                    |
| IR      | SAP Process Orchestration | PI                            |
| IR      | SAP [REDACTED]            | [REDACTED]                    |
| IR      | SAP [REDACTED]            | SAP BASIS & Security          |
| IR      | SAP [REDACTED]            | BI & BOBJ                     |
| IR      | SAP [REDACTED]            | Claims Management             |

[Return to the main dashboard](#)

## Solution Scope

### In Scope

- Incident Management
- Service Request
- Problem Management
- Monitoring
  - Using RSLaF setup and OCC monitoring

### Out of Scope

- Help desk / Level 1 not in scope for AMS. L1 scripts creation will be part of L1 help desk scope.
- Infrastructure Support, OS Administration, OS Patch release, Physical DBA Admin
- Upgrade & Enhancement pack
- Minor Enhancements

*[Return to the main dashboard](#)*

## Estimation

- SAAQ provided input on Capacity of hours expected from IBM. Also they outlined key Implementation roles which need to continue during this support service.
- These hours are broken down into different categories as requested by SAAQ.  
Support requested:
  - Functional
  - Technical
  - Integration and Quality Assurance
  - Change Management

Support Timeline

|           |                  | Transition |      | Month 1 is the Go-live date. |      |      |      |      |      |      |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |                |          |
|-----------|------------------|------------|------|------------------------------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------------|----------|
| Release # | Go-Live          |            |      | Co-Sourced Delivery          |      |      |      |      |      |      |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |                | End date |
| 1         | December 1, 2018 | Mnt1       | Mnt2 | Mnt3                         | Mnt4 | Mnt5 | Mnt6 | Mnt7 | Mnt8 | Mnt9 | Mnt10 | Mnt11 | Mnt12 | Mnt13 | Mnt14 | Mnt15 | Mnt16 | Mnt17 | Mnt18 | Mnt19 | Mnt20 | Mnt21 | Mnt22 | Mnt23 | Mnt24 | Mnt25 | Mnt26 | Mnt27 | Mnt28 | Mnt29 | April 30, 2021 |          |
| 2         | February 1, 2020 |            | Mnt2 | Mnt3                         | Mnt4 | Mnt5 | Mnt6 | Mnt7 | Mnt8 | Mnt9 | Mnt10 | Mnt11 | Mnt12 | Mnt13 | Mnt14 | Mnt15 |       |       |       |       |       |       |       |       |       |       |       |       |       |       | April 30, 2021 |          |
| IR        | February 1, 2021 |            | Mnt2 | Mnt3                         |      |      |      |      |      |      |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       | April 30, 2021 |          |

Return to the main dashboard

## RSLaF Solution

- RSLaF setup planned in 2 waves based on SAP application go-live.
- First setup in Mar/2019 and second in May/2020.
- OCC monitoring starts from May/2019 for productive applications.
- Attached document covering entire estimation.



RSLaF Solution

Effort during RSLAF - Setup & Ongoing  
Timeline - Setup in Mar/2019

|                     | Total Hours | Wk1 | Wk2 | Wk3 | Wk4 | Wk5 | Wk6 | Wk7 | Wk8 |
|---------------------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Prepare             | 255         |     |     |     |     |     |     |     |     |
| Build TECHMON Total | 1176        |     |     |     |     |     |     |     |     |
| Build BPMON Total   | 385         |     |     |     |     |     |     |     |     |
|                     | 1816        |     |     |     |     |     |     |     |     |

| FTE Estimation:          | Location          | Band | Prepare + Build |         | Stabilization State |         | Steady State |           |           |         |          |
|--------------------------|-------------------|------|-----------------|---------|---------------------|---------|--------------|-----------|-----------|---------|----------|
|                          |                   |      | M1              | M2      | M3                  | M4      | M5 - M12     | M13 - M24 | M25 - M36 | M37-M60 | M61-M100 |
| OCC PM                   | Nearshore-Halifax | 8    | 0.10            | 0.10    | 0.10                | 0.10    |              |           |           |         |          |
| RSLAF Architect - Onsite | Nearshore-Halifax | 8    | 0.50            |         |                     |         |              |           |           |         |          |
| RSLAF Architect          | Nearshore-Halifax | 8    | 0.10            | 0.20    |                     |         |              |           |           |         |          |
| RSLAF Consultant - Lead  | Nearshore-Halifax | 7    | 0.50            | 1.00    |                     |         |              |           |           |         |          |
| RSLAF Consultant         | Nearshore-Halifax | 7    | 1.00            | 1.50    | 0.50                | 0.25    |              |           |           |         |          |
| BI Consultant            | Nearshore-Halifax | 7    | 0.25            | 0.50    |                     |         |              |           |           |         |          |
| PI Consultant            | Nearshore-Halifax | 7    | 0.75            | 1.00    | 0.25                |         |              |           |           |         |          |
| Functional Consultant    | Nearshore-Halifax | 7    | 1.00            | 1.00    | 0.15                | 0.15    |              |           |           |         |          |
| Monitoring Operator      | Nearshore-Halifax | 6    |                 | 0.25    | 0.50                | 0.25    | 0.00         | 0.00      | 0.00      | 0.00    | 0.00     |
| Monitoring Operator      | Nearshore-Halifax | 6    |                 | 0.00    | 6.00                | 6.00    | 6.00         | 6.00      | 5.00      | 5.00    | 4.00     |
| GP Team                  | Nearshore-Halifax | 7    |                 | 0.15    | 0.30                | 0.25    | 0.25         | 0.15      | 0.15      | 0.15    | 0.15     |
| OCC Lead                 | Nearshore-Halifax | 8    |                 |         | 0.10                | 0.10    | 0.10         | 0.10      | 0.10      | 0.10    | 0.10     |
| Setup FTE                |                   |      | 4.10            | 5.35    | 1.20                | 0.65    |              |           |           |         |          |
| Total FTE                |                   |      | 4.20            | 5.70    | 7.90                | 7.10    | 6.35         | 6.25      | 5.25      | 5.25    | 4.25     |
| Setup Hours              |                   |      | 666.25          | 869.375 | 195                 | 105.625 |              |           |           |         |          |

1836.25

## Application Transition

- Scope - SAP Level 2/3 support, providing Break/Fix, Service Requests, BASIS and Security
- The Société de l'assurance automobile du Québec or SAAQ is a crown corporation responsible for licensing drivers and vehicles for the province of Québec. 100% of Quebecers are insured by SAAQ. It is a 5 year ERP Program with 5 years of implementation and 29 months of AMS
- This is a Design-Build-Manage opportunity, Manage phase starts with first Go-live in Dec/18. Every deployment have 3 months of Warranty period. During Sustain (after all deployment completed) period, Support need to be handed over to client in a phased manner
- Delivery centers are located in Canada, India and Halifax Nearshore
- IBM DB team is performing the implementation plan. DB teams are spread across different locations(Halifax, Montreal and India)
- There are 3 Releases Planned 1) Release R1 planned to Go-Live with Technical Part in Dec 2018 and Functional Part by Jan 2018. 2) Release 2 is planned to Go-Live by Feb 2020 and 3) Release 1R is planned to Go-Live by Feb 2021
- Release 1 - Transition is planned for 3 Months starting from Dec 2018 with 13 weeks of Transition including 2 weeks of OTP. Transition is planned to start from 3 Dec 2018 with 2 weeks of OTP, KT in Jan, Feb, and to hit the Steady State by 4 Mar 2019. There are 21.25 FTEs planned (India Offshore - 11.5, Montreal CIC Canada - 5.25, CAN Local - 2.5, Halifax Nearshore - 2.0)
- Release 2 - Transition is planned for 2 Months starting from Mar 2018 with 9 weeks of Transition including 2 weeks of OTP. Transition is planned to start from 2 Mar 2020 with 2 weeks of OTP, KT in Mar, Apr, and to hit the Steady State by 4 May 2020. There are 15.12 FTEs planned (India Offshore - 5.0, Montreal CIC Canada - 4.25, CAN Local - 2.25, Halifax Nearshore - 3.62)
- Release 1R - Transition is planned for 2 Months starting from Mar 2018 with 9 weeks of Transition including 2 weeks of OTP. Transition is planned to start from 1 Mar 2021 with 2 weeks of OTP, KT in Mar, Apr, and to hit the Steady State by 3 May 2021. There are 2.65 FTEs planned (Montreal CIC Canada - 1.06, CAN Local - 0.53, Halifax Nearshore - 1.06)
- Knowledge Transfer happens between IBM DB to IBM AMS team
- Transition will be led by Local Canada Transition Manager for R1 and R2 releases and by DPE for 1R Release. Local transition manager proficient in French language is preferred to handle the transition.
- D2D lite will be RKT Tool

