

江苏秉信科技有限公司

Binfo{2021}5号

尊敬的 Raghav 先生:

在本次评估过程中,评估团队提出了很多建议,这些建议都很有用也很重要,其中令我印象深刻的主要有以下几点:

1、目前治理的目标包含了组织过程管理以及改进工作,但是并未包含用户的质量、进度和成本要求。

结合解决电力行业的集成方案目标,后期公司考虑将治理的目标与用户的质量、进度和成本结合起来,就可以很好的指导过程裁剪的开展,从而更好的满足用户需求,也更便于我们的工作。

2、目前,高层管理通过收集的数据对组织目标以及执行情况进行分析,并没有制定执行力效率的指标。

后期我司会明确执行力的执行目标,例如组织协调能力、解决问题个数、时长、问题反馈数量等等。通过这样的方式,这样可以使高层经理更加量化的了解执行过程,更加清晰的了解执行效率,从而提升高级管理层对组织活动的把控力。

3、目前,我司在关键决策时没有跟客户进行沟通。

后期我司会采取客户联络单的形式,让客户也更多的参与到决策分析中。在关键决策中,给客户决策的权力,就决策分析和客户进行沟通。这样能帮助我们更准确的把握客户需求,减少项目的功能偏差。

4、目前,在项目发生重大偏差时对发生的原因没有进行细致的分析。

后期我司在项目过程中发生重大偏差问题时,会对发生原因进行细致的分析,罗列可能发生的条件,并进行排查,并提出对应的解决方案,防止再一次发生。这样对发生问题的原因更加明确,防止重复性问题的出现,从而提高项目质量。

5、目前,项目执行过程当中,外部干系人的工作情况监控力度不强。

后期我司会加强对外部干系人的工作情况监控力度,防止项目能不能按时交付。通过项目周报、里程碑报告记录的外部干系人的工作情况,定时进行跟踪分析。如此可尽量避免项目交付成果与用户产生偏差,减少返工的成本。

6、目前,在项目资源计划中,没有组织资源权限划分的记录或说明。

后期我司在项目的资源计划中，增加组织利用资源权限的表，并确定各组织使用的优先级来防止资源冲突。针对紧急情况，可以向项目经理进行申请并协调。这样在项目分配资源时，可更加明确各资源的使用情况，使资源得到充分的利用。

7、目前，我们主要采用访谈的形式进行需求调研。

后期我司不仅要用访谈的方式进行需求调研，也要考虑到其他的调查方法。例如增加竞品分析和问卷调查。如此可以让后续需求开发功能更加完善。

在这次评估中，您和评估团队成员帮助我们发现了许多有价值的弱项和改进建议。我们将解决这些问题，建立更好的项目管理和工程流程，从而更好地控制项目进度、成本和质量。



江苏秉信科技有限公司

发起人:  Qian Ling

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Jiangsu Binfo Technology Co., Ltd.

Binfo{2021}5 号

Dear Mr. Raghav,

During the appraisal process, the appraisal team put forward a lot of suggestions, which are very useful and important, among which I was especially impressed by the following suggestions:

1. The current governance objectives are related to organizational process management and improvement, but are not related to the quality, schedule and cost requirements of customers.

Based on the business objective of providing integrated solutions to the power industry, the company will consider combining the governance goal with the quality, schedule and cost of customers in the future, so as to better guide the development of process tailoring to meet the customer requirements and facilitate our work.

2. At present, although the senior management analyzes the organizational goals and implementation through the collected data, the indicators related to the efficiency of implementation are not collected.

In the later stage, our company will clarify indicators related to the efficiency of implementation, such as the organization and coordination ability, the number of problems solved, the duration, and the number of problems feedback. In this way, senior managers can have a more quantitative understanding of the implementation process and a clearer understanding of the implementation efficiency, thus enhancing the control of senior management over organizational activities.

3. At present, our company does not communicate with customers when making key decisions.

In the later stage, our company will adopt the form of customer contact sheet, so that customers can participate in decision-making analysis. We will empower customers to make key decisions and communicate with them on decision analysis. This can help us more accurately grasp the customer requirements and reduce the functional deviation

of the project.

4. At present, there is no detailed analysis of the causes of major deviations in the project.

In the later stage, when a major problem occurs, we will make a detailed analysis of the root cause, list possible conditions, conduct investigations, and propose corresponding solutions to prevent recurrence. In this way, the cause of the problem is clearer, repetitive problems will not occur and the quality of the project can be improved.

5. At present, the monitoring of the work of external stakeholders is not strong in the process of project implementation.

Later, our company will strengthen the monitoring of the work of external stakeholders to ensure that the project can be delivered on time. We will follow up and analyze the work of external stakeholders recorded in weekly project reports and milestone reports. In this way, the deviation between project deliverables and customers can be avoided as far as possible and the cost of rework can be reduced.

6. Currently, there is no record or description of the division of organizational resource authority in the project resource plan.

Later, in the resource plan of the project, our company will add a table of organizations' rights to use resources and determined the priorities of organizations to prevent resource conflicts. In case of emergency, request and coordination can be made by the project manager. In this way, when allocating resources to projects, the use of resources can be clearer, so that resources can be fully utilized.

7. At present, we mainly conduct requirements survey in the form of interviews.

In the later stage, our company will not only conduct requirements survey by interview, but also take other survey methods into consideration, such as competitive analysis and questionnaire survey. This can make the subsequent requirements development function more complete.

In this appraisal, you and the appraisal team members have helped us identify a lot of valuable gaps and improvement opportunities. We will fix the issues to establish better project management and engineering processes so as to better control project schedule, cost and quality.



Jiangsu Binfo Technology Co., Ltd

Sponsor: 钱凌 Qian Ling

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