

Proposal for an Information Technology Strategy and Planning Project

We appreciate the opportunity to submit this proposal which outlines how we would work with you and your organization to develop a set of blueprints to create a new computing environment. The intent of our engagement would be to address the following objectives:

1. Develop a set of blueprints which would create a new computing environment based on a different paradigm. This computing environment would be based on current, state-of-the-art technology.
2. In developing the framework for this new computing environment we would make use of all the work which has been completed to date for you in this area. Concepts will be challenged, but initiatives to date, which we have reviewed, are valid and provide us with a sound starting point.
3. Create solutions which are creative and yet practical enough to allow you to meet its market challenges well into the next decade.

The approach we will use is based on our comprehensive I/T strategy and planning methodology which we reviewed with you. You should look at this document as a working document which we will modify to specifically address your issues. It is based on our current understanding of what needs to be done to accomplish your stated objectives, which you would like to get accomplished by the end of this year.

We would begin this engagement by becoming thoroughly familiar with your overall business strategy. This would be accomplished by reviewing all available documentation and then casting this information into our business strategy frameworks. We would also develop from this documentation a set of interview and discussion guides so that the business strategy is well articulated and documented. In addition, we would conduct a thorough review of the I/T architecture that you have already developed - the current architecture. Based on those reviews we would identify the major tasks which need to be undertaken to build on "the current architecture" so that we can deliver to you the necessary blueprints. The result of this activity would be a detailed project plan which identifies deliverables for all activities and a time schedule for their completion.

The next set of steps would have us document your business strategy and then validate that strategy with your senior management team. We would conduct a number of interviews to flesh out the strategy based on the documents we reviewed. These interviews will be working sessions where the executives can add to the documentation we started during step one. They will be used to develop a discussion document which would be reviewed with the entire management team. We would then hold a planning session with senior management to develop a consensus around issues where needed. The net effect would be a set of strategies which every member of the management team can support.

We would identify a reasonable number of "Best of Breed" companies - organizations which are known for doing an outstanding job with business processes which are also critical to your success, and investigate how they are employing I/T to conduct these business processes. The result would be an identification of technologies which the team should consider when developing the technical architecture. The intent of this review is to identify the impact these technologies have had on these organizations and the value they have provided. We would also work with our research labs to project where technologies of interest to you are headed and how to position the architecture to take advantage of these trends.

The information gained from the previous three steps would be used to complete the current "as is" architecture and it would guide the finalization of the "to be" architecture. It is the business strategy developed and agreed to by the senior management team which will determine the "to be" architecture. This architecture will be developed in at least three markets. It will be shaped by the business people within the different market areas. This step should develop a new business environment which can

readily implement the agreed to business strategies. This activity would be conducted at the right level of detail so that a set of blueprints can be developed for applications and data. The intent here is to review with the business people how technology can be employed to assist with the implementation of the business strategy. Technology is an enabler of business strategy, and in some cases, can shape a different, more competitive strategy. We would also begin to identify how technology could be employed within certain business areas. Again, the intent is to use the work already performed, making adjustments and additions where needed.

Our methodology builds an enterprise model which creates logical locations consisting of work areas where a dependent set of business functions are performed. The logical locations we create are analogous to objects used in object oriented programming. This approach provides an organization with the utmost flexibility and it allows the development of applications, data bases and tools which make these units self-sufficient. Replication of these units becomes more manageable since all requirements for successful operation have been identified.

Technology, when assembled and structured in that fashion, is no longer a deterrent to organizational change, but rather a flexible, adaptable tool. The development of the technical architecture needs a good amount of creativity as well as eventual practicality. In this process we would use our lab people to challenge the team with new and different concepts so that some major breakthroughs are accomplished in the implementation of technical solutions. Our networking group would be used to look at creatively constructing robust and economical telecommunications alternatives for linking your logical locations. Our development groups would be used to help us understand the potential role of processing technology now and in the future. They would also be used to tailor a configuration which could provide you with flexibility and security to deliver the necessary processing to these logical locations. Our workstation and client server group would be used to describe different level architectures to improve the efficiency and effectiveness of your technology. All of these groups would be used to stimulate the thinking of the project team and to assist with the creation of a robust, creative and yet practical computing environment. It would be a computing environment which would allow you to evolve with new technology developments and which would provide it with the appropriate level of security.

We can bring to this engagement talent and perspective which no other consulting firm can match. We have access to people who are charged with the development of technology, and others who have implemented large, complex computing and telecommunications systems. With their expertise, we can develop creative and workable solutions.

Steps seven and eight are the critical activities in this engagement. They lay the foundation for your new computing environment, and therefore, the team needs to make sure that the right amount of effort is expended to do these steps right. They also provide the foundation for the I/T initiatives which will create the new computing environment.

Step nine will identify, by business strategy, the major I/T initiatives needed to create the new computing environment. With this information we will be able to develop an overall long-term investment strategy which will allow you to build its new technology environment. Our methodology will assist with assigning priority to all of the I/T initiatives identified and it will provide management with the opportunity to make appropriate adjustments.

The next step will provide you with an 18-month detailed implementation and development plan. It will show resources required for each project and will identify major project milestones.

The final step will be a high level project control process and plan for senior management. It is intended to provide senior management with the deliverables of each initiative and the time frame for delivery.

This engagement's success, as you know, is dependent upon the "buy-in" from all organizational units. It is therefore imperative that we concentrate on process and make sure we have representatives from each one of the appropriate stakeholders on our team. These people would be very instrumental in getting their constituents to buy into the team's solutions. They would become our sales people within their functional areas.

We believe that we can complete this project by year end if we can begin the assignment within the next two to three weeks. If you give us the go-ahead, we can assemble our team and begin the education process so that we are up to speed, and have absorbed your business strategy and architecture by the time your team is ready to begin the project.

It would be very useful and add to the productivity of our team if work space is made available in one of your locations. A conference room where charts can be hung and where discussions can take place would be an added bonus. We are ready to commit 6-8 people to this engagement on a full-time basis and hope that you can add one member from each major business area, and two I/T professionals.

We estimate our professional fees for this engagement to range from \$1.6 to \$1.8 million plus project-related expenses. These expenses we estimate to be approximately 10% of our fees. Included in these expenses are travel and living expenses plus other project-related expenses like graphics for report preparation.

We hope that you will select us to assist you with this project. It is a project which will determine the fate of your firm. We believe we are uniquely positioned to assist you more effectively with this project than any other organization.

Thank you very much for your confidence in us. I look forward to talking with you next week to answer any questions you may have, and hopefully, to come to an agreement to proceed. We will do everything we can to successfully complete this assignment on time and within our estimated budget.