# SAAQ – Release 1 - Application Transition Solution

## Solution Highlights

Application Transition Proposed

Geo :- NA Other

CICs :- India

Total FTEs :- 21.25 ( 2.5 CAN Local, 11.5 India Offshore, 5.25 Montreal CIC, 0 IBM Assumed Contractors, 0 Rebadged, 2 Halifax )

Transition Start Date :- 12/3/2018

Transition Duration :- 13 Weeks (Including 2 weeks of OTP)

Transition KT approach :- D2D Lite



SAAQ\_Release  
SMART\_10-Jan\_V1.

| SAAQ SAP AMS Transition Plan - Release 1 |           |                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                      | Wk1                 | Wk2       | Wk3       | Wk4                   | Wk5       | Wk6       | Wk7                   | Wk8       | Wk9       | Wk10              | Wk11      | Wk12      | Wk13      | Wk14      |
|------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|-----------|-----------|-----------------------|-----------|-----------|-----------------------|-----------|-----------|-------------------|-----------|-----------|-----------|-----------|
| Wave                                     | Release   | Application Skills/Modules                                                                                                                                                                                                                                                                                                                                                                                       | Scope                                                                                                | 03-Dec-18           | 10-Dec-18 | 17-Dec-18 | 24-Dec-18             | 31-Dec-18 | 07-Jan-19 | 14-Jan-19             | 21-Jan-19 | 28-Jan-19 | 04-Feb-19         | 11-Feb-19 | 18-Feb-19 | 25-Feb-19 | 04-Mar-19 |
| January 1st 2019 : Functional go-live    |           |                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                      | 1                   | 2         | 3         | 4                     | 5         | 6         | 7                     | 8         | 9         | 10                | 11        | 12        | 13        |           |
| Wave 1                                   | Release 1 | FI (GL, AA, AP, AR)/CO/Treasury, CO, PS, FI Travel & Expense, FS-CD/Disclosure Management (Public Sector), Contract Management, PM, SD / CS, SRM PPS, MM & PM, SAP BPC, SF Employee Central, SF Employee Central, SF Learning, SF JAM, SF Performance & Goals, SAP Time & Attendance by Workforce software, HCM (integration SAP - SF), SF WFA/WFP, BVBO, Process Orchestration - PI skill, BASIS, Security+GRC. | SAP Level 2/3 support, providing Break/Fix, Service Requests, Minor Enhancements, BASIS and Security | OTP                 |           | ASP       | Christmas & New Year  |           | ASP       | GP                    |           | AP        |                   | PP        |           |           | SS        |
| OTP - Overall Transition Planning        |           | ASP - Application Specific Planning                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                      | GP - Guided Perform |           |           | AP - Assisted Perform |           |           | PP - Parallel Perform |           |           | SS - Steady State |           |           |           |           |

# SAAQ – Release 2 - Application Transition Solution

## Solution Highlights

Application Transition Proposed

Geo :- NA Other

CICs :- India

Total FTEs :- 15.12 ( 2.25 CAN Local, 5 India Offshore, 4.25 Montreal CIC, 0 IBM Assumed Contractors, 0 Rebadged, 3.62 Halifax )

Transition Start Date :- 3/2/2020

Transition Duration :- 9 Weeks (Including 2 weeks of OTP)

Transition KT approach :- D2D Lite



SAAQ\_Release  
SMART\_10-Jan\_V1.

| SAAQ SAP AMS Transition Plan - Release 2         |           |                                                                                                                                                                                                                                   |                                                                                                      |                     |           |                       |           | Wk1                   | Wk2       | Wk3               | Wk4       | Wk5       | Wk6       | Wk7       | Wk8       | Wk9       | Wk10      |
|--------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|-----------|-----------------------|-----------|-----------------------|-----------|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Wave                                             | Release   | Application Skills/Modules                                                                                                                                                                                                        | Scope                                                                                                | 01-Feb-20           | 10-Feb-20 | 17-Feb-20             | 24-Feb-20 | 02-Mar-20             | 09-Mar-20 | 16-Mar-20         | 23-Mar-20 | 30-Mar-20 | 06-Apr-20 | 13-Apr-20 | 20-Apr-20 | 27-Apr-20 | 04-May-20 |
| IBM Design Build - Release 2 - Feb 1 2020 GoLive |           |                                                                                                                                                                                                                                   |                                                                                                      |                     |           |                       |           | 1                     | 2         | 3                 | 4         | 5         | 6         | 7         | 8         | 9         |           |
| Wave 2                                           | Release 2 | BRF+ Analyst, CRM Contract Management, CRM Service Management, CRM Case Management, [REDACTED] Billing, MRS (Multi-Resource Scheduling), POS, WebUI configurator, [REDACTED] developer, IXM Consultant / Developer, MDG Developer | SAP Level 2/3 support, providing Break/Fix, Service Requests, Minor Enhancements, BASIS and Security |                     |           |                       |           | OTP                   | ASP       | GP                | AP        | PP        | SS        |           |           |           |           |
| OTP - Overall Transition                         |           | ASP - Application Specific Planning                                                                                                                                                                                               |                                                                                                      | GP - Guided Perform |           | AP - Assisted Perform |           | PP - Parallel Perform |           | SS - Steady State |           |           |           |           |           |           |           |

# SAAQ – Release 1R - Application Transition Solution

## Solution Highlights

Application Transition Proposed

Geo :- NA Other

CICs :- India

Total FTEs :- 2.65 ( 0.53 CAN Local, 0 Offshore, 1.06 Montreal CIC, 0 IBM Assumed Contractors, 0 Rebadged, 1.06 Halifax )

Transition Start Date :- 3/1/2021

Transition Duration :- 9 Weeks (Including 2 weeks of OTP)

