



GBS TDA Report	SAAQ ERP Implementation Services DELTA TDA	January 6th, 2017
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TDA Reviewer Recommendation: (select one recommendation with an 'X' in the first column)	
	PROCEED – Risks are identified and mitigated.
X	COMPLETE ACTIONS, THEN PROCEED – Do Not Proceed until changes are made and changes are reviewed in the PBA.
	COMPLETE ACTIONS, THEN RE-ASSESS – On completion of the action items, re-assess the risk and determine next steps. Another TDA is required.
	DO NOT PROCEED¹ – Significant technical risks have been identified that are not mitigated or CVM mandatory work products are missing or not complete to the level required by TSD . Rework is required before proceeding to PBA. Another TDA is required.

1 Proposal Profile

This section is used to record who and what is involved with the solution design as well as a short financial summary.

Required Information	Information or Document Link	Comments and Information Links
1.1.1 Opportunity Information		
Customer Name	Société d'assurance automobile du Québec (SAAQ)	
Customer Location (Province/Territory)	Québec City	
Opportunity Title	SAAQ – Part C ERP and Integrator Selection RFP	
Opportunity Description (2-3 lines)	SAP ERP Implementation Project including infrastructure implementation and maintenance Services – 4 year program	4 year implementation project 2 years of maintenance support (Overlap) Includes Hardware Software and infrastructure set up and operations
Opportunity Number (SalesConnect #)	2-39MLGK3	
Proposal Due Date	January 20 th , 2017	
Anticipated Project Start and End Dates	Apr 4, 2017 to May 31, 2021	
Proposal Type (Presentation, Proposal, SOW, PCR, RFP/RFI, Rate Card)	RFP – Highly complex RFP process with presentation and 3 day demo and competitive dialogue phase	Includes Level of Efforts for IBM and SAAQ resources by Delivery + ~ 4000 pages response document
RFI/RFQ/RFP (if applicable)	RFP Document	Over 600 page RFP Document (French) Available in team room on request

¹ If Team Solution Design (TSD) mandatory work products are not provided (see section 3.1 below), the TDA Reviewer is fully within their rights to indicate "Do Not Proceed". GBS takes the existence of these work products very seriously.

1.1.2 Pricing and Contract Terms		
TCV (in \$Million CAD)	Estimated between \$180M-200M	GBS Canada Delegation Letter https://w3-connections.ibm.com/wikis/home?lang=en-us#/wiki/ProcessFLASH/page/Pricing%20-%20Delegation%20Letter
Price Type (Indicative - Rough Order of Magnitude (ROM), Indicative - Budget & Planning (B&P), or Firm) - Qualified ROM Indicative Proposals have lower approval levels as defined in the Delegation Letter. - Refer to guidance section Indicative ROM Proposals on page Erreur ! Signet non défini..	T&M with Risk Sharing - Year and phases of delivery	Indicative Price Proposal Process Guidance: https://w3-03.sso.ibm.com/services/practitionerportal/documents/B258112W44753U96
Contract Type (T&M, Fixed Price, T&M Not to Exceed, Mixed, Transaction, Rate Card)	T&M with Risk Sharing - Year and phases of delivery	Rate Card Usage and Review Guidelines: https://w3-03.sso.ibm.com/services/practitionerportal/documents/R838861L18083L30
Staff Augmentation	No	
Does pricing include Milestone payments?	Yes – Pricing is by delivery and lots within delivery	
Risk/Reward Pricing	Yes – If delivering consistently under budget, IBM will receive a cash reward at the end of the implementation project	See SAAQ Risk Sharing model presentation
Non-standard Terms & Conditions	Yes - Risk Sharing model. Bid bound + Execution Bond	See SAAQ Key Theme presentation
1.1.3 Solution and Delivery Profile		
Brief Description of Solution	SAP Implementation including Core [REDACTED] (Simple Finance/Simple Logistics), SRM (Procurement for public sector), BPC, BRF+, SuccessFactors, [REDACTED] CRM, FS-CD, FS-Claim, SAP CDP, OpenText implementation and some custom development to update the Point of Sales (PoS) solution	
Key Technologies in solution (e.g., CAMSS, WebSphere, SAP, Oracle, etc.)	SAP, OpenText and .Net for PoS Solution	
Dependency on unannounced or pre-GA hardware or software, if applicable	Need FS-Claim/FS-CD Insurance Industry Solution for full [REDACTED] – no ETA on release date	
Major Third Party product(s) (if applicable)	OpenText and SAP CDP	
Non-GBS IBM Brands (e.g., SWG, STG, GTS, S&D), if applicable	STG, SWG, LGS Quebec City	
Subcontractors and/or ISVs (subcontract of scope), if applicable	E&Y for OCM scope Beyond Technologies for added capacity Agile solutions for BRF+	
Global Delivery Content	Yes – Montreal CIC, India, and LGS resources in Quebec City	

