



**DRUPALCON**  
**SYDNEY**

BUSINESS & STRATEGY TRACK | MARK MATUSCHKA | 7 FEBRUARY 2013

# **10 WAYS TO COST DRUPAL PROJECTS**



**Glo Digital**



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Websites & Apps for

# Mobile, Desktop & Beyond



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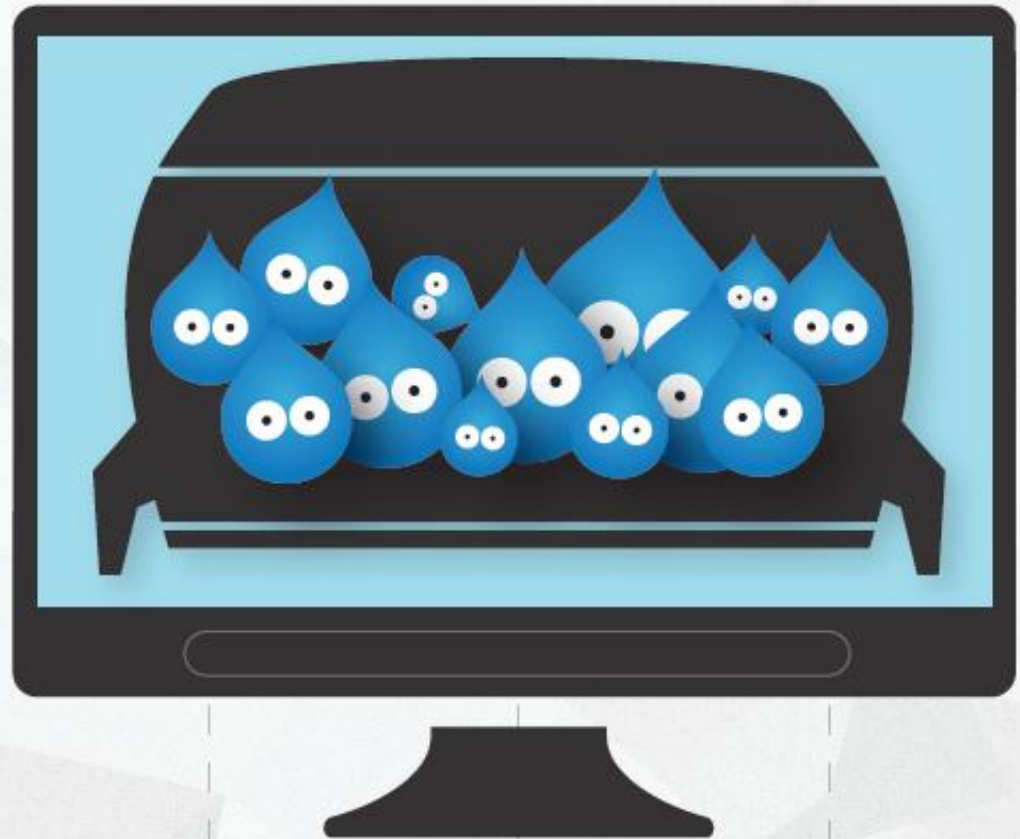


**Glo Digital**

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FOLD IN



- 
- Music
  - Tennis
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# 10 Ways to Cost Drupal Projects

## To be covered

1. Entire project from conception – paid Discovery Phase
2. Entire project from conception – unpaid Discovery Phase
3. Development from designs and/or wireframes and/or prototype and/or build commenced
4. Tenders
5. Ballpark estimates



# 10 Ways to Cost Drupal Projects

## To be covered (continued)

6. High level function point counting
7. Low budget but high expectations
8. Existing Drupal system
9. You don't want the job or the client and you can't tell them directly
10. Decline to be involved





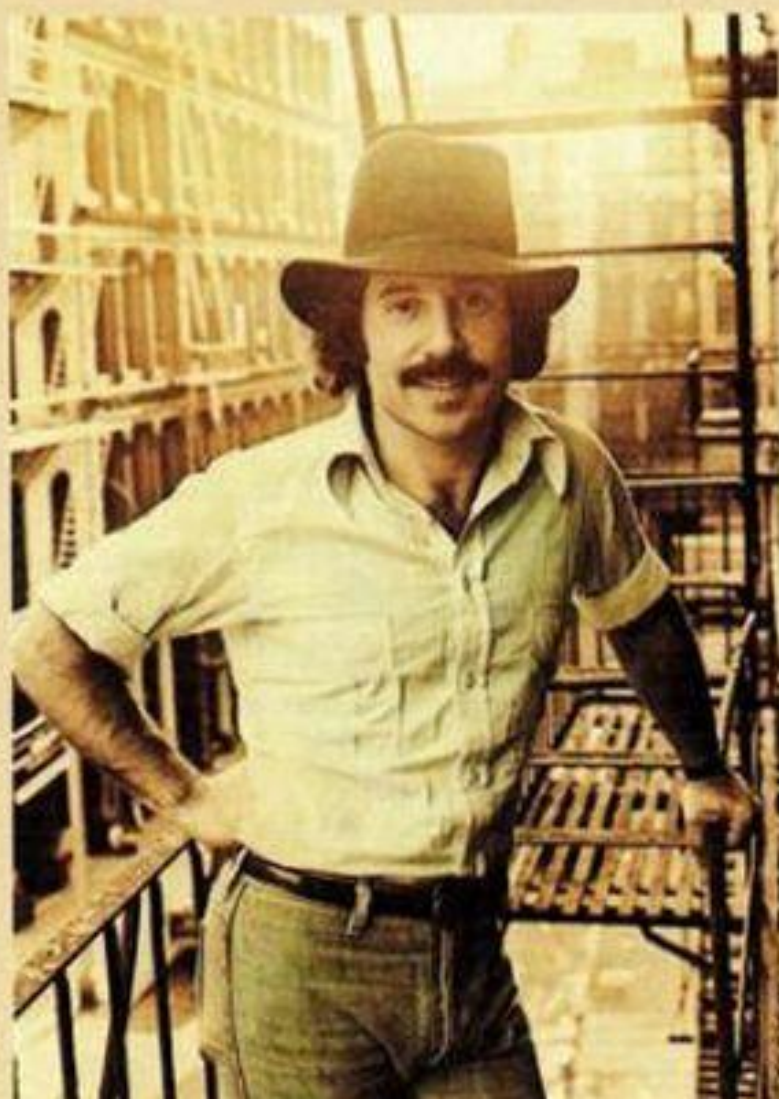
# 10 Ways to Cost Drupal Projects

## What's not covered

- Lots



Paul Simon. Still crazy after all these years.