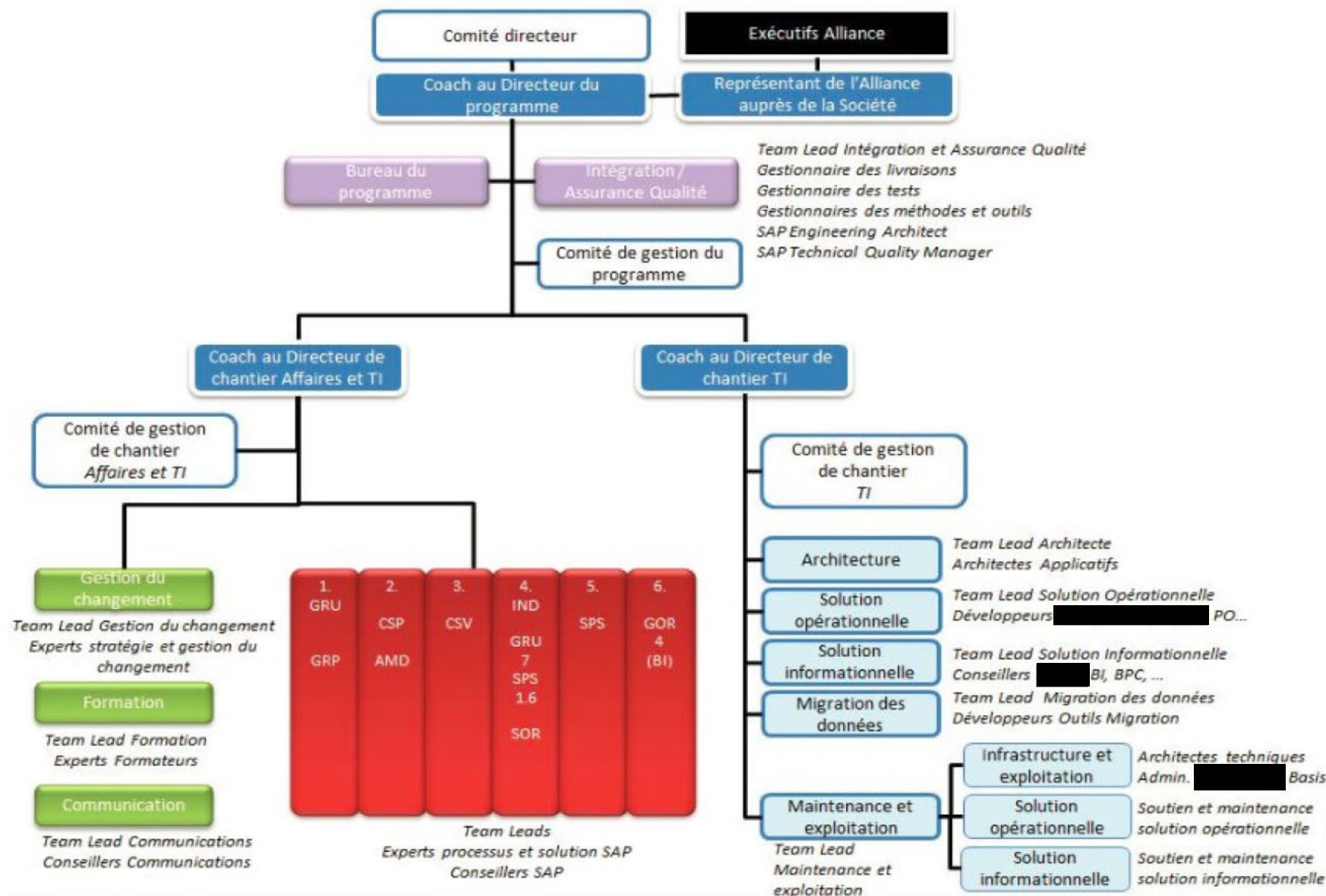
Transition KT approach :- D2D Lite



SAAQ\_Release  
SMART\_10-Jan\_V1

| SAAQ SAP AMS Transition Plan - Release 1R        |            |                                     |                                                                                                      | Wk1                 | Wk2       | Wk3                   | Wk4       | Wk5                   | Wk6       | Wk7               | Wk8       | Wk9       | Wk10      | Wk11      | Wk12      | Wk13      | Wk14      |
|--------------------------------------------------|------------|-------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|-----------|-----------------------|-----------|-----------------------|-----------|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Wave                                             | Release    | Application Skills/Modules          | Scope                                                                                                | 01-Feb-21           | 08-Feb-21 | 15-Feb-21             | 22-Feb-21 | 01-Mar-21             | 08-Mar-21 | 15-Mar-21         | 22-Mar-21 | 29-Mar-21 | 05-Apr-21 | 12-Apr-21 | 19-Apr-21 | 26-Apr-21 | 03-May-21 |
| IBM Design Build - Release 2 - Feb 1 2021 GoLive |            |                                     |                                                                                                      |                     |           |                       |           | 1                     | 2         | 3                 | 4         | 5         | 6         | 7         | 8         | 9         |           |
| W3                                               | Release 1R | Claims Management                   | SAP Level 2/3 support, providing Break/Fix, Service Requests, Minor Enhancements, BASIS and Security |                     |           |                       |           | OTP                   |           | ASP               | GP        | AP        |           | PP        |           | SS        |           |
| OTP - Overall Transition Planning                |            | ASP - Application Specific Planning |                                                                                                      | GP - Guided Perform |           | AP - Assisted Perform |           | PP - Parallel Perform |           | SS - Steady State |           |           |           |           |           |           |           |

# Project Governance and PMO



## Project Governance and PMO

| Category      | Rel #  | Role             | Skill                   | Band level | Delivery Center         | Work Location | Category | Language Skill   | Utilization | 01-Jan-18 | 01-Feb-18 | 01-Mar-18 | 01-Apr-18 |
|---------------|--------|------------------|-------------------------|------------|-------------------------|---------------|----------|------------------|-------------|-----------|-----------|-----------|-----------|
| Governance    | 1 to 6 | DPE              | DPE                     | 9          | Onsite - Montreal CIC   | Canada        |          | French & English | 1950        | 0.60      | 0.60      | 0.60      | 0.60      |
| Governance    | 1 to 6 | DS&P             | Data Security & Privacy | 8          | Offsite - United States | United States |          | French & English | 1950        | 0.30      | 0.30      | 0.30      | 0.02      |
| Governance    | 1 to 6 | DS&P             | Data Security & Privacy | 7          | Offshore-Mexico         | Mexico        |          | French & English | 1936        | 0.12      | 0.12      | 0.12      | 0.13      |
| Governance    | 1 to 6 | PM Office        | PM Office               | 6B         | Offshore-Romania        | Romania       |          | French & English | 1847        | 1.00      | 1.00      | 1.00      | 1.00      |
| Governance    | 1 to 6 | CR PMA           | PMA                     | 5          | Onsite - Montreal CIC   | Costa Rica    |          | French & English | 1950        | 0.29      | 0.29      | 0.29      | 0.29      |
| Governance    | 1 to 6 | CR PMO Admin     | PMO                     | 4          | Costa Rica              | Costa Rica    |          | French & English | 1950        | 0.12      | 0.12      | 0.12      | 0.12      |
|               |        |                  |                         |            |                         |               |          |                  |             |           |           |           |           |
| Delivery Mgmt | 1 to 6 | DPE              | DPE                     | 9          | Onsite - Montreal CIC   | Canada        | Onsite   | French & English | 1950        | 0.40      | 0.40      | 0.40      | 0.40      |
| Delivery Mgmt | 1 to 6 | Delivery Manager | Project Management      | 8          | Onsite - Montreal CIC   | Canada        | Onsite   | French & English | 1950        |           |           |           |           |
| Delivery Mgmt | 1 to 6 | Delivery Manager | Project Management      | 8          | Offshore-Romania        | Romania       | Remote   | French & English | 1847        | 1.00      | 1.00      | 1.00      | 1.00      |

[Return to the main dashboard](#)

## Resourcing

- Staffing Plan

*Return to the main  
dashboard*

# Staffing Plan

|                   |
|-------------------|
| Solution Overview |
| Resourcing        |
| Dependencies      |
| Reviews           |
| Commercial        |
| Appendix          |

*Return to the main dashboard*

## Seeded AMS Resources

| Transfer of AMS Seeded Resources from Project to AMS Support<br>@ Start of Transition |                         |      | Release 1<br>Dec 2018 | Release 2<br>Mar 2020 | Release LIR<br>Mar 2021 |              |
|---------------------------------------------------------------------------------------|-------------------------|------|-----------------------|-----------------------|-------------------------|--------------|
| Skills                                                                                | Location                | Band | FTE                   |                       |                         |              |
| FI (GL, AA, AP, AR)/CO/Treasury                                                       | Onsite - Montreal CIC   | 7    | 1                     |                       |                         |              |
| FS-CD/Disclosure Management (Public Sector)                                           | Onsite - Montreal CIC   | 8    | 1                     |                       |                         |              |
| Contract Management                                                                   | Onsite - Montreal CIC   | 8    | 1                     |                       |                         |              |
| SRM PPS                                                                               | Onsite - Montreal CIC   | 7    | 1                     |                       |                         |              |
| B/BO                                                                                  | Nearshore - Halifax CIC | 7    | 1                     |                       |                         |              |
|                                                                                       | Nearshore - Halifax CIC | 7    | 0.5                   |                       |                         |              |
| Process Orchestration - PI skill                                                      | Nearshore - Halifax CIC | 7    | 0.5                   |                       |                         |              |
|                                                                                       | Nearshore - Halifax CIC | 7    | 0.5                   |                       |                         |              |
| BASIS Architect                                                                       | Onsite - Montreal CIC   | 8    | 1.00                  |                       |                         |              |
| Security + GRC                                                                        | Onsite - Montreal CIC   | 7    | 1.00                  |                       |                         |              |
| SF Employee Central                                                                   | Onsite - Montreal CIC   | 7    | 0.25                  |                       |                         |              |
| SAP Time & Attendance by Workforce software                                           | Onsite - Montreal CIC   | 7    | 0.5                   |                       |                         |              |
| SAP BPC                                                                               | Nearshore - Halifax CIC | 7    | 0.5                   |                       |                         |              |
|                                                                                       | Onsite - Montreal CIC   | 8    | 1.00                  |                       |                         |              |
| SD / CS                                                                               | Nearshore - Halifax CIC | 7    | 0.50                  |                       |                         |              |
| MM / PM                                                                               | Onsite - Montreal CIC   | 7    | 0.50                  |                       |                         |              |
| BRF+ Analyst                                                                          | Onsite - Montreal CIC   | 7    |                       | 1.00                  |                         |              |
| CRM Contract Management                                                               | Onsite - Montreal CIC   | 7    |                       | 1.00                  |                         |              |
| CRM Service Management                                                                | Nearshore - Halifax CIC | 7    |                       | 1.00                  |                         |              |
| CRM Case Management                                                                   | Nearshore - Halifax CIC | 7    |                       | 0.50                  |                         |              |
| developer                                                                             | Onsite - Montreal CIC   | 7    |                       | 0.50                  |                         |              |
| Billing                                                                               | Nearshore - Halifax CIC | 8    |                       | 0.50                  |                         |              |
| POS                                                                                   | LGS Canada              | 7    |                       | 0.50                  |                         |              |
| MDG Developer                                                                         | Nearshore - Halifax CIC | 7    |                       | 0.25                  |                         |              |
| Developer - POS                                                                       | LGS Canada              | 7    |                       | 0.5                   |                         |              |
| Insurance - Claims Management                                                         | Onsite - Montreal CIC   | 8    |                       |                       | 1                       |              |
| <b>TOTAL FTEs</b>                                                                     |                         |      | <b>11.75</b>          | <b>5.75</b>           | <b>1.00</b>             | <b>18.50</b> |