Extent of GDC Involvement (GDC hours as % of total deal hours)	> 44.6%	
Will there be GDC Landed resources?	Yes from Montreal CIC and India	
1.1.4 Proposal Organizations and Team		
Opportunity Owner	Martine Gagné	
Sector/Industry	Quebec	
Industry Leader	Claude Guay	
Primary Service Line	EA – SAP	https://w3-connections.ibm.com/communities/service/html/communityview?communityUuid=b8c80c98-bcd0-4654-a629-7e5a7c482906#fullpageWidgetId=W31d14f3dc711_45c8_9cbb_496e72bfea75&file=1f98a154-e4c7-4c45-9a73-bfef11447458
Primary Service Line Leader	Dave McCann	https://w3-connections.ibm.com/communities/service/html/communityview?communityUuid=b8c80c98-bcd0-4654-a629-7e5a7c482906#fullpageWidgetId=W31d14f3dc711_45c8_9cbb_496e72bfea75&file=1f98a154-e4c7-4c45-9a73-bfef11447458
Primary Service Line Delivery Leader	Martine Gagne	https://w3-connections.ibm.com/communities/service/html/communityview?communityUuid=b8c80c98-bcd0-4654-a629-7e5a7c482906#fullpageWidgetId=W31d14f3dc711_45c8_9cbb_496e72bfea75&file=1f98a154-e4c7-4c45-9a73-bfef11447458
Secondary Service Line(s)	AIC	
Lead Partner/AP	Dave McCann / Martine Gagné	
Proposal Manager	Charlotte Santerre	
Project Executive	Nabil Aboutanos	
Project Manager	Daniel Girard	
Solution Architect/Technical Lead	Daniel Lacroix/Charles Wardlaw	
TSM (if AMS deal)	Concetta Sanders	
IGSI PAL (if GDC involved)	?	
Pricing Advisor/Pricer	André-Stéphane Marleau	
C&N Advisor, if applicable	Laurier Rioux	https://w3-03.ibm.com/services/gcn/contracts_negotiation/s/globalcp.nsf Legal Hub - Subject Matter Guidance: https://w3.ibm.com/workplace/myportal/odw/legal/Subject-matter-guidance
Legal Advisor, if applicable	Chantal Rouleau	https://w3.ibm.com/workplace/myportal/odw/legal/department-groups/ArticleDetail/ldg-canada