**On with the 10 ways...**



# #1 “Make a new plan, Stan”

Entire project from conception  
using a methodology  
with a paid Discovery Phase

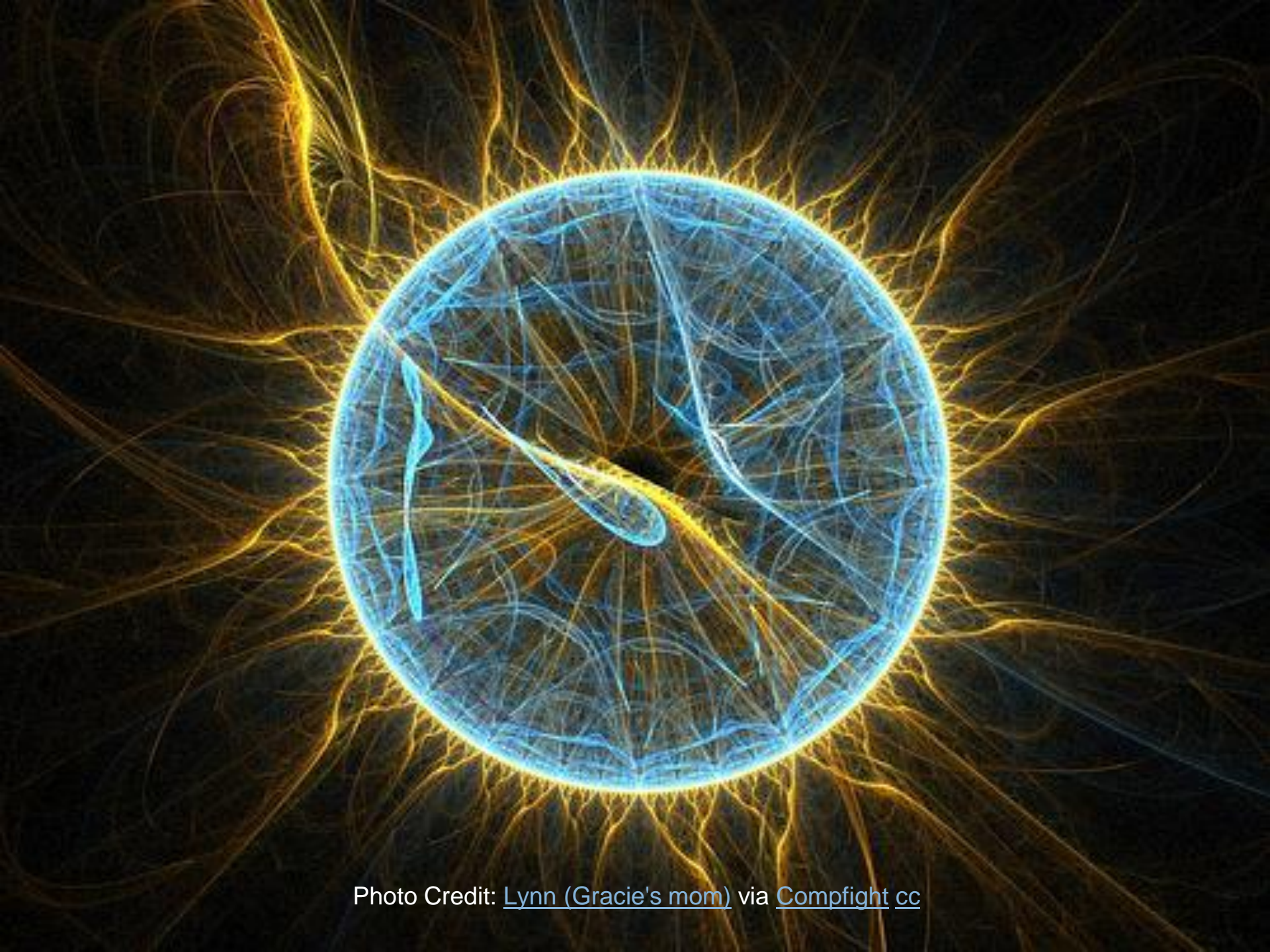


Photo Credit: [Lynn \(Gracie's mom\)](#) via [Compfight cc](#)





Photo Credit: [birlewphotography](#) via [Compfight cc](#)



# Few projects are truly from conception

**Should start with goals  
but ... preconceived notions:**

- What the project is about
- Design ideas
- Functionality needed

Sometimes clients need to “unlearn” things they think they know



# #1 “Make a new plan, Stan”

Entire project from conception  
using a methodology  
with a paid Discovery Phase





meth·od·ol·o·gy

/ˌmeTHəˈdäləjē/

“A guideline system for solving a problem, with specific components such as phases, tasks, methods, techniques and tools.”

(Irny, S.I. and Rose, A.A. (2005) “Designing a Strategic Information Systems Planning Methodology for Malaysian Institutes of Higher Learning (isp- ipta), Issues in Information System, Volume VI, No. 1, 2005)