[Return to the main dashboard](#)

## Dependencies

- Dependencies and Assumptions
- Support Coverage

*Return to the main  
dashboard*

# Assumptions

| Key Assumptions                                                                                                                                                                                                                | External / Internal |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| AMS contract will be a T&M based bounded by Capacity for each release support. This is a Co-sourced delivery model.                                                                                                            | E                   |
| During Transfer phase, SAAQ CoE resources will be shadowing IBM team. DPE will work along with CoE IT team to execute this plan.                                                                                               | E                   |
| Reverse Transition to SAAQ will be handled by DPE, he/she will leverage AID, ASCP created by AMS team during transition from DB team.                                                                                          | I                   |
| AMS estimation is based on Top-Down Approach. % of Design-build effort is considered to a minimum required for Manage scope.                                                                                                   | I/E                 |
| Incident Mgmt, Service Mgmt, Problem Mgmt and Monitoring in scope for AMS.                                                                                                                                                     | E                   |
| Minor Enhancement of 4 FTE effort included in the cost. Enhancement below 160 hrs will be considered as Minor Enhancement.                                                                                                     | E                   |
| SLOs only in scope. IBM will provide "best effort basis" support after reverse transition to SAAQ's CoE.                                                                                                                       | E                   |
| Severity 1 Oncall support only for Basis scope of work.                                                                                                                                                                        | E                   |
| Security resource in Staffing plan covers GRC, Fraud Mgmt, Audit Mgmt, Security Mgmt scope of work. This holds good for Onsite, Nearshore & Remote resources.                                                                  | I                   |
| Help desk / Level 1 not in scope for AMS. L1 scripts creation is part of L1 help desk scope.                                                                                                                                   | I/E                 |
| Infrastructure Support, OS Administration, OS Patch management, Functional DBA Admin are out of Scope of AMS.                                                                                                                  | I                   |
| Upgrades, Enhancement pack not in scope for AMS. This need to be addressed outside this cost.                                                                                                                                  | E                   |
| Travel cost for Transition Manager and DPE during Transition phase. Any other travel by perform team or DPE will be on actuals based on mutual agreement between IBM and SAAQ.                                                 | E                   |
| Utilization used: Romania CIC 1847 hrs, Montreal & Halifax CIC 1950 hrs                                                                                                                                                        | I                   |
| IBM will accept tickets only from the specified ticketing tool. No other modes including phone call or mails will be encouraged.                                                                                               | E                   |
| Support language is French & English.                                                                                                                                                                                          | E                   |
| No secluded area requirement for this project.                                                                                                                                                                                 | E                   |
| Minimum 4 weeks of advance notice will be required for roll off / change of assigned resources                                                                                                                                 | I                   |
| The offshore practitioner band mix during fulfillment will be kept flexible without impacting the overall cost case and delivery quality                                                                                       | I                   |
| For AMS, OpenText scope is to address any data flow issues/integration. Any enhancement to this bolt-on will not be in scope of IBM and development of any new interface need to be addressed through Minor Enhancement hours. | E                   |
| From Romania, Functional & Technical resources will work in Evening shift where all possible to grouping of skills/effort to a full time FTE. Rest will support during their General shift.                                    | I                   |

## SAAQ – Transition Assumptions

- Documentation and communication will be in English
- For DBM Solution: Two week due diligence during test phase (one to two months before go-live to see what has changed).
- The effort estimate will be revisited and finalized based on the outcome of Due Diligence which will be conducted before the start of the project
- Staffing, Network & RKT (Remote Knowledge Transfer) infrastructure should be ready before ASP (before start of Application Specific Planning)
- IBM Design Build team helps in pre-planning phase (OTP) for activities like application complexity, plan, FTE and skill validations (appx 30-40% of team effort) prior to contract sign.
- IBM Design Build SMEs will spend sometime (appx 20% of team effort) to help create application specific migration plans (detailed KT plans)
- IBM Design Build team will ensure that Key SME for KT and transition activities are available for entire transition period
- It is assumed that base line documentation is available i.e., application documents, functional and technical designs, user manuals, use cases, test scripts and training documents are available.
- It is assumed that IBM Design Build SMEs will spent appx team effort of 40-50% in GP, 30-40% in AP, 20-30% in PP and application planning and 30-40% in pre-planning phase (OTP) towards KT and transition activities.
- Transition plan needs to be shifted right for any change in date and time line
- It is assumed that all the software/hardware license requirement for GDC will be provided by the SAAQ
- The level of completeness/thoroughness of the documentation is expected to be decent, and they can be used as is for transition.
- It is assumed that network connectivity will be established/enhanced prior to the start of ASP for the new in-scope work
- It is assumed that access to related systems, IDs, etc., will be made available to the transition team with appropriate read/read-write access privileges prior to ASP
- KT plan and topics will be reviewed, approved by SMEs before commencement of KT
- The client will give access to knowledge assets, servers, artifacts for knowledge transfer.
- IBM will have access to any knowledge repositories & tools used. Software and tools needed for this project will be provided by the client.
- This GRSMART addresses Application transition only

# Assumptions – RSLaF Solution

| Solution Overview                                                                                                                                                                                                                                            |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Resourcing                                                                                                                                                                                                                                                   |  |
| Dependencies                                                                                                                                                                                                                                                 |  |
| Reviews                                                                                                                                                                                                                                                      |  |
| Commercial                                                                                                                                                                                                                                                   |  |
| Appendix                                                                                                                                                                                                                                                     |  |
| <b>Prepare</b>                                                                                                                                                                                                                                               |  |
| Client will provide a Solman instance with version 7.1 and SP 10. Effort needed to get the system ready is not included in the estimates                                                                                                                     |  |
| OS Level Access is required                                                                                                                                                                                                                                  |  |
| The list of systems to be monitored will be provided by the client/AMS team                                                                                                                                                                                  |  |
| All resources in all phases are assumed to work remotely. Any client interaction needed at onsite will be done by the current AMS team at onsite                                                                                                             |  |
| The target landscape strategy will be agreed with the client before the start of the project                                                                                                                                                                 |  |
| It is assumed that managed system setup is in place as client is already using CCMS                                                                                                                                                                          |  |
| <b>Build</b>                                                                                                                                                                                                                                                 |  |
| For existing client, support team will support the OCC team with the business process knowledge and GPD preparation.                                                                                                                                         |  |
| List of jobs to be monitored will be provided by the client/AMS team                                                                                                                                                                                         |  |
| Required access to the systems will be made available on time                                                                                                                                                                                                |  |
| Guided Procedures will be created as per standard KPIs provided by SAP                                                                                                                                                                                       |  |
| Dashboards will be created as per the standard SAP KPI dashboards.                                                                                                                                                                                           |  |
| Integration with ticketing tool is limited to TSM. Integration with 3rd party ticketing tool needs further analysis & feasibility study.                                                                                                                     |  |
| It is assumed the service desk already activated and in use. Configuring service desk is not in scope                                                                                                                                                        |  |
| Upto 125 interfaces (PI & non-PI) have been assumed to be in scope of one time configuration. They will be deployed with 5 releases, each release having 25 interfaces.                                                                                      |  |
| Upto 125 process chains & reports (BI) have been assumed in scope of one time configuration. They will be deployed with 5 releases, each release having 25 interfaces.                                                                                       |  |
| There will be an increase in the number of alerts/incidents immediately after the RSLaF implementation. Additional capacity is built into the estimates during the stabilization phase to handle the peak.                                                   |  |
| The monitoring team will be responsible for resolving the technical incidents and the client/AMS team for the functional incidents as per the Guided procedures.                                                                                             |  |
| Only production systems will be monitored by the OCC team                                                                                                                                                                                                    |  |
| For clients with secure access delivery zones, existing Space within the delivery zones area in will be leveraged to be mutually agreed with client. No additional cost for space added                                                                      |  |
| Based on client being new or existing cost for Network activity is not included in the estimates                                                                                                                                                             |  |
| Existing telephone facility of the AMS team will be leveraged. No additional costs are included.                                                                                                                                                             |  |
| The incidents that cannot be resolved by the OCC team will be escalated to the AMS L2/L3 team                                                                                                                                                                |  |
| OCC Team will resolve incidents generated only through the alerts                                                                                                                                                                                            |  |
| Any continuous improvement project identified as part of the Analytics will follow the normal change Management process and done as a PCR                                                                                                                    |  |
| <b>General</b>                                                                                                                                                                                                                                               |  |
| All resources in all phases are assumed to work remotely. Any client interaction needed at onsite will be done by the current AMS team at onsite.                                                                                                            |  |
| The functional expertise needed will come from the client/AMS team                                                                                                                                                                                           |  |
| RSLAF OCC will monitor only the SAP Production systems. Non-Prod will be out of scope                                                                                                                                                                        |  |
| Number of production systems considered for configuration and monitoring are less than 15                                                                                                                                                                    |  |
| OCC Team will resolve incidents generated only through the alerts                                                                                                                                                                                            |  |
| Any continuous improvement project identified as part of the Analytics will follow the normal Change Management process and done as a PCR                                                                                                                    |  |
| <b>24x5 monitoring support</b>                                                                                                                                                                                                                               |  |
| Support from existing BI & PI consultants are required during process chain & interface monitoring build activities.                                                                                                                                         |  |
| Guided Procedures for BW Mon, PI Mon, IC Mon will have to be built at the time of implementation. BI, PI & respective interface owners from AMS team need to be involved in preparing the guided procedure documents and hand-over to GP team for SS support |  |
| Integration with TSM is considered here. Integration with 3rd party Ticketing tool requires further analysis & feasibility study                                                                                                                             |  |
| Shared delivery mode has been considered during estimation                                                                                                                                                                                                   |  |
| All BPMON activities will be done in Production Solman system                                                                                                                                                                                                |  |
| Custom alert configuration is not included in this standard estimation                                                                                                                                                                                       |  |
| For UAT and SIT, test landscape/systems needs to be provided by the client. If there is any delay, overall timeline will also be delayed.                                                                                                                    |  |
| Some of the applications will be in Cloud & some in on Premise. Our assumption is that the client will be connected to all these applications and there will be no latency/drop in connectivity speed.                                                       |  |
| For BPMON, KPIs in area of FI, CRM, SRM, CS, PM and MM modules will be considered. FI will have higher # to cover FSCD, Cash Mgmt area.                                                                                                                      |  |