Sales Transaction Support contact, if applicable	TBC	http://w3-03.ibm.com/transform/worksmart/docs/Deal+Worflow.html http://iscap13.us.ibm.com/staticResources/facade/sellers-landing.html Refer to ProcessFLASH 15-17: EngageSupport Platform Announced for requesting support from STS: https://w3-connections.ibm.com/wikis/home?lang=en-us#/wiki/ProcessFLASH/page/August%2014%20EngageSupport%20Platform%20Announced%20for%20requesting%20support%20from%20STS EngageSupport: https://w3-05.ibm.com/isc/sts/engage/support/#/
1.1.5 Peer Partner Review Information		
Peer Partner Review Required?	Yes	GBS Canada Delegation Letter: https://w3-connections.ibm.com/wikis/home?lang=en-us#/wiki/ProcessFLASH/page/Pricing%20-%20Delegation%20Letter Self Assessment / Peer Review: https://w3-connections.ibm.com/wikis/home?lang=en-us#/wiki/W61feb13013da_4272_9cf0_e0204627c63a/page/Review%20Process Refer to ProcessFLASH 15-26: Important Changes to GBS Risk Management Process: https://w3-connections.ibm.com/wikis/home?lang=en-us#/wiki/ProcessFLASH/page/Sep%2028%2C%202015%20Important%20Changes%20to%20GBS%20Risk%20Management%20Process
Peer Partner Review Date, if applicable	Jan 11, 2017	
Peer Partner Reviewer, if applicable	Rocky Singh, François Dufresne	Peer Partner is selected from a drop down box in the DCA tool.
1.1.6 Delivery Management System		
Is this a complex solution?	Yes	Refer to guidance in the Delivery Management System section on page Erreur ! Signet non défini..
If this is a complex solution: 1. Is a Complex Program Manager to be solutioned / priced into the deal? 2. Is this a CS deal and is Enhanced Project Launch (EPL) to be solutioned / priced into the deal? 3. Is this a CS deal and are Phase Gate Reviews (PGR) to be solutioned / priced into the deal?	Yes Yes Yes	Refer to guidance in the Delivery Management System section on page Erreur ! Signet non défini..

2 Risk Profile

2.1 Quality Practices Reviewer Information

TDA Reviewer(s)	Name	Jeff Forbes, Vince Robert
	Service Line	SAP
SME Reviewer(s)	Name	Various, contact engagement team for full list
	Service Line or Sector	N/A
GBS Risk Manager		N/A
TDA Review Meeting Date		12/20/2016
Date TDA Report Completed		01/06/2017
Will this TDA be part of an ITR ² ?		Yes

2.2 GS Risk Summary

The TDA Reviewer must obtain and confirm the solution design team's GS Risk report (Standard TDA path). To confirm, fill out GS Risk for the solution as the *Technical Reviewer* role. If this role is already occupied by someone on the solution design team, select *Manage Review Roles* and add a new role called *TDA Reviewer*.

TDA Review GS Risk Result ³	<i>Exceptional / High / Medium / Low -- 8</i> 
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TDA Reviewer Risk Rating Assumptions		
Instructions - Describe any assumptions that led to your risk rating - Identify which parts of the solution design carry what level of risk as listed to the side → - Highlight any GS Risk items associated with the risk levels listed to the side →	Exceptional	
	High	- There are several unique/niche SAP products incorporated in this solution which may be difficult to source skills for. - There is a large requirement as well which based on volume will present staffing challenges. - There is an SAP CDP involved. - Very complex architecture due to high number of interfaces.
	Medium	
	Low	

² Integrated Technical Review

³ **Note:** Where the TDA Reviewer differs in their GS Risk assessment from that of the solution design team's GS Risk assessment, the TDA Reviewer is requested to raise an action item to mitigate these differences prior to the PBA.

2.3 Scope & Baselines

The TDA Reviewer must comment on whether the solution design establishes baselines; obtained from client deliverables and/or solution design work products.