# Methodologies for Drupal development

## Typical steps

- Discovery
- Content strategy
- Design
- Construction
- Launch
- Post-launch



# Examples from the Internet

 Creative Stride

COMPANY   WORK   OFFERINGS   CLIENTS

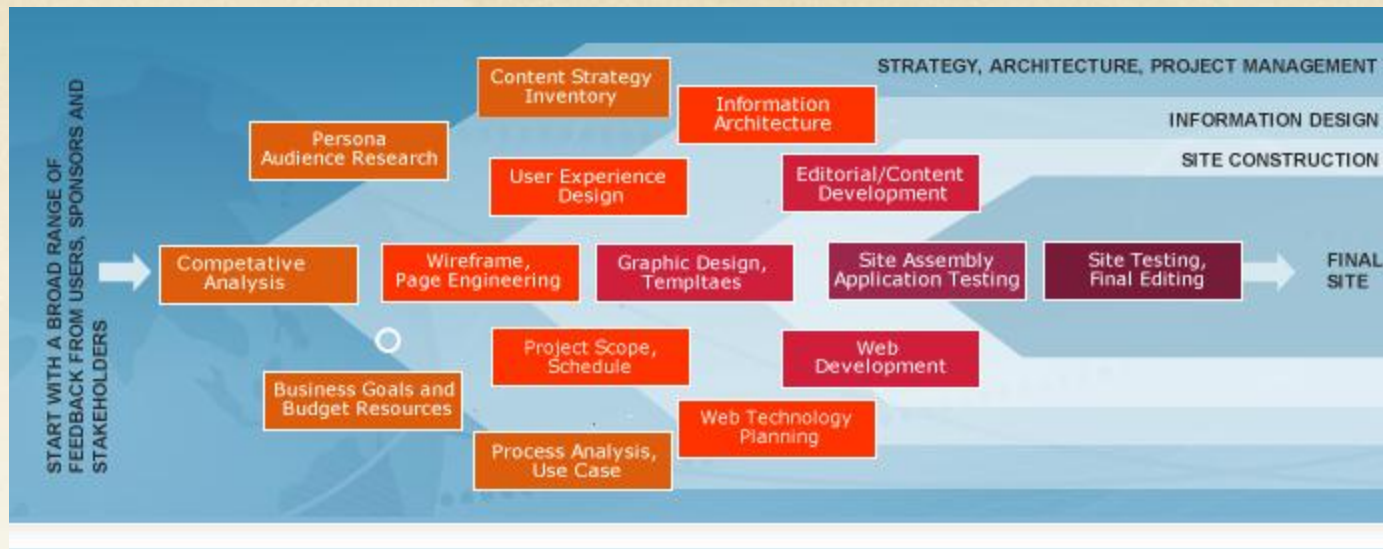
OFFERINGS/  
**DRUPAL DESIGN**   Relentless Strategy + Design+ Technology in a rapidly changing digital world

## powerful online experiences

Our Drupal design team is famous for building stunning websites and online applications









### Our Process

Our development team uses a tried and true methodology when building websites. This includes:

- Discovery
  - Site Mapping
  - Wire Framing
  - Content Documents
  - Functional Specifications Document
- Scheduling & Build Plan
- Design
- Development
- QA Testing
- Deployment
- Website Maintenance



## Plenty of room for different methodologies

From “Nick’s Site”:

“Step 1: Ask yourself “What am I really trying to achieve?”

Step 2: Find out the “Drupal” way of solving your problems

Step 3: Have fun and play around

Step 4: Write a module”



# #1 “Make a new plan, Stan”

Entire project from conception  
using a methodology  
**with a paid Discovery Phase**

- Uncovers enough information to plan and cost the project properly
- Actual steps depend on methodology
- Other names: Study, Project Evaluation, Scoping





## Discovery Phase might include:

- Project brief
- Business goals
- Competitive analysis
- User research
- Existing site review
- Process analysis



# #1 “Make a new plan, Stan”

**Entire project from conception  
using a methodology  
with a paid Discovery Phase**

**Costing in two phases:**

1. Discovery phase only
2. Rest of project



## Will the client pay for a Discovery Phase?

- If they are serious about the project
- Do you want them if they don't?



Resource:

[Stop Writing Project Proposals](#) (start writing evaluations)

Jonathon Wold, Smashing Magazine

Photo Credit: [~Brenda-Starr~](#) via [Compfight cc](#)



# Stop Writing Project Proposals

By [Jonathan Wold](#)

Posts by Jonathan Wold



February 17th, 2012



Business



147 Comments

After several grueling days I had finally finished the proposal. I sent it off and waited for a response. Nothing. After a few weeks, I discovered that they were “just looking”. Despite the urgency and aggressive timeline for the RFP (Request For Proposal) plus the fact that we had done business with this organization before, the project was a no-go. My days of effort were wasted. Not entirely, though, because the pain of that loss was enough to drive me to decide that it wouldn’t happen again.



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## Options for costing the Discovery Phase

- Standard cost
- Variable cost based on “feel” for project size
- Percentage of estimated project size (based on “feel”)
- Detailed costing



### Tip

“Feel” is important.

Photo Credit: [levyfulop](#) via [Compfight cc](#)



# Example of costing the Discovery Phase

<http://bit.ly/Tzq3x3>

Example of costing the discovery phase						
Rate card		Rate per hour				
UX designer		\$ 90.00				
Web designer		\$ 80.00				
Content specialist		\$ 85.00				
Programmer		\$ 80.00				
Themer		\$ 80.00				
Sysadmin		\$ 90.00				
Technical writer		\$ 75.00				
Project manager		\$ 100.00				
Contingency		10%				
Project management overhead		20%				
Item description	Role	Rate	Mandatory hours	Cost of mandatory elements	Optional hours	Cost of optional elements
<b>Discovery</b>						
Project brief	Project manager	\$100	2	\$200		\$0
Business goals	Project manager	\$100	1	\$100		\$0
Competitive analysis	Project manager	\$100	4	\$400		\$0
User research	UX designer	\$90	4	\$360		\$0
Advanced user research	UX designer	\$90		\$0	8	\$720
Existing site review	UX designer	\$90	1	\$90		\$0
Process analysis	UX designer	\$90	4	\$360		\$0
<b>Subtotals</b>			16	\$1510	8	\$720
Contingency				\$151		\$72
Project management				\$302		\$144
<b>TOTALS</b>				<b>\$1963</b>		<b>\$936</b>



## Once Discovery phase is complete:

- Quoting rest of project is “easy”
- Client trust established
- Inside running on competition



## How about Agile?

What if your methodology is Agile-based?

Harder – bill for time & materials?

