

## **Cover Page**

Insert Organization and Fuqua Logos

Insert Project Name and Document Title, for example:

**SCRO Process Improvement – Project Budgeting and Monitoring**

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**FCCP Work Scope Document**

Insert Date of Document

Insert FCCP Team Member Names

## Background

The Specialized Clinical Research Organization (SCRO) provides a wide range of research services to partners, both industry and government, throughout the clinical research market. SCRO's mission and structure differentiates it from other Clinical Research Organizations (CROs). However, SCRO's core work is outsourced clinical trials. The entire industry has not significantly changed its approach to pricing in decades, even as the nature of the research has become more complex, more targeted, and more expensive. The goal of this project is to develop a new, innovative pricing approach for the complex and differentiated services.

SCRO is partnering with Fuqua's Consulting Client Practicum (FCCP) Team to take a fresh perspective on how to price their services to better manage risk for both sides. Their top concern is that given the shifting complexity of SCRO's work, it is becoming increasingly difficult to align proposal pricing to execution cost. To address this concern, we will investigate three areas: (1) the proposal process, (2) execution cost collection and tracking, and (3) general communication and governance for the functions involved in the pricing process.

## Objective & Key Deliverables

**Objective** - The FCCP team and SCRO team agreed to focus the scope of work on the question of: How can SCRO improve their cost budgeting and monitoring process? Specifically, SCRO would like the team to map out the process from pricing to invoicing, to identify limitations and to offer risk mitigation recommendations. SCRO also invites the FCCP team to re-imagine how services are priced in this industry by drawing from creative solutions observed in other industries.

- (1) **Proposal Process** – The FCCP team plans to map out the proposal process in order to uncover pricing improvements, such as (1) calculating the “price-to-invoice” ratio to predict budgeting discrepancies, (2) evaluating the philosophy behind the pricing inputs to prevent underestimation, and (3) reviewing contingency contract language to limit risk due to uncertainty.
- (2) **Time Tracking and Cost Collection** - By researching the current time tracking and cost collection processes the FCCP team will uncover opportunities for analysts and project leaders to spot cost overruns early enough to either course correct or alert SCRO of budget constraints. By getting to the root cause of the misalignment between pricing and time tracking, the FCCP team strives to validate which data points are valid measures of reality. Furthermore, the FCCP team plans to assess the viability of utilizing historical actuals to validate pricing metrics.
- (3) **Communication and Governance** – The FCCP team plans to evaluate the organizational structure, governance, and communication between the functions to identify possible communication gaps or improvement mechanisms to make the proposal process more robust.

**Key Deliverable** - The FCCP team will deliver a final presentation addressed to SCRO project team leadership, including [Person A], [Person B], [Person C] and [Person D]. The presentation

will include a completed assessment of the research area's current state and final recommendation.

**Milestone/Deliverable Schedule:**

<b>Milestone/Deliverable</b>	<b>Description</b>	<b>Deadline</b>
Kickoff Meeting	FCCP team to present potential work streams to SCRO for the teams to align on the focus of the project	January 24
Status Reports	Following the kick-off meeting, the FCCP team will provide SCRO with regular updates on the project progress	Weekly (Fridays at Noon)
Primary Research: <ul style="list-style-type: none"> <li>• Proposal Phase</li> <li>• Execution Phase</li> <li>• Communication and governance for the functions involved</li> <li>• Outside best practices</li> </ul>	<p>Identify and characterize possible communication gaps between technical and business functions that could be impacting proposals.</p> <p>Determine execution risks or work complexities during project performance that are not currently captured in proposals and identify possible mechanisms to better mitigate performance risk in the proposal phase.</p> <p>Determine viability of using historical actuals to validate proposal inputs.</p> <p>Look for opportunities to improve cost tracking to alert project team / management of deltas to the budgets earlier in the project life.</p> <p>Research best practices in other industries and look for possible areas to incorporate into SCRO's pricing model.</p>	April 6
Overall Strategic Position Recommendation	Deliver final recommendation to SCRO for process and/or governance changes around pricing proposal and execution.	Week of April 13

## Planning Assumptions

**Meeting and Communication** - The FCCP team will hold weekly communication meetings with SCRO to provide status on analysis and ask any clarifying questions. Throughout the project, the SCRO team and FCCP team will be in frequent communication to coordinate and execute research tasks. Student X from the FCCP team will act as the main communication channel to the SCRO team, but the FCCP team can change the point person for the main communication channel by providing notification to SCRO. If any impromptu meetings outside the established weekly recurring meetings need to be held, each side will provide 24-hour notice and attendance will be based on team member availability and topical issues being discussed.