To be Revised

[Return to the main dashboard](#)

# Support Coverage

| Week days Support Coverage                   |                                |                   |       |       |       |       |                 |       |       |       |       |                  |       |       |       |       |       |       |       |       |       |       |       |       |       | Weekend Support |
|----------------------------------------------|--------------------------------|-------------------|-------|-------|-------|-------|-----------------|-------|-------|-------|-------|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|
| SAAQ                                         |                                |                   |       |       |       |       |                 |       |       |       |       |                  |       |       |       |       |       |       |       |       |       |       |       |       |       | Weekend Support |
|                                              | GMT                            | 5:00              | 6:00  | 7:00  | 8:00  | 9:00  | 10:00           | 11:00 | 12:00 | 13:00 | 14:00 | 15:00            | 16:00 | 17:00 | 18:00 | 19:00 | 20:00 | 21:00 | 22:00 | 23:00 | 0:00  | 1:00  | 2:00  | 3:00  | 4:00  | Weekend Support |
| Support needed by SAAQ                       | Canada - EST (GMT -5)          | 0:00              | 1:00  | 2:00  | 3:00  | 4:00  | 5:00            | 6:00  | 7:00  | 8:00  | 9:00  | 10:00            | 11:00 | 12:00 | 13:00 | 14:00 | 15:00 | 16:00 | 17:00 | 18:00 | 19:00 | 20:00 | 21:00 | 22:00 | 23:00 |                 |
| Support by IBM                               | India General Shift (GMT +5.5) | 10:30             | 11:30 | 12:30 | 13:30 | 14:30 | 15:30           | 16:30 | 17:30 | 18:30 | 19:30 | 20:30            | 21:30 | 22:30 | 23:30 | 0:30  | 1:30  | 2:30  | 3:30  | 4:30  | 5:30  | 6:30  | 7:30  | 8:30  | 9:30  |                 |
|                                              | India Evening Shift (GMT +5.5) | 10:30             | 11:30 | 12:30 | 13:30 | 14:30 | 15:30           | 16:30 | 17:30 | 18:30 | 19:30 | 20:30            | 21:30 | 22:30 | 23:30 | 0:30  | 1:30  | 2:30  | 3:30  | 4:30  | 5:30  | 6:30  | 7:30  | 8:30  | 9:30  |                 |
|                                              | Canada (Montreal CIC) (GMT -5) | 0:00              | 1:00  | 2:00  | 3:00  | 4:00  | 5:00            | 6:00  | 7:00  | 8:00  | 9:00  | 10:00            | 11:00 | 12:00 | 13:00 | 14:00 | 15:00 | 16:00 | 17:00 | 18:00 | 19:00 | 20:00 | 21:00 | 22:00 | 23:00 |                 |
|                                              | Canada (Halifax CIC) (GMT -4)  | 1:00              | 2:00  | 3:00  | 4:00  | 5:00  | 6:00            | 7:00  | 8:00  | 9:00  | 10:00 | 11:00            | 12:00 | 13:00 | 14:00 | 15:00 | 16:00 | 17:00 | 18:00 | 19:00 | 20:00 | 21:00 | 22:00 | 23:00 | 0:00  |                 |
|                                              |                                | In Person Support |       |       |       |       | On call Support |       |       |       |       | Required by SAAQ |       |       |       |       |       |       |       |       |       |       |       |       |       |                 |
| Severity 1 support 24X7 for Basis scope only |                                |                   |       |       |       |       |                 |       |       |       |       |                  |       |       |       |       |       |       |       |       |       |       |       |       |       |                 |

[Return to the main dashboard](#)

## Reviews

- SIH Governace review
- Technical Delivery Assessment
- Proposal Baseline Assessment
- GFC

*Return to the main  
dashboard*

## SIH Governance Review

Below observations highlighted during this review. Response are captured in blue color.

1. Vikash explained that from the solution point of view it is design build part is still evolving - its is better to keep more minor enhancement hours in the overall solution.  
Per the RFP Pricing Template, the client has requested an Estimated Lump Sum Total \$ to cover MEC over the 104 months of AMS. It is one \$ figure. They have not asked for any # of hours. The client will be responsible to prioritize the MEC based on our capacity of 4 FTEs. The client will drawn down on the bank of dollars and once all is consumed, we will raise a PCR to replenish the bank of \$.
2. Bob asked the team to actually do the staffing plan - how ppl move from design build to manage phase and go from deployment to support.  
Identified roles are captured on slide 27 which are expected to be moved over to AMS.
3. Vikash explained that [REDACTED] is in scope - in Manage phase what is level of the support that is required for that skill.  
For Manage phase [REDACTED] scope is to address any data flow/integration issues. Any enhancement to this bolt-on will not be in scope of IBM (it will be for 3<sup>rd</sup> party) and development of any new interface need to be addressed through Minor Enhancement hours by the client.
4. Bob suggested that we should review the DoU we have with GTS on infrastructure, to evaluated and ensure that all aspects are covered from the proposed solution perspective. We have a standard RACI/DOU between GBS and GTS that we leverage on all integrated deals. For this deal, LGS will be performing the work at the OS level (typically performed by GTS). OO confirms that, based on several meetings with LGS, there are no duplication of effort or gaps in this solution.
5. Bhaskar asked what is the over all operating model going to look like - have we ensured that the client has understanding of the different things where Client involvement will be required - like Change Control Board etc. Yes, we have a Governance structure in place and CS and AMS have further described it in our RFP response. CS will establish and AMS will align.
1. Bob suggested to think on the response on overall strategy especially what kind of Governance needs to be established. This is covered above point 5.

[Return to the main dashboard](#)

# Proposal Baseline

- Monthly total hours will be shared with client for entire duration of the contract. AMS contract will be bounded by these # of hours.

|                   |
|-------------------|
| Solution Overview |
| Resourcing        |
| Dependencies      |
| Reviews           |
| Commercial        |
| Appendix          |

*Return to the main dashboard*

**Re: SOCIETE DE L'ASSURANCE (SAAQ) AMS opportunity - GFC Approval** 📎**Tammie S Andersen** to: Joe M Chirakalkudy

Cc: Concetta Sanders, Nitin Agochiya, Martine Gagne

02-03-16 09:05 PM

[Show Details](#)

Thank you Joe. GFC approves this deal based on the following:

- IBM Canada resources work in Canada only
- IBM Romania CIC resources work in Romania only
- IBM France CIC resources work in France only
- There are no resources from countries other than Canada, Romania, and France
- There is no cross-border travel expected

If at any time from now throughout Delivery there are any new cross-border aspects introduced, including changes to the source countries of staff, work locations, or any cross-border travel, the team must come back to the GFC for an updated assessment.

There are no additional tax costs to consider for the above staffing plan. Downstream, Managed Services DOUs with Romania and France CICs will be required and the CICs will provide the templates.

Please let me know if there are any questions or if I can be of further assistance.