Session “Applied Agile for Drupal Projects” by Vesa Palmu:

<http://sydney2013.drupal.org/applied-agile-drupal-projects>





# #1 “Make a new plan, Stan”

**Entire project from conception  
using a methodology  
with a paid Discovery Phase**

**Costing in two phases:**

1. Discovery phase only
2. Rest of project



# #1 “Make a new plan, Stan”

**Entire project from conception  
using a methodology  
with a paid Discovery Phase**

Verdict: A good option



## #2 “Make a new plan, Stan”



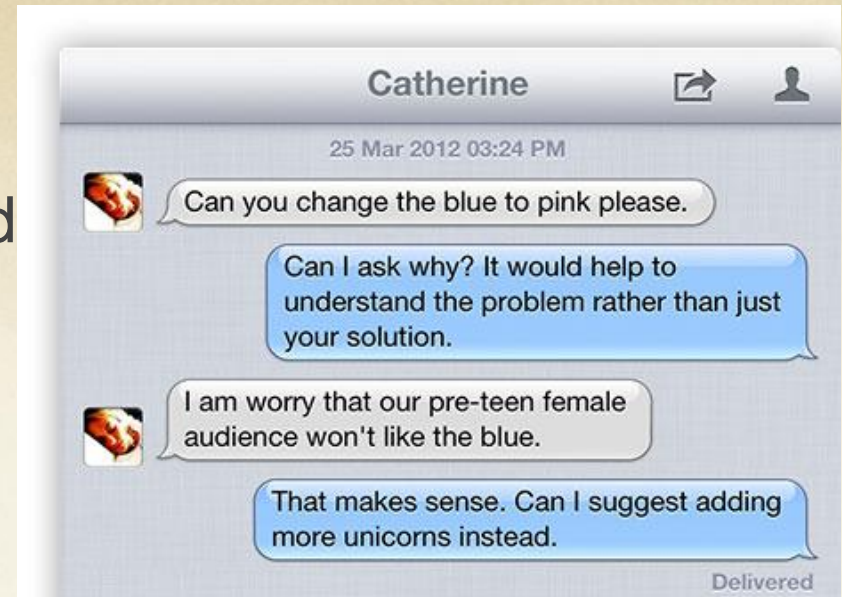
**Entire project from conception  
using a methodology  
with NO paid Discovery Phase**

ie. upfront quote required



## NO paid Discovery Phase ☹️

- Much less information and/or *errant* information
- No guarantee of getting paid
- Have to make assumptions
- Guesstimates lead to increased contingency/cost
- Problems for client comparing apples with apples







## Deciding whether to participate

- Risk that you'll spent significant time and not get paid
- Self-fulfilling prophesy
- Some projects worth it
- Weigh everything up, follow gut feel, not heart



Example of costing with NO Discovery Phase						
Rate card	Rate per hour					
UX designer	\$ 90.00					
Web designer	\$ 80.00					
Content specialist	\$ 85.00					
Programmer	\$ 80.00					
Themer	\$ 80.00					
Sysadmin	\$ 90.00					
Technical writer	\$ 75.00					
Project manager	\$ 100.00					
Contingency	10%					
Project management overhead	20%					
Item description	Role	Rate	Mandatory hours	Cost of mandatory elements	Optional hours	Cost of optional elements
<b>Discovery</b>						
Project brief	Project manager	\$100	2	\$200		\$0
Business goals	Project manager	\$100	1	\$100		\$0
Competitive analysis	Project manager	\$100	4	\$400		\$0
User research	UX designer	\$90	4	\$360		\$0
Advanced user research	UX designer	\$90		\$0	8	\$720
Existing site review	UX designer	\$90	1	\$90		\$0
Process analysis	UX designer	\$90	4	\$360		\$0
<b>Content strategy</b>						
Content inventory	Content specialist	\$85	2	\$170		\$0
Information architecture	Content specialist	\$85	4	\$340		\$0
Wireframe diagrams	Content specialist	\$85	16	\$1360		\$0
Implementation strategy	Content specialist	\$85	4	\$340		\$0
<b>Design</b>						
Photoshop layouts	Web designer	\$80	12	\$960		\$0
Prototype	Web designer	\$80	24	\$1920		\$0
User testing	Project manager	\$100		\$0	8	\$800
Style guide	Web designer	\$80		\$0	6	\$480



## #2 “Make a new plan, Stan”



**Entire project from conception  
using a methodology  
with NO paid Discovery Phase**

Verdict: Try to get paid for a Discovery Phase



## #3 “Hop on the bus, Gus”

**Development from designs and/or wireframes and/or prototype and/or build commenced**

- Much of the planning is done
- Watch for:
  - Design: missing page designs, vector design files, CMYK colour, fixed dimensions / responsive design
  - Wireframes: Missing pages, interactive wireframes (eg. Axure)
  - Prototypes: Bad coding, heavy images, non-responsive layout
  - Mess





# Development from designs and/or wireframes and/or prototype and/or build commenced

What to do:

- Decide whether you want to participate
- Detailed costing
- Lock down scope, responsibilities and conditions in a contract



## What's in a contract?

- Standard stuff: Parties, scope, payment amounts & schedule, warranty, termination, confidentiality, privacy, disputes, etc.
- Webdev stuff: **Specification**, acceptance, IP, portfolio, non-hire, additional work.



**Tip 1:** It doesn't matter what's in a contract if the client doesn't understand it.

**Tip 2:** Commence warranty from acceptance testing.

**Tip 3:** Payment milestone on acceptance testing.



# Model contracts & resources

- <http://tri.be/update-the-shane-peter-inc-contract/>
- [http://www.zenfulcreations.com/resources/worksheets/design\\_contract.htm](http://www.zenfulcreations.com/resources/worksheets/design_contract.htm)
- <http://24ways.org/2008/contract-killer/>
- <http://speckyboy.com/2010/08/12/5-free-to-use-freelance-design-contract-templates/>

Disclaimer: Glo Digital provides no warranties or legal advice of any kind regarding the model contracts or contract elements listed in this presentation. We recommend that you receive personalised legal advice regarding contracts.



## #3 “Hop on the bus, Gus”

**Development from designs and/or wireframes and/or prototype and/or build commenced**

Verdict: OK but make sure project is on a good footing





## #4 “You don't need to be coy, Roy, just listen to me”



### Tenders

- Can be prescriptive...