Is the scope baseline clearly articulated?	TDA Reviewer Findings / Recommendations
Functional baseline⁴ Describe how the team is going to contain functional requirements to the solution design technology components. For example, how is the team going to mitigate the customization risk of a software component? Look for a separate list of assumptions for functional and technical baselines upon which the technical solution is based.	The team did very detailed work on the functional scope. Customization will be required and is anticipated, however the team spent time to properly estimate the customization required.
Technical baseline Architecture work products, Requirements traceability, NFRs	Separate TDA for Technical Architecture by Charles Wardlaw.
Mgmt System baseline Project Management tools and processes.	Standard SAP tools used, will have experienced leadership team in Nabil and Martine and other B10's and B9's in key program management positions.
Estimates e.g., complexity/effort metrics; solution-level attributes that drive effort metrics; hours/day; work days/month. An estimates baseline should be provided using a spreadsheet that lays out all the technical solution components and their associated estimates, including the roles to fulfill those activities. These estimates can be coarse grained for rough order of magnitude deals and finer grained for firm priced deals. The WBS of all other project activities (requirements, design, integration, testing, PM, etc.) must also be included in the spreadsheet. Project plans (e.g., MS Project) are to be used for project schedules only; plans CANNOT be accepted as estimating models.	Reasonable efforts were assumed. Tiger Team was heavily involved in the development of the solution and estimations. GSSM and TAC were used.
Has effort and T&L budget been added to the estimate to accommodate Project and/or Account Launch? ⁵	Yes
Has effort been allocated to pursue and regularly inventory any OSS approvals for tools and frameworks during solution delivery?	N/A
Has effort for Data Security and Privacy (DS&P) been allocated if applicable? Confirm that the DS&P effort estimate covers both administrative and architect/technical effort	Yes
Are all the baseline elements estimated (technical requirements, functional requirements, management system (process, tools, the snapshot))? ⁶	Yes
Schedule e.g., Spreadsheet or Microsoft Project plan with phases, major activities, and milestones aligned by date	Contained within GSSM
Scope and Staffing Baseline (SSB⁷) If the SSB is not available for the TDA review, log an action for the Opportunity Owner to complete the SSB and provide the completed SSB to the TDA Reviewer for review prior to the PBA. The TDA will not be considered complete until the SSB is reviewed by the TDA Reviewer.	See GSSM, provides adequate substitute to SSB information
Non-functional Baseline Look for any SLO, SLA, or penalty requirements that the solution design has to take into consideration. Techline sizing's will contain baseline nonfunctional assumptions.	

2.4 Mitigation Profile

The following table is to be used by the TDA Reviewer to comment on the mitigation strategy found for typical solution delivery risks. Use the last category, "additional risks", to record risks and mitigations found during the TDA review that do not naturally fall into the suggested risks. Add as many rows as required. *For those risks that do not apply, an answer of N/A is acceptable.* Use the risk elaboration column to provide proposal specific context for the risk.

⁴ FTEs are not considered a baseline value. The solution design team must provide a baseline commensurate with an FTE's job role.

⁵ Project and/or Account Launch are mandatory for all GBS Projects regardless of clip level. This includes 10, 45 day Launch checkpoints prior to the PMR and enhanced launch services (on-site support). Projects and/or Accounts are expected to fund T&L for DE members outside their locale. Every provision is made to leverage local DE team members.

⁶ In essence, the cost of running the project versus the cost of the solution.

⁷ You can find the SSB, reasons the SSB may not be required, and up-to-date information about the tool at the SSB [Wiki](#) or in the Proposal Profile and Review Checklist template at the [DE Canada Risk Management Wiki](#).

Risk Category		Risk Elaboration	Mitigation Strategy
Technical Risk	Tools		
	Environments		
	FOAK ⁸		
	Architecture and system complexity		
	Third-party products/tools		
	Approval and use of OSS ⁹		
Subcontractor Risk	Assessment of fit/gap to solution		
	3 rd party content		
Functional Risk	Requirements & Business Processes		
	Data Definition		
	Integration		
	RICEFW ¹⁰	High number of interfaces.	Conservative estimates created using TAC model.
Non-functional Risks	Performance		
	Availability		
	Scalability		
	Error Handling not included in estimates		
	Maintainability & Operability		
Delivery Risk	Iterative development and parallelism		
	SLAs		
	Middleware / Infrastructure support		
	Vendor technical capability		
	Resource commitment	- Reliance on client for legacy side development. - Difficulty finding resources. - Resources involved in Global Blueprint will roll off and be rolled back on in a later phase. Possibility that we will not secure the same resource.	- Set expectation of client resource commitments. - Executive support to hire for required positions and look early. - Ensure adequate time in 'blueprint update' in later phases to handle any rework required. Ensure Global blueprint is documented immaculately, and client agreement to the design decisions is well documented.
	Standard Delivery Process		
Additional Risks not in the above categories	Legal or IP risks		
	Skills / Resources risks	There are a great number of roles across multiple skillsets in this plan that will be difficult to source.	Ensure the PMP seats are published early, and roles are sourced early.
	Remote Delivery Risks	Use of Romanian Delivery Centre which may not be as experienced as India.	Establish a training plan early, and gain business commitment to fund training.
	Others		