Regards,

Tammie

.....

**Tammie S. Loescher (Andersen), CPA**

Senior Advisor, Global Facilitation Centre

Global Business Services - Americas



*Return to the main  
dashboard*

## Commercial

- Solution Financials (TCV, PTI, GP, Pricing, Contract Type)
- Service Level Agreement, Credits and Penalties

*Return to the main  
dashboard*



## Service Level Agreement, Credits and Penalties

- No SLAs. Only SLOs.
- Below Response & Resolution time as asked in the RFP.

| Type    | Severity | Target Response Time Hrs | Target Resolution Time Hrs |
|---------|----------|--------------------------|----------------------------|
| High    | 1        | 30 Minutes               | 4 Hours                    |
| Average | 2        | 4 Hours                  | 1 Business day             |
| Low     | 3        | 1 Business day           | 2 Business day             |
|         |          |                          |                            |

[Return to the main dashboard](#)

## Appendix

- Solution Shaping Outcome
- Solution Optimization Outcome
- Delivery Lead(s) Input
- Solution Excellence Outcome
- Staffing Risk Assessment
- Bid Metrics
- PM&T Profile

*Return to the  
main dashboard*

# Solution Shaping Outcome

**Reviewer:** Amitava Mukherjee/India/IBM

**Date:** 24-Feb-2016

**Opportunity #:** Q1-HHPYQWR

## Background, Client Pain Points and Solution Approach:

The Société de l'assurance automobile du Québec or SAAQ is a crown federal organization responsible for licensing drivers and vehicles for the province of Québec. They provide public auto insurance which covers all drivers, passengers, pedestrians, bicyclists and motorcyclists involved in road collisions whether or not they are at fault. 100% of Quebecers are insured by SAAQ.

The transformation project is covering 9 key business processes impacting 7925 users and 250 partners located in various areas of the province. It is a 10 year ERP Program with 5 years of Implementation followed by next 5 years of Maintenance.

IBM is partnered with SAP for this opportunity.

Overall deal value is estimated between \$200M and \$250M. AMS would be around \$26.5M

## Competition, Price Point, Key Win Themes:

IBM can offer a clear differentiator when it comes to overall system's architecture design and provisioning of state of the art hardware solutions.

IBM has over 20 years of experience in delivering successful SAP projects. Excellent partnership with SAP.

## IBM Offerings / Assets / Capabilities:

Ticket Analytics, Catapult, RTC & SAP Accelerators , Run SAP Like a Factory (RSLaF).

## Delivery Model:

Canada – Montreal CIC, Halifax CIC. Remote – Romania CIC & France CIC

| Client's Base Case Cost | IBM's Target Price (GP / PTI) | Competition's Perceived Price(s) |
|-------------------------|-------------------------------|----------------------------------|
| TCV 26.5 USD            | TBD                           | Not Known                        |

| ID  | Shaping Action                                                                                               | Impact (H/M/L) |
|-----|--------------------------------------------------------------------------------------------------------------|----------------|
| 1.1 | AMS estimation based on Top down Approach using % of peak staffing during Realize phase of every deployment. | H              |
| 1.2 | Delivery lead transition on future deployments. Jan/2018 to Mar/2018 after 1st Go-live.                      | M              |

## Solution Shaping Outcome

| ID  | Shaping Action                                                                                                                                            | Impact (H/M/L) |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1.3 | Plan Transition to Government's (i.e., SAAQ's) CoE in phased manner during steady state.                                                                  | H              |
| 1.4 | SLAs with penalties. First 6 months of every deployment (after warranty) will be used for baselining Ticket volume and no measurement during this period. | M              |

# Solution Shaping Outcome

**Reviewer:** Amitava Mukherjee/India/IBM

**Date:** 24-Feb-2016

**Opportunity #:** Q1-HHPYQWR

| Review Items                                                                                                                                                                            | Comment                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Is the solution approach reviewed from Bid Metrics perspective?                                                                                                                         | During optimization                                                                                             |
| Is the deal a Complex Program?<br><a href="#">Link for Complexity Assessment Criteria</a><br>(Please also look if any IOT specific guidelines are defined for Complex Program)          | Yet to calculate; RCA should be determined before optimization                                                  |
| Name(s) of GIC Delivery Leads that participated in Shaping along with input provided by them                                                                                            | Alina Chitu/Romania/IBM,Cornel Pulbere/Romania/IBM,Nicolas Milhe/France/IBM                                     |
| Name(s) of GIC Delivery Leads that did not participate in Shaping (including any additional GIC Delivery Leads identified during Shaping)                                               | NA                                                                                                              |
| Was any additional GIC Delivery Lead identified from whom Shaping input would be required? What was the input obtained?                                                                 | N                                                                                                               |
| Name(s) of R&CM PSPs that participated in Shaping along with input provided by them on staffing (required if there are complex staffing requirements as defined <a href="#">here.</a> ) | Rajkumar Kathiresan/India/IBM,Karen Hall/Markham/IBM,Ioana Ilie/Romania/IBM,Silvia Olivia Nicolescu/Romania/IBM |

# Solution Optimization Outcome

**Participants :** Alina Chitu/Romania/IBM@IBMRO, Amitava Mukherjee/India/IBM@IBMIN, Andreea Stanisor/Romania/IBM@IBMRO, Concetta Sanders/Ontario/IBM@IBMCA, Corina Ghinea/Romania/IBM@IBMRO, Cornel Pulbere/Romania/IBM@IBMRO, Geanina Elena Tonca/Romania/IBM@IBMRO, Ioana Ilie/Romania/IBM@IBMRO, Karen Hall/Markham/IBM@IBMCA, Mariela Garcia/Costa Rica/IBM@IBMCR, Nicolas Milhe/France/IBM@IBMFR, Nitin Agochiya/Columbus/IBM@IBMUS, Sabina Roxana Lup2/Romania/IBM@IBMRO, Silvia Olivia Nicolescu/Romania/IBM@IBMRO

**Date :** 2016-02-26

**Sales Connect:** Q1-HHPYQWR

**Key Findings :** < Key Optimisation findings >

| ID | Optimisation Finding                                                              | Impact (H/M/L) | Action Taken (comments from team post- Optimisation) |
|----|-----------------------------------------------------------------------------------|----------------|------------------------------------------------------|
| 1  |  |                |                                                      |
| 2  |                                                                                   |                |                                                      |
| 3  |                                                                                   |                |                                                      |
| 4  |                                                                                   |                |                                                      |
| 5  |                                                                                   |                |                                                      |

Optimization  
slide\_iteration 1

# Solution Optimization Outcome - GIC Delivery Lead Participation Input

**Participants :** Amitava Mukherjee/India/IBM@IBMIN, Andreea Stanisor/Romania/IBM@IBMRO, Concetta Sanders/Ontario/IBM@IBMCA, Corina Ghinea/Romania/IBM@IBMRO Geanina Elena Tonca/Romania/IBM@IBMRO, Ioana Ilie/Romania/IBM@IBMRO, Karen Hall/Markham/IBM@IBMCA, Mariela Garcia/Costa Rica/IBM@IBMCR, Nicolas Milhe/France/IBM@IBMFR, Nitin Agochiya/Columbus/IBM@IBMUS, Sabina Roxana Lup2/Romania/IBM@IBMRO, Silvia Olivia Nicolescu/Romania/IBM@IBMRO

**Name(s) of participating GIC Delivery Lead(s):** Alina Chitu/Romania/IBM@IBMRO, Cornel Pulbere/Romania/IBM@IBMRO

**Date :** 2016-02-26

**Sales Connect:** Q1-HHPYQWR

| Related Topic | Input                                                                                                                     | Mitigation actions defined by Solutioning / Delivery team                                                                                                                                                          | Owner                                                                                   | Status                                                 |
|---------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------|
| Scope         | <ul style="list-style-type: none"><li>During Reverse transition, any specific responsibility for delivery team.</li></ul> | <ul style="list-style-type: none"><li>Team need to Manage stabilization of deployed applications within service level along with Transition.</li><li>No formal training to CoE users on SAP application.</li></ul> | <ul style="list-style-type: none"><li>Concetta Sanders</li></ul>                        | <ul style="list-style-type: none"><li>Closed</li></ul> |
| Staffing      | <ul style="list-style-type: none"><li>Need to leverage staffing from Design Build</li></ul>                               | <ul style="list-style-type: none"><li>Resources will be identified and projected to be considered during solutioning. During execution, this need to be closely monitored and adjusted as required.</li></ul>      | <ul style="list-style-type: none"><li>Concetta Sanders &amp; Joe Chirakalkudy</li></ul> | <ul style="list-style-type: none"><li>Closed</li></ul> |
| Staffing      | <ul style="list-style-type: none"><li>Travel planned during Transition or Reverse Transition</li></ul>                    | <ul style="list-style-type: none"><li>No travel for Remote resources. Plan is to leverage as much as possible Canada based resources during Reverse transition.</li></ul>                                          | <ul style="list-style-type: none"><li>Joe Chirakalkudy</li></ul>                        | <ul style="list-style-type: none"><li>Closed</li></ul> |
|               |                                                                                                                           |                                                                                                                                                                                                                    |                                                                                         |                                                        |