# The worst kind of prescriptive: The dreaded standardised CMS requirements list

M = mandatory D = desirable		15. Workflow process supports approver comments when approving content items	35. Ability to reuse content items across multiple locations across multiple sites	M
		16. Schedule release/archive content via date / time selection	36. Ability to preview content items in-context, with fully functioning hyperlinking, via a browser, to see how the content item will appear in the website without impacting the live environment	M
		<b>Presentation, templates and style</b>	37. Support distributed content creation and approval by a range of CMC officers	M
		17. Authorised technical users are able to create and manage templates or have access to change templates and CSS. Minimal scripting should be required	38. Ability to resize and optimise images within the CMS	D
		18. Publish content using a selection of established templates and styles	39. Supports syndication of content in a standard format (e.g. XML)	M
		19. Styles control the presentation of a range of content types including paragraph, headings, lines, tables, links, navigation, images, and layout.	40. Supports aggregation of external content	M
		20. Users are able to apply preset styles via a WYSIWYG editor	41. Ability to create taxonomies/classifications	M
		21. Templates and styles can be updated/changed independent of content	42. Ability to assign content/documents to multiple taxonomy/classification categories	M
		<b>Content creation and management</b>	43. Ability to use taxonomy/classification as navigation/subject based browsing	M
		22. Authorised technical users are able to create and manage data design templates via WYSIWYG editor	44. Ability to set up multiple online calendars	M
		23. Authorised non-technical users are able to create and manage content via WYSIWYG editor including tables, hyperlinks, insert images. No programming should be required	45. Ability to set up multiple moderated discussion forums in a secure environment	M
		24. Ability to automatically insert an external link identifier (standard links to other websites via WYSIWYG editor)	<b>Web forms/polls</b>	
		25. Ability to automatically insert a default icon or file type abbreviation for non-HTML files via WYSIWYG editor	46. Authorised non-technical users are able to create customisable web forms/polls (e.g. feedback and notification) with form validation via server and client-side. No scripting or programming should be required.	M
		26. Ability to automatically insert/include standard blocks of content via WYSIWYG editor e.g. requires Adobe Reader disclaimer, privacy contact us links etc	47. Email recipient/s and/or format can be specified for individual forms submission	M
		27. Ability to edit HTML within the WYSIWYG editor	48. Ability to collect/collate web form submissions in a downloadable format (e.g. xlsx)	M
		28. CMS supports and can prompt or enforce content creation that follows WCAG Web Content Accessibility Guidelines (V2.0) e.g. alt text, tables etc	<b>Navigation</b>	
		29. Ability to create, edit and spell check text using a WYSIWYG editor	49. Authorised non-technical users are able to create and manage navigation	M
		30. Ability to import and manage common file types such as word, powerpoint, pdf, image, video and audio using a simple browser functionality	50. Ability to automatically update navigation based on the addition or removal of content items	M
		31. Support automated link checking and broken link notification	51. Navigation to support a minimum of four levels	M
		32. Ability to edit content items without affecting the published work	52. Automatic generation of site map and footer based on site navigation	M
		33. Ability to lock content during authoring (i.e. check-out content)	53. Automatic generation of breadcrumb trail and override capability	M
		34. Support automated 'global' search and replace		
<b>General</b>				
1. The CMS solution is: <ul style="list-style-type: none"><li>either open source software or based on open source software; or proprietary software with multiple implementation partners</li><li>a widely used and proven solution</li></ul>				
2. Supports development of multiple websites with different audiences				
3. Ability to install and host the solution internally on hosted environment				
4. Browser-based authoring to support Internet Explorer version 8+ on Client System: Windows 7				
<b>User administration</b>				
5. Create/edit/remove accounts for users by authorised administrator/s				
6. Assign usernames and passwords to users by authorised administrator/s				
7. Assign roles to users or groups of users by authorised administrator/s				
<b>Workflow</b>				
8. Authorised non-technical users are able to create and manage workflow processes. No scripting or programming should be required				
9. Establish and manage a variety of roles within a workflow process across: <ul style="list-style-type: none"><li>classes or types of content</li><li>published content location</li><li>design template</li></ul>				
10. View the status of a content item through the workflow process				



Publishing and quality assurance requirements		
54. Support three publishing environments: development, staging and production	M	
55. Immediately publish/un-publish content items to one or many locations within a single or multiple site/s	M	
56. Schedule automatic publish/un-publish content items to one or many locations within a single or multiple site/s on a scheduled date and/or time	M	
57. Publish/un-publish content items in bulk	<b>Reporting</b> 69. Authorised non-technical users are able to create customised graphical and numerical formats 70. Reports can be scheduled and emailed when produced to: 71. Reports on website traffic equivalent (or better) to Google Analytics with Google Analytics 72. Reports on downloaded files and documents 73. Reports on broken links and orphaned pages 74. Reports on status of review and expiry dates of content items 75. Reports on author/approver CMS activity 76. Reports on page usefulness information from data collected by this page's tool 77. Ability to export reports in common file formats such as: pdf, excel, word, ppt, etc. 78. Supports display of up to two years of historical reports with older reports	
58. Publish/un-publish content items based on role		
59. Set and manage publishing, review and approval workflow		
60. Manually override automatically generated content items based on role		
61. View a list of content items based on status/author (via metadata)		
62. Provide contextual help 'aids' to assist users		
63. Provide notification of details of links that content item		
64. Page URLs to be in plain English and pre-empt automatic processes and manual overrides		
65. Publish e-newsletter to subscribers		
66. Ability to record, view and archive a history of previous versions of the changed content		
67. Ability to record and view a history of a content item	<b>Performance and availability</b> 79. System to support concurrent users 80. Optimal load time of 1–5 seconds, maximum load time of 10 seconds 81. Ability to update website from other locations other than MND (remote access) – consideration should be given to hosting	
68. Ability to record, view and archive a version of previous site version from a given date		
<b>Website: features and functionality</b> Features and capability/functionality that is required for the redacted content (not limited to):		
<b>82. Presentation</b> <ul style="list-style-type: none"><li>W3C Web Content Accessibility Guidelines V2.0</li></ul>		
<b>83. Performance and availability</b> Website to support a minimum of: <ul style="list-style-type: none"><li>XX users per day</li><li>XX concurrent users</li></ul>		
<b>84. 'Subscribe' to the site via email subscription</b> <ul style="list-style-type: none"><li>Email subscription service for website news and announcements</li><li>Option to select from a list of topics of interest e.g. publications, statements</li><li>Option to receive emails in plain text or as html or as a link to the website</li></ul>		
<b>85. 'Subscribe' to the site via RSS feeds</b> <ul style="list-style-type: none"><li>HTML emails should be formatted within a template that includes:<ul style="list-style-type: none"><li>MND branding</li><li>Single or multiple news and announcement items</li><li>Links back to the MND website</li><li>Links to subscribe, unsubscribe and manage the subscriber's profile</li></ul></li><li>Subscriber's details must be stored securely.</li></ul>		
<b>86. Publish and view an event calendar</b> <ul style="list-style-type: none"><li>Calendars should be linked</li></ul>		
<b>87. Online Donations</b> <ul style="list-style-type: none"><li>Clear access to state association and research donation pages</li></ul>		
<b>88. 'Rate this page' tool</b> <ul style="list-style-type: none"><li>Is part of CUE template</li><li>Is present on all html content pages excluding home, landing, form and search result pages</li><li>Options to select: Very useful   Somewhat useful   Not very useful</li><li>Additional text field for 'Other feedback'</li><li>Submitted details are emailed to a CMC email account and they also remain in the CMS and accessed via reporting mechanism.</li></ul>		
<b>89. Site search (keyword search)</b> <ul style="list-style-type: none"><li>Keyword searching:<ul style="list-style-type: none"><li>across html content, documents (pdf, word, excel, powerpoint documents) and metadata</li><li>across audio and movie file metadata.</li></ul></li><li>Search results returned in within 5 seconds</li><li>Ability to create suggested results and synonym sets</li></ul>		
<b>90. Advanced search</b> <ul style="list-style-type: none"><li>Advanced searching:<ul style="list-style-type: none"><li>within pdf, word, excel, powerpoint documents and across their metadata</li><li>across audio movie and selected image file metadata.</li></ul></li><li>Advanced search categories:<ul style="list-style-type: none"><li>Keyword</li></ul></li></ul>		