⁸ FOAK = First-of-a-Kind

⁹ OSS = Open Source Software

¹⁰ RICEFW = Reports, Interfaces, Conversions, Enhancements, Forms, and Workflows

3 Supporting Information Reviewed

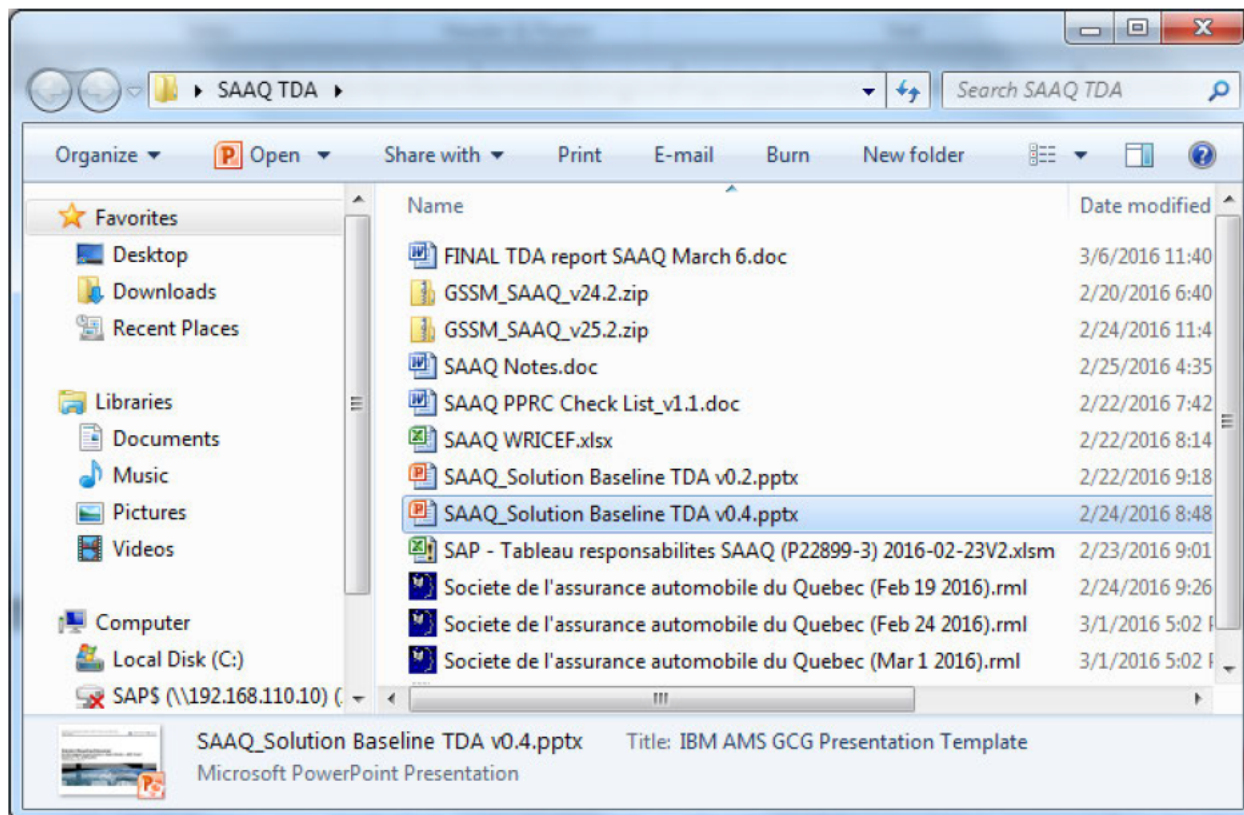
This section is meant to record the various mandatory work products and inputs provided to the TDA Reviewer.