# Solution Excellence Outcome

|                       | ID | Review Item                                                                                                                                                                                             | Approval Status (Y/ N) | Comment |
|-----------------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------|
| Solution Strategy     | 1  | Does the proposed solution accurately reflect the Solution Strategy as agreed at the Shaping Activity?                                                                                                  |                        |         |
|                       | 2  | Does the Solution components and parameters address the client requirements and pain points, the Value Proposition and the Win Themes?                                                                  |                        |         |
|                       | 3  | Has the competitive landscape been understood and has the strategy to win against the competition been incorporated into the solution? Can this be demonstrated?                                        |                        |         |
|                       | 4  | Are Offerings, Capabilities and Assets considered and used in the solution documented in the Solution Baseline Document (SBD) and SSDB? Comment on any Assets removed (add page)                        |                        |         |
| Solution Optimisation | 5  | Is the quality of the solution excellent? Is the cost model, SBD free from errors and defects? Are asset financials captured correctly in SDM GPE/Costing?                                              |                        |         |
|                       | 6  | Has the solution been fully optimised following the Solution Optimisation Activity? If not please comment                                                                                               |                        |         |
|                       | 7  | Have the appropriate assumptions, dependencies and risks been fully documented to allow for the most competitive solution to be developed? have identified risks been acted on, accepted or mitigated?  |                        |         |
|                       | 8  | Are PM&T standards included in deal with required costs? if not please verify this detailed on SBD slide 3.14                                                                                           |                        |         |
|                       | 9  | Has Staffing input been received from R&CM PSP and recommendations been acted on/mitigated                                                                                                              |                        |         |
|                       | 10 | Have identified GIC Delivery Lead reviewed the solution, provided feedback and was this feedback incorporated in the solution. Ensure feedback slide with GIC Delivery Lead(s) input is included in SBD |                        |         |
|                       | 11 | In case of low forecast PTI, have profit improvement strategies been identified and documented?                                                                                                         |                        |         |
|                       | 12 | Has the solution been fully integrated with components from other towers or service lines? Are dependencies clearly stated and agreed. Does a DOU exist where necessary?                                |                        |         |
|                       | 13 | Have all options been explored to bring the solution within the bid metrics parameters?                                                                                                                 |                        |         |
|                       | 14 | If this is a Complex Program has appropriate banded resource been included in the solution and have the costs for all DMS components been included in the solution?                                     |                        |         |
| Process               | 15 | If the solution Bid Metrics is not compliant are required exceptions in place?                                                                                                                          |                        |         |
|                       | 16 | Has the Solutioning Process been followed?                                                                                                                                                              |                        |         |
|                       | 17 | Are all the solutioning deliverables in place? Has SSDB been updated?                                                                                                                                   |                        |         |

SIH Solution Excellence Release provided by: <list Name/Notes ID/IBM of SA / SSM>

<Released / Released Not Certified / Not Released>

Release Date:

DD-MMM-YY

Comment:

# Staffing Risk Assessment

From: Geanina Elena Tonca/Romania/IBM  
To: Andreea Stanisor/Romania/IBM@IBMRO  
Cc: Alina Chitu/Romania/IBM@IBMRO, Corina Ghinea/Romania/IBM@IBMRO, Cornel Pulbere/Romania/IBM@IBMRO  
Date: 03/09/2016 11:21 AM  
Subject: Re: AMS Staffing approval for SAAQ (

Hi Andreea,

I approve feasibility assessment request for SAP roles, with the following assumptions:

- Staffing lead time is 8-10 weeks from the moment the contract is signed and the PMP seats are raised with 100% win odds, with all interlock tagging in place;
- Resources will be working remotely in standard Romania working time (09-18, CET+1)
- Language : English;
- Allocation : 100%
- Location : Bucharest
- Any specific product training will be charged on the project;
- Also the following additional costs must be taken into consideration :
  - Training for following functional roles: SAP GRC, [REDACTED]
  - travel & assignment costs : travel exceeding 30 calendar days requires a Mobility assignment plan in place;
  - one billable PMO who will handle DoU, billing, travel arrangements and all other administrative aspects will be assigned to the project, as per Solutioning Guidelines. He will be charged according to the following ratio: 1 hour\*band 6B/week/practitioner;
- The commitment and lead time is valid if no special constraints exist for access on client site (e.g: client requiring legal forms to be filled). If such constraints exist they need to be discussed in the Solutioning phase.

From: Nicolas Milhe/France/IBM  
To: Andreea Stanisor/Romania/IBM  
Cc: Ioana Ilie/Romania/IBM@IBMRO, Joe M Chirakalkudy/India/IBM@IBMRO, Sabina Roxana Lup2/Romania/IBM@IBMRO  
Date: 23-02-16 08:31 PM  
Subject: Re: ISC France involvement: Q1-HHPYQWR SOCIETE DE L'ASSURANCE | Canada | Government | ADI | SAAQ SAP AMS

Approved

Cordialement - Regards,

**Nicolas MILHE**  
Président  
IBM Client Innovation Center Lille  
6, avenue des Saules  
59160 LOMME



**CIC Staffing  
Assessment**

# Bid Metrics

| Opportunity & Solution Scope    |                 |             | Application Development & Innovation - AMS Solution Metrics |                             |                                     |                                                |              |                   |        |
|---------------------------------|-----------------|-------------|-------------------------------------------------------------|-----------------------------|-------------------------------------|------------------------------------------------|--------------|-------------------|--------|
| Opp No                          | Q1-HHPYQWR      |             |                                                             |                             |                                     | Target                                         | Actual       | Status            |        |
| Client                          | SAAQ            |             |                                                             | Global Delivery             |                                     | Geo/Local                                      | n/a          | 0.0%              |        |
| Opportunity                     | SAP AMS         |             |                                                             | Leverage                    |                                     | CIC Offshore (>=)                              | n/a          | 46.3%             |        |
| Lead Partner                    | Jonathan Pye    |             |                                                             |                             |                                     | CIC Offshore + CIC Onsite + CIC Nearshore (>=) | 90.0%        | 100.0%            |        |
|                                 |                 |             |                                                             |                             |                                     | Nearshore (>=)                                 | n/a          | 53.7%             |        |
|                                 |                 |             |                                                             |                             |                                     |                                                |              |                   |        |
| IOT                             | NA IOT          |             |                                                             | Governance                  |                                     | Steady State Governance Cost % (<=)            | 10.0%        | 6.7%              |        |
| IMT                             | Canada          |             |                                                             | and Transition              |                                     | Transition Cost % (<=)                         | 9.0%         | 7.7%              |        |
| Country                         | Canada          |             |                                                             |                             |                                     | Transition Duration (Weeks) (<=)               | 12           | 12                |        |
|                                 |                 |             |                                                             |                             |                                     |                                                |              |                   |        |
| Project Type                    | Cost Play       |             |                                                             | Band Mix and Graduate Hires | Custom AMS                          | Geo                                            | Not in scope |                   |        |
| Meet complex staffing reqs?     | N/A             |             |                                                             |                             |                                     | CIC Onsite                                     | Not in scope |                   |        |
| Client Maturity                 | Low             |             |                                                             |                             |                                     | CIC Offshore                                   | Not in scope |                   |        |
| Business Language               | Non-English     |             |                                                             |                             |                                     | Graduate Hire Mix (>=)                         | Not in scope |                   |        |
| Contract Length                 | 29              | months      |                                                             |                             | SAP                                 | Geo                                            | No Min - 7.2 | No Geo FTEs       |        |
| Transition Duration             | 12              | weeks       |                                                             |                             |                                     | CIC Onsite                                     | 6.8 - 7.1    | No CIC Onsite FTE | Not OK |
| Total FTEs                      | 44.53           |             |                                                             |                             |                                     | CIC Offshore                                   | No Min - 6.4 | 6.69              | Not OK |
| AMS Scope                       | SAP             |             |                                                             |                             | Graduate Hire Mix (>=)              | 20.0%                                          | 6.7%         | Not OK            |        |
| Staff Aug., or Capacity Model   | Yes             |             |                                                             |                             | Oracle                              | Geo                                            | Not in scope |                   |        |
| Transition & Transf.            | Transition-only |             |                                                             |                             |                                     | CIC Onsite                                     | Not in scope |                   |        |
| CIC Nearshore Center            | Halifax         |             |                                                             | CIC Offshore                |                                     | Not in scope                                   |              |                   |        |
|                                 |                 |             |                                                             | Graduate Hire Mix (>=)      |                                     | Not in scope                                   |              |                   |        |
|                                 |                 |             |                                                             | Testing                     | Geo                                 | Not in scope                                   |              |                   |        |
|                                 |                 |             |                                                             |                             | CIC Onsite                          | Not in scope                                   |              |                   |        |
|                                 |                 |             |                                                             |                             | CIC Offshore                        | Not in scope                                   |              |                   |        |
|                                 |                 |             |                                                             |                             | Graduate Hire Mix (>=)              | Not in scope                                   |              |                   |        |
|                                 |                 |             |                                                             |                             |                                     |                                                |              |                   |        |
| Service Guidance?               | No              |             |                                                             |                             |                                     |                                                |              |                   |        |
| Solutioning Team Comments       |                 |             |                                                             |                             |                                     |                                                |              |                   |        |
|                                 |                 |             |                                                             |                             |                                     |                                                |              |                   |        |
| Solution Metrics calculated on: |                 | 11-Jan-2017 |                                                             |                             |                                     |                                                |              |                   |        |
| Bid Metrics Version:            |                 | 2016.2.4    |                                                             |                             |                                     |                                                |              |                   |        |
|                                 |                 |             | Productivity                                                |                             | Total Demand Management in Solution |                                                | 0.0%         |                   |        |
|                                 |                 |             |                                                             |                             | Demand Management                   | n/a                                            |              |                   |        |
|                                 |                 |             |                                                             |                             | Total Efficiency in Solution        |                                                | 0.0%         |                   |        |
|                                 |                 |             |                                                             |                             | Efficiency                          | n/a                                            |              |                   |        |
|                                 |                 |             | Solution meets the Bid Metrics                              |                             |                                     |                                                |              |                   |        |