<ul style="list-style-type: none"><li>o Topic/category</li><li>o Subtopic/subcategory/taxonomy/c</li><li>o Type of resource — audio and video, sheets, media releases, photographs, data</li><li>o Name of series (e.g. publication series)</li><li>o Date range.&gt;</li></ul>	92. Website to support a minimum of XX users per day and XX concurrent users	M	
	93. <del>Offers</del> must provide recommendations on appropriate hosting, hardware and software requirements.	M	
	94. <del>Offers</del> must provide hosting plans indicating cost and data allocation. Firm pricing needs to be given for 2 years with options beyond that		
	95. Availability 24/7 <ul style="list-style-type: none"><li>• Business hour accessibility 99% overall availability per month</li><li>• Non-business hour accessibility 99% overall availability per month</li></ul>		
	96. 24/7 x 365 monitoring of server hardware, database, web and network services		
	97. Site must be backed up regularly		
	98. Provide training for technical administrators/super users (5), and access to electronic product support manuals to enable administration and use of the CMS and management of the websites		
	99. Ongoing support and development services for website, intranet including software and technical support and maintenance		
	100. Provide interface with <del>facebook</del> and twitter feeds		
	101. Website to support access using smart phones and tablets		
<b>91. Content/document migration and publishing</b> <ul style="list-style-type: none"><li>• Assist with transitioning content and automated processes</li><li>• Set up menus and navigation components</li></ul>	104. Provide all services indicated in Scope of Services section above.		D
	105. Be able to provide the above services including project management across all stages of the redevelopment to go-live and assign a suitably experienced Project Manager and Project Team to this project that will - <ul style="list-style-type: none"><li>• liaise and work with the MND Project Manager and Project Team</li><li>• provide weekly reports to the MND Project Manager and Project Board</li><li>• develop a detailed project management plan outlining all stages of the implementation through to the go-live</li><li>• take a lead role in the quality management of this project and ensure all deliverables are met, all project documentation is produced and all procedures and methodologies are followed and documented</li></ul>		M
	106. Provide an implementation plan		M
	107. Have a proven track record of successfully implementing and hosting the proposed CMS solution for websites of comparable organisations		M
	108. Have experience implementing the identified website functionality on websites that use the proposed CMS solution		M
	109. Provide at least 2 references (as per Response Form 6.8) for comparable organisations for where the proposed CMS is implemented		M
	110. Be prepared to negotiate and perform services under a firm price arrangement		M
	111. Be prepared, if required, to provide firm pricing for separate hosting vendors		M
	<b>Security</b>		
	102. System is secure from malicious attacks		
	103. Data transmitted to and from the system is secure		

## The dreaded standardised CMS requirements list

1. No thinking involved on client's part
2. Not necessarily related to real requirements
3. Makes a Drupal site unnecessarily heavy
4. To pre-qualify vendors





# Tenders

What's a tender?

- “A structured invitation to vendors for the supply of goods or services”
- Often very formal
- Usually well organised/intentioned, but can be off the mark



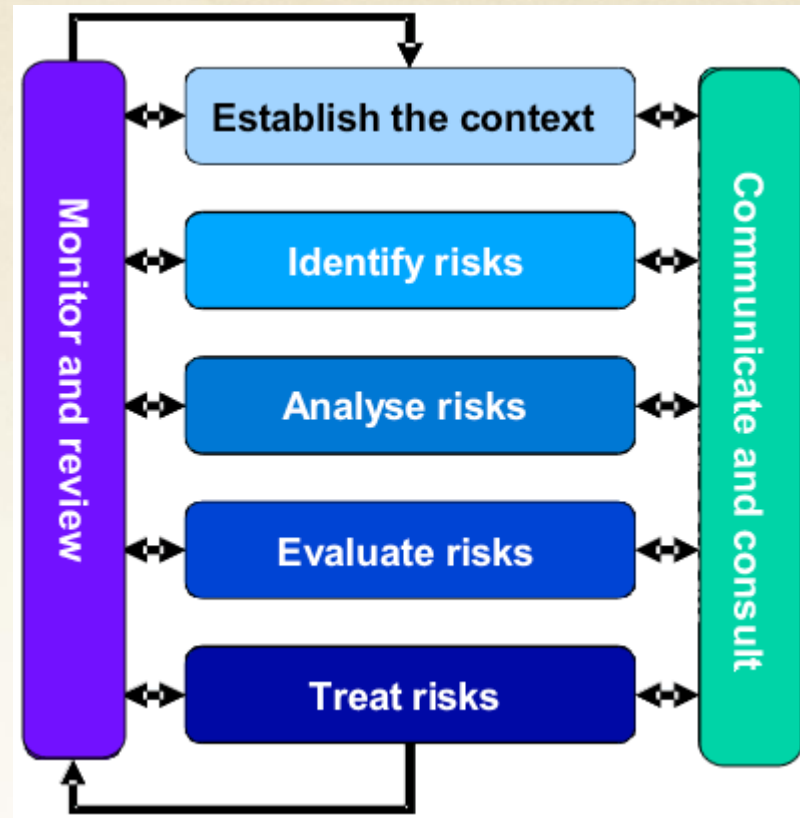
## Tenders

- Can be prescriptive
- Significant investment, only one winner
- Watch: Second round – prototype
- Risk assessment – AS/NZS ISO 31000:2009