**Risks/Issues** – The FCCP team will maintain a risk log and will provide updates on new or ongoing risks during regular status meetings.

**Breaks** – One or more members of the FCCP team may be unavailable during Fuqua Spring Break from early- to mid-March, but they will still be responsible for communicating any updates to their activities and work products.

**Access to Market Research** – The SCRO team is responsible for providing any prior research or market intelligence to assist the FCCP team with fulfilling the scope of their work. If the FCCP team determines that research reports or data collection methods that require monetary investment would be particularly beneficial to complete the scope of their work, they will present justification for the request. It will be the SCRO's choice as to whether to buy such data or tools.

**Scope** - The scope of this project does not include delivering a new pricing model, but rather to examine the process and governance throughout cost collecting and bid submission to address particular pain points. However, to the extent we identify opportunities to enhance the current pricing model, the FCCP team will provide that input to SCRO.

## Audience Analysis

Our proposed recommendations could have broad effects on SCRO's structure of expert researchers, support staff and business team. The FCCP team will consider the impact of any proposed changes from the different perspectives of these groups to determine the best solution for the whole with the help of the key SCRO stakeholders below:

- a. **Person A** – [Title], Person A manages the project portfolio of strategic initiatives for SCRO to enhance its operating infrastructure. He is a key member of the SCRO project team whose work will be affected by the project recommendations since planning and executing technical and operational changes falls under his domain.
- b. **Person B** – [Title], Person B has subject matter expertise in developing budgets, writing proposals, and negotiating with sponsors. He is a key SCRO project team member whose work will be affected by project recommendations since he spearheads process improvement/optimization efforts and Salesforce application design.

- c. **Person C** – [Title], Person C specializes in contract management and business process optimization. She will also be a key SCRO project team member whose work will be affected by project recommendations as she works to align teams and processes for optimal performance.
- d. **Person D** – [Title], Person D specializes in contract management for SCRO. She will also be a key SCRO project team member because any change in contract pricing will impact her work directly.

While Person A is the main point of contact for the FCCP team, we also look forward to leveraging Person B as a subject matter expert. As was communicated by the SCRO project team, we plan to work with Person C and Person D when appropriate throughout this engagement to request information and access other internal stakeholders that fall under their domains.

## Approach

The FCCP team will gather data and conduct research—primarily interviews and on-site observation—across three activities: (1) pre-RFP/RFP, (2) Proposal Generation/Submission, and (3) Budgeting/Time Tracking/Cost Collection. The following Gantt Chart illustrates the individual tasks within the areas of research.

SCRO Project Timeline	Jan	Feb				Mar					Apr						Task Lead(s)
	27	3	10	17	24	2	9	16	23	30	6	13	20				
<u>Phase 1: Pre-RFP/RFP Analysis</u>																	
<b>Onsite Observation:</b> Process mapping, systems review, functional assessment																	Student A, Student B
<b>Stakeholder Interviews:</b> schedule and conduct interviews; assess findings																	Student C, Student D
<b>Market Research:</b> conduct SME interviews and industry analysis																	Student E, Student B
<u>Phase 2: Proposal Generation/Submission</u>																	
<b>Onsite Observation:</b> Process mapping, systems review, functional assessment																	Student A, Student E
<b>Stakeholder Interviews:</b> schedule and conduct interviews; assess findings																	Student B, Student C
<b>Market Research:</b> conduct SME interviews and industry analysis																	Student D, Student B, Student C
<b>Midpoint Deliverable:</b> develop, deliver and present document																	Entire Team
<u>Phase 3: Budgeting, Tracking &amp; Cost Collection</u>																	
<b>Onsite Observation:</b> Process mapping, systems review, functional assessment																	Student B, Student C
<b>Stakeholder Interviews:</b> schedule and conduct interviews; assess findings																	Student A, Student D
<b>Market Research:</b> conduct SME interviews and industry analysis																	Student E, Student B, Student D
<b>Final Deliverable:</b> develop, deliver and present document																	Entire Team

## Success Measures

**Deliverables** - Delivering the weekly status reports, mid-project and final presentations on time and in support of SCRO project team objectives.

**Client satisfaction** - SCRO satisfaction with FCCP team's progress and deliverables will be assessed through a survey administered by the FCCP Program office.

**Team Development** - Each individual FCCP team member will set personal development goals and will also be held accountable to their individual contribution through mid-project and final project peer assessments.