## Service Line Process, Methods and Tools

| Service Line | Solution includes Delivery Mgmt System (DMS) required costs |                                                      |                                  | PDF attachment<br>(PM&T Profile tool output)                                                               | Additional Comments |
|--------------|-------------------------------------------------------------|------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------|---------------------|
|              | Yes / No                                                    | Enhanced Project Launch<br>/Account Initiation Costs | Phase Gate Review<br>(PGR) Costs |                                                                                                            |                     |
| ADI-AMS      | No                                                          | Account Initiation cost included                     | No                               | <br>SAAQ_AMS<br>profile |                     |
| ADI-CS       |                                                             |                                                      |                                  |                                                                                                            |                     |
| EA-Oracle    |                                                             |                                                      |                                  |                                                                                                            |                     |
| EA-SAP       |                                                             |                                                      |                                  |                                                                                                            |                     |
| EA-Microsoft |                                                             |                                                      |                                  |                                                                                                            |                     |
| BA&S         |                                                             |                                                      |                                  |                                                                                                            |                     |
| ixM          |                                                             |                                                      |                                  |                                                                                                            |                     |

## 3.17.1 Listing of tools in the NA AMS solution

### NA AMS Policy mandated tools in the solution

| <i>Tool</i>                                   | <i>In Scope</i> | <i>Criteria</i>                                                                                                                                                                                                                                                       | <i>Exclusion Comments</i>     |
|-----------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| IBM Project Work Center (IPWC)                | YES             | 1. All new or renewal AMS contracts, any size, any type, all offerings.<br>2. Exceptions: Staff Augmentation, Pure Rate Card Deal, or Business Value Accelerator Offering                                                                                             |                               |
| Ticket Analytics (TA)                         | YES             | 1. >25 FTEs and Break/Fix/Support OR over >100 FTEs                                                                                                                                                                                                                   |                               |
| Catapult Wisdom (CW)                          | YES             | 1. >25 FTEs and<br>2. SAP or Oracle Implementation                                                                                                                                                                                                                    |                               |
| Resource Utilization Metrics (RUM, aka BOM) - | NO              | 1. >25 FTEs (as determined by NA TTS team)<br>2. Exception: Must <b>not</b> be used on AMS SI T&M<br>3. No value-add for Staff Aug contracts                                                                                                                          | Not provided by NA tools team |
| MAPIT                                         | NO              | 1. >10 FTE's dedicated to supporting Development / enhancement activities                                                                                                                                                                                             | Not applicable                |
| Rational Team Concert (RTC)                   | YES             | <b>Collaborative Lifecycle Management (CLM)</b><br>1. All new or renewal AMS contracts, any size/type, all offerings.<br>2. Supports any type of maintenance delivery (enhancements, development)<br>3. Exception: Staff Augmentation, and/or break/fix/support scope |                               |
| Rational Requirements Composer (RRC)          | NO              |                                                                                                                                                                                                                                                                       | Not provided by NA tools team |
| Rational Quality Mgr (RQM)                    | NO              |                                                                                                                                                                                                                                                                       | Not provided by NA tools team |

### Other AMS Tools proposed to optimize the solution

|                                                |     |                                                                               |                                                                        |
|------------------------------------------------|-----|-------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Investigative Analytics (IA)                   | YES | 1. >25 FTEs and Break/Fix/Support OR over >100 FTEs                           |                                                                        |
| Dialog Manager (DM)                            | YES | 1. >25 FTEs and Break/Fix OR over >100 FTEs                                   |                                                                        |
| Resource Optimizer (RO)                        | NO  | 1. >25 FTEs and<br>2. New development and minor/major enhancement             | Not provided by NA tools team. Other productivity levers are included. |
| Percolator (PR)                                | NO  | 1. >25 FTE's Staffing: On-boarding/Off-boarding<br>2. PMO workflow management | Not included since RTC has been included                               |
| Ticket Productivity Assessment Workshop (TPAW) | YES | 1. >20 FTEs and break/Fix/support<br>2. High monthly ticket volumes           |                                                                        |
| Other Tools                                    | YES |                                                                               | Scope Validation Day 1 - \$2000                                        |

**Mandatory for North America AMS deals.**

# Risk Summary

| Risk Category                                |                                          | Risk Elaboration                                                                                                                                                                                                             | Mitigation Strategy                                                                                                                                                                                                                                |
|----------------------------------------------|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technical Risk                               | Tools                                    | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Environments                             | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | FOAK <sup>3</sup>                        | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Architecture and system complexity       | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Third-party products/tools               | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Approval and use of OSS <sup>9</sup>     | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
| Subcontractor Risk                           | Assessment of fit/gap to solution        | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | 3 <sup>rd</sup> party content            | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
| Functional Risk                              | Requirements & Business Processes        | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Data Definition                          | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Integration                              | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | RICEFW <sup>10</sup>                     | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
| Non-functional Risks                         | Performance                              | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Availability                             | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Scalability                              | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Error Handling not included in estimates | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Maintainability & Operability            | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
| Delivery Risk                                | Iterative development and parallelism    | There are multiple roll outs of the application, some with not often used components                                                                                                                                         | <ul style="list-style-type: none"> <li>Seeding the support team with resources from the implementation team.</li> <li>Full time transition manager planned for each roll out.</li> <li>Additional team members added for each roll out.</li> </ul> |
|                                              | SLAs                                     | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Middleware / Infrastructure support      | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Vendor technical capability              | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Resource commitment                      | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Standard Delivery Process                | <ul style="list-style-type: none"> <li>Client will be performing some aspects of the services and will need to adapt to IBM delivery processes</li> <li>There will be cross I OR processes to</li> </ul>                     | <ul style="list-style-type: none"> <li>Additional effort is planned for working with client as well as across IBM LOB</li> <li>A process specialist has been included in the resource plan</li> </ul>                                              |
| Additional Risks not in the above categories | Legal or IP risks                        | NA                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|                                              | Skills / Resources risks                 | <ul style="list-style-type: none"> <li>IBM commits to deliver Support and Maintenance services but will have to recruit staff to provide these services as it does not currently have sufficient staff available.</li> </ul> | <ul style="list-style-type: none"> <li>There is sufficient lead time for recruiting and hiring</li> <li>Cross training is also planned</li> </ul>                                                                                                  |
|                                              | Remote Delivery Risks                    | <ul style="list-style-type: none"> <li>Canada has little experience working with Romania and France.</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>Begin early planning with GDCs</li> <li>Ensure there is a clear RACI</li> </ul>                                                                                                                             |
|                                              | Others                                   | <ul style="list-style-type: none"> <li>Client is performing some aspects of the services</li> </ul>                                                                                                                          | <ul style="list-style-type: none"> <li>Ensure there is a clear RACI</li> </ul>                                                                                                                                                                     |