3.1 TSD Mandatory Work Products

Client Value Method, and more specifically Team Solution Design (TSD), defines a delivery process and set of work products to perform solution design. The TDA Reviewer will confirm that the mandatory TSD work products have been completed to a level of detail as prescribed by TSD and local Delivery Excellence guidance. Provide the following Mandatory Work Products Checklist to the TDA reviewer ¹ Mandatory – to be completed by Proposal Team when a TDA is required.			Comments	Attach the Mandatory Work Product or database link
Project Definition (ENG 343)	Project Background	Yes No		See Revised TDA Presentation
	Scope	Yes No		
	Objectives	Yes No		
	Target solution and overall approach	Yes No		
Viability Assessment (ART 0530)	Risks	Yes No		See Solution Baseline Presentation above
	Assumptions	Yes No		
	Issues	Yes No		
	Dependencies	Yes No		
Architecture Decisions (ART 0513)	Recommended level of elaboration: Basic/Conceptual	Yes No		See Solution Baseline Presentation above
	Are client requirements referenced by the decisions?	Yes No		
Estimates Report (ART 0533)	Recommended estimating tools used? ²	Yes No		See Latest GSSM File provided
	More than one estimating tool used? [Must attach estimate tool or output.]	Yes No		
	Historical data used?	Yes No		
	Estimating assumptions included?	Yes No		
Choose one or more	Use-Case Model (ART 0508 for CAD)	[CAD] UML based use-case model provided or a list of use cases?	Yes No	See Solution Baseline Presentation
		[CAD] Small number (3-5) of use cases provided (ART 0510)?	Yes No	
	Non-Functional Requirements (ART 0507)	Overall NFRs are prescriptive/ specified?	Yes No	
		Performance/Availability NFRs specifically documented?	Yes No	
	Requirements Matrix ⁴ (BUS 011)	Overall functional requirements are prescriptive/ specified?	Yes No	

3.2 Partially completed Work Products are **not** acceptable – all Mandatory Work products must be provided and must be complete *Documents Reviewed*

Make note of the documents reviewed during the TDA (document name and version):



Alternate Recommendation: If you wish to type in the names of the documents that you reviewed and/or were provided for the TDA, you may do that as well. Again, ensure that the version number of the document is captured.]

3.3 SME Reviewer Summary (if SME review performed)

Was a SME Review performed: | No

3.4 Other Notes

N/A

4 Action Item List

Priority can be used to indicate by when the action is required; for example, does the action item have to be completed before the PBA can proceed or can the action item be completed before a final price is presented to the client?

It is the responsibility of the **solution design team** to ensure that all mandatory action items are completed by the Due Date column.

Action #	Action Item	Priority	Due Date [mark an X in the cell]		For Solution Design Team Use		
		M = Mandatory R = Recommended	Before proposal submission	At solution delivery start	Status C = Complete, I = In-progress, O = Open	Owner	Comments
1	Organize a GSSM Deep Dive with TDA reviewers to review the following components: - SuccessFactors estimates - Functional Resources for BI - Functional Resources for WPB - Overall functional FTE count on the program	M	X		C	M. Gagne	
2	Ensure that the approach supports getting into the SAP solution as earliest as possible in the blueprinting and realization phase – Lessons learned from Saputo program	R		X	C	M. Gagne	
3	Organize a Lessons Learned Session with Jeff Forbes on the Saputo project	R		X	O	M. Gagne	
4	Organize to spend 1 week at the Saputo site in February to review methods and tools and leverage lessons learned.	R		X	O	M. Gagne	
5	Raise band levels within the functional teams to ensure at least 1 band 8 in each team aside from team lead in areas with high complexity.	R	X		C	M. Gagne	

Action #	Action Item	Priority	Due Date [mark an X in the cell]		For Solution Design Team Use		
		M = Mandatory R = Recommended	Before proposal submission	At solution delivery start	Status C = Complete, I = In-progress, O = Open	Owner	Comments
6	Review staffing plan to ensure adequate resources for multi-threading of project streams. In particular the overlap of the functional team for the 2 deliveries, plus the BI functional specification work. Ensure appropriate resource levels during period of functional specification writing .	R	X		O	M. Gagne	

<< End of TDA report >>