## Digression: Risk management in tendering

- Risk: “Effect of uncertainty on objectives”
- Have a risk management framework
- Process:





## Digression: Risk management in tendering

- Consequence scale, eg. Catastrophic / Major / Moderate / Minor / Insignificant
- Likelihood scale, eg. Almost certain / Likely / Possible / Unlikely / Rare
- Risk severity matrix

Likelihood	Consequences				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A Almost certain	Medium	Medium	High	Extreme	Extreme
B Very Likely	Medium	Medium	High	High	Extreme
C Likely	Medium	Medium	Medium	High	High
D Possible	Low	Medium	Medium	High	High
E Unlikely	Low	Low	Medium	Medium	High
F Rare	Low	Low	Low	Medium	Medium





# Digression: Risk management in tendering

- Risk register

Event	Cause	Impact	Controls	Consequence	Likelihood	Risk level	Treatments	Responsible officer
Staff shortages in key skills areas	Unable to recruit software engineers with specific experience in required systems	Delay in systems development and integration. Poor quality systems development. High cost of paying for experienced staff.	Industry search for skilled staff. Training of existing staff in key skill areas. Targeted recruitment campaign.	Moderate	Likely	Medium	Looking for new subcontractors to fill these skill sets. Reassign current staff to this contract and retrain them quickly.	Eric O'Toole, software engineering manager
System may not meet policy objectives	Specifications misaligned with objectives	Poor media reaction. Minister unhappy. Company gets bad reputation.	None	Major	Unlikely	Medium	Involve policy setters in stakeholder engagement. Develop a PR strategy. Conduct regular project briefing sessions with Minister and key stakeholders.	Frank Majors, Project Manager
IP may prove difficult to obtain from legacy systems	Inability to deal with IP owners. IP owners unable to be located. IP licence too expensive.	Delays in systems development & integration. Poor (or absence of) integration with old systems. High costs of buying licences.	Due diligence of legacy systems and IP. Early discussion with IP owners.	Major	Possible	High	Conduct industry search of all relevant IP owners. Engage an IP adviser/lawyer for specialist support. Include some budget for purchasing licences.	Josh Morgan, Purchasing Officer

<http://bit.ly/Tzq3x3>



## Tenders

- Can be prescriptive
- Significant investment, only one winner
- Watch: Second round – prototype
- Risk assessment – AS/NZS ISO 31000:2009
- Often difficult for small companies BUT Drupal profile better now + partnership opportunities



## How to cost tenders

- Detailed list weighted to assessment criteria
- Include preparation time+
- Less price sensitive
- Overall value for money



## Where to find tenders

- [groups.drupal.org/australia](https://groups.drupal.org/australia)
- Government procurement websites eg. [www.tenders.gov.au](http://www.tenders.gov.au), [tenders.nsw.gov.au](http://tenders.nsw.gov.au). [List of state government sites](#).
- Tender notification services, eg. [TenderSearch](#), [TenderLink](#),
- Newspaper?
- By invitation – so be seen!
- After Discovery Phase





## #4 “You don't need to be coy, Roy, just listen to me”



### Tenders

Verdict: Can be very worthwhile but think carefully before committing to the substantial work

# #5 “You don't need to discuss much”



## The ballpark estimate

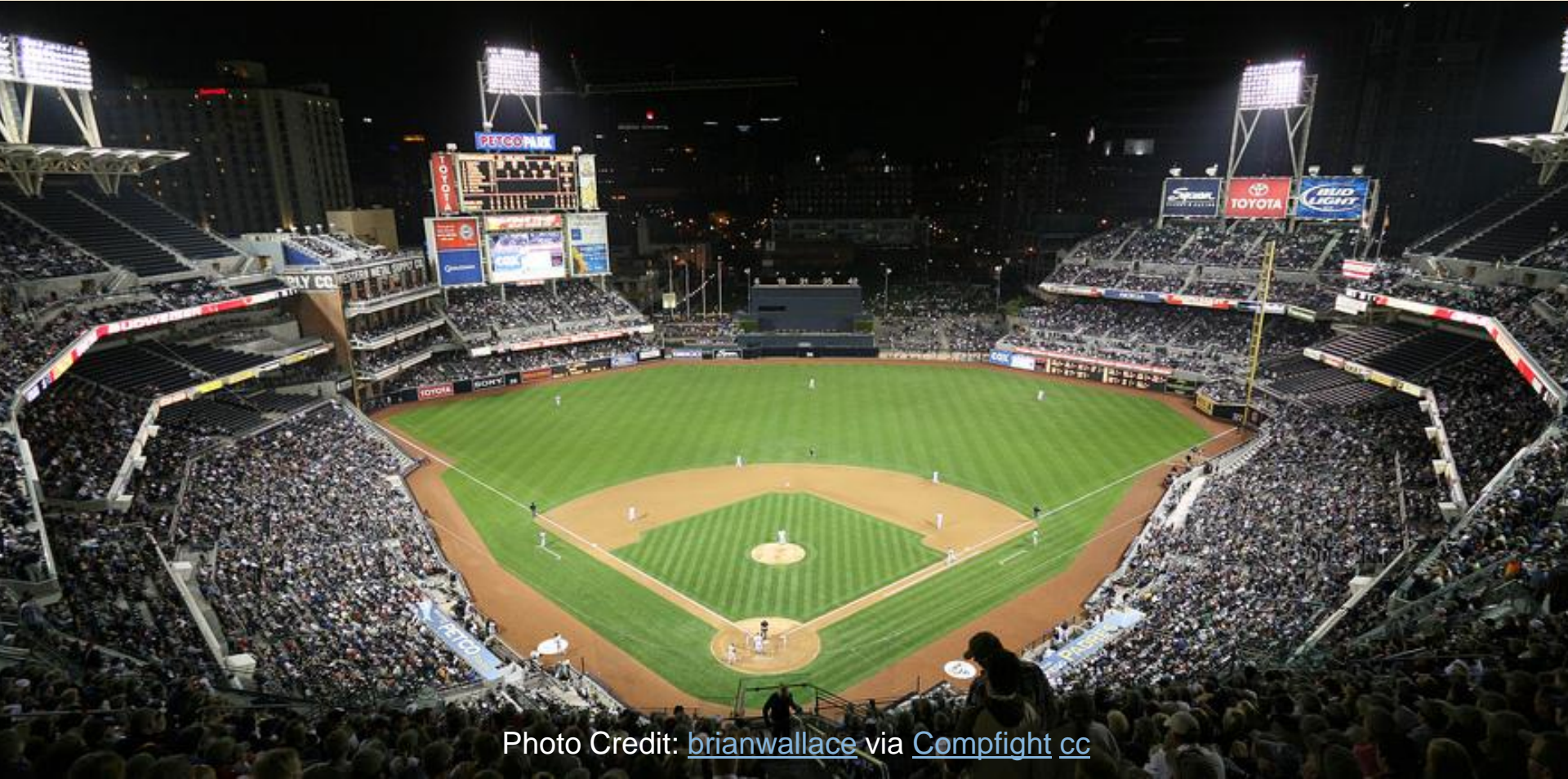


Photo Credit: [brianwallace](#) via [Compfight cc](#)





# The ballpark estimate

- Coming up with a number without putting in much effort
- [businessdictionary.com](https://www.businessdictionary.com/definition/ballpark-estimate.html): “An approximation, made with a degree of knowledge and confidence that the estimated figure falls within a reasonable range of values.”



# When to use a ballpark estimate

For clients who:

- Are not serious
- Want an answer on the spot
- Have approached many firms
  - Selected 5+ organisations
  - Advertised on [groups.drupal.org/australia](https://groups.drupal.org/australia), [elance.com](https://elance.com), [guru.com](https://guru.com)?
  - Sent out mass email
  - Pasted stock text into enquiry form
- Have no specification
- Have no idea of what's involved
- Will not tell you budget or have not set budget
- Will not let you address stakeholders directly





## How to make a ballpark estimate

- Compare to a similar completed project
- Use “feel” and experience
- Add up rough costs for each component
- See also “#6 Just drop off the key, Lee”

# #5 “You don't need to discuss much”



## The ballpark estimate

Verdict: An excellent tool in the right circumstances



## #6 “Just drop off the key, Lee”



### High level function point counting

My version:

1. Classify high level website functions with a scale of magnitude, eg. small, medium & large.
2. Assign each term a relative number, eg. small is 1 unit of work, medium is 4, large is 9.
3. Relate a unit of work to a number of hours, eg. 1 unit = 3 hours.
4. Extrapolate Build Phase to other methodology phases



<http://bit.ly/Tzq3x3>

High level function point counting		
Unit of work	3	hours
Development % of project	40%	
Build Phase rate	\$80	
Project management rate	\$100	
Contingency	10%	
<b>Magnitude table</b>	<b>Units of work</b>	
Small	1	
Medium	4	
Large	9	
<b>Function</b>	<b>Magnitude</b>	<b>Units of work</b>
Home	Large	9
News	Small	1
Galleries	Medium	4
Blogs	Small	1
Competitions	Medium	4
Business directory	Large	9
Recipes	Medium	4
Marketplace	Large	9
Events calendar	Medium	4
Search	Medium	4
Total build units of work		49
Total build hours		147
Total project hours		368
Project cost		\$29,400
Project management cost		\$7,350
Subtotal cost		\$36,750
Contingency		\$3,675
<b>Total cost</b>		<b>\$40,425</b>






## High level function point counting useful for:

- Quick ballpark quote on a large, complex project



**#7 “Why don't we both just sleep on it tonight, and I believe in the morning you'll begin to see the light”** 

**Low budget but high expectations – be creative!**


Think outside the box



## Ways to be creative

- Digress from normal methodology, eg. 1) Plan & wireframe, 2) Prototype using Drupal, 3) Design/theme
- Use third party product, eg. [Mailchimp](#) instead of [Simplenews](#) with enhancements, [Eventbrite](#) instead of DIY event/ticketing/e-commerce.
- Use the Drupal community
- Outsource to India/China???
- Other ways?



**#8 “The problem is all inside your head, she said to me, the answer is easy if you take it logically”** 

## **Existing Drupal system**

- Developed by someone else
- Client wants you to take over development and/or maintenance





## Easy logical answer: Hourly rate

Why?

- Bad development: You can't see all the problems with a cursory examination.
- Maybe problem was not bad developer

Recommend:

- Start with small task, develop client confidence
- Bill block of hours in advance



## #9 “I wish there was something I could do”



**Quote high if you don't want the job or the client *and you can't tell them directly***

- Client difficult to work with
- You don't agree with a project's morals/ethics
- Using Drupal to do something it's not designed for
- Match with project/client doesn't “feel” right
- Client smells



# #10 “Slip out the back, Jack”

## Decline to be involved

- Same as quoting high except you **can** tell them why
- Insufficient budget
- Disagree with morals/ethics
- History of bad debts



# Summary

- Many methods to cost projects
- Choose method that suits the project/situation
- Know your business processes but be creative
- Don't underestimate the importance of gut feel
- There's nothing like experience



**CAUTION**

**THIS SIGN HAS  
SHARP EDGES**

**DO NOT TOUCH THE EDGES OF THIS SIGN**



**ALSO, THE BRIDGE IS OUT AHEAD**





# The End



# Questions



# 10 Ways to Cost Drupal Projects - Feedback

**Leave a comment**

<http://sydney2013.drupal.org/node/553>

**Contact me**

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