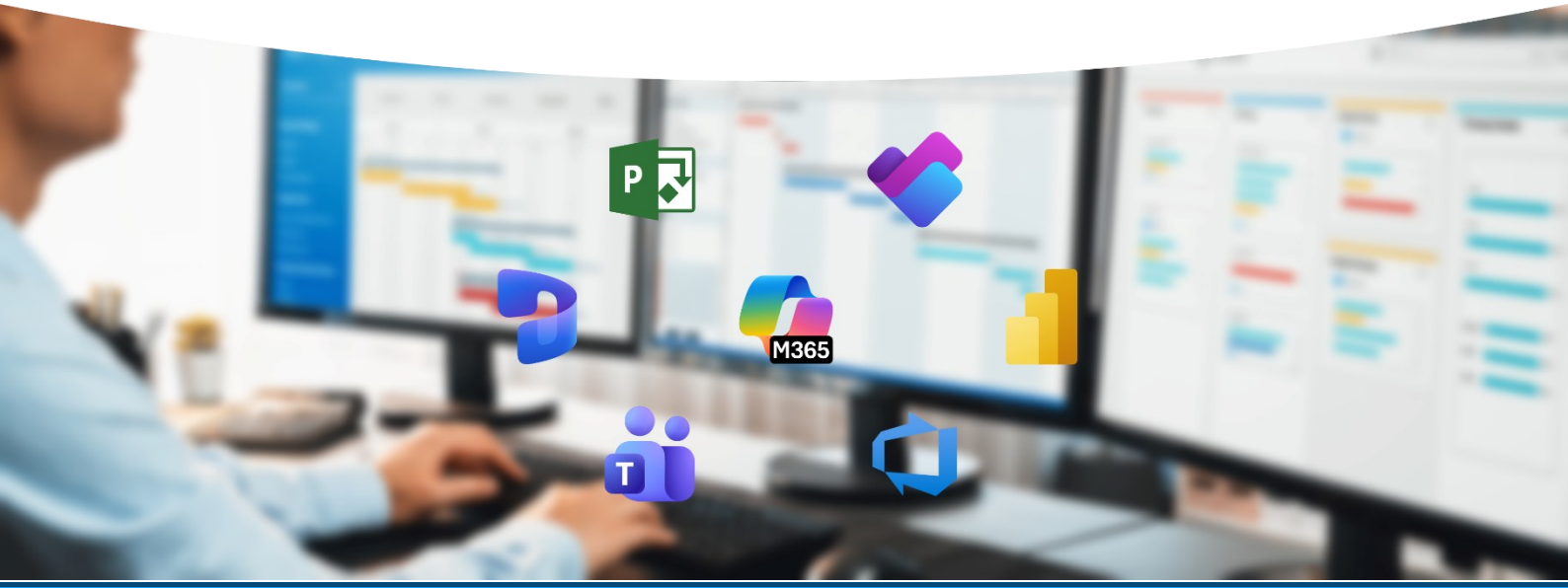
Microsoft Project impact of declining development and support in 2026, 3 migration scenarios

Product landscape, cost & risk implications



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Document information

This executive briefing is intended for management and the board. Microsoft has fundamentally shifted to a role-based project and portfolio management ecosystem, introducing lifecycle, security, and cost risks for organizations still relying on Project Server or Project Online. This document outlines the current product landscape and provides practical guidance for timely migration to a sustainable, future-proof architecture.

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1 Executive summary

Microsoft's project and portfolio management landscape has fundamentally changed. Classic platforms such as *Project Server* are strategically at the end of life, even where technical support still exists, and the cloud service *Project Online* will stop on September 30th, 2026. Microsoft has shifted to a role-based ecosystem in which execution, planning, governance, and reporting are deliberately separated across multiple products.

Organizations running Project Server or Project Online must act before July–September 2026 to avoid security, compliance, and operational risks. This transition should be treated as a modernization of the project operating model, not as a technical upgrade.

Microsoft's forward-looking model consists of:

- **Planner** for team execution and collaboration
- **Project desktop, Project Plan 3, Project Plan 5** are for planning, control, and governance
- **Microsoft Teams** serves as the primary collaboration hub
- **Power Platform** for workflow automation
- **Power BI** for reporting and executive insight

There is no single successor to Project Server. **Success depends on role clarity, adoption, and process redesign**, not on feature parity. Migration is a change in how projects are run, not a lift-and-shift of tooling. Organizations that redesign how work is done effectively and managed consistently outperform those that attempt to replicate legacy setups.

Decisions required in 2026

> Management decisions in 2026 should focus on timing, migration path selection, and explicit decommissioning of legacy platforms.

- Choose target migration path (A, B, or C)
- Approve decommissioning timeline for Project Server / Project Online
- Set license strategy (Planner-first, limited Project Plan 3 / 5)
- Mandate redesign-first approach (no feature parity)

Deferring these decisions beyond 2026 materially increases cost, risk, and operational complexity.

2 Product landscape

Details and further information can be found in the following two tables, including hyperlinks.

2.1 High urgency for migration

Organizations running Project Server or Project Online must act now to avoid security, compliance, and operational risk — and to align with Microsoft's long-term product strategy.

1. **Project Server 2016 / 2019** supported only until 14 July 2026
    a. Only security updates are provided: no functional enhancements
    b. After July 2026, continued use increases security, compliance, and platform compatibility risks
2. **Project Online** is deprecated on September 30th, 2026
3. **Project Server Subscription Edition (SE)** is supported but strategically positioned primarily for sustainment rather than innovation

2.2 Actively developed products

Microsoft's current and future investment is distributed across **specialized tools, not a single replacement**. Below is the selection of these tools that are not set for retirement soon and are actively being developed.

1. **Project desktop** (Standard / Professional, overview)
    a. Deep, offline-capable project scheduling
    b. Advanced dependencies, baselines, and critical path analysis
    c. Best suited for professional project managers
2. **Project Online Desktop Client** (subscription, overview)
    a. Desktop-based scheduling with cloud connectivity
    b. Included with Project Plan 3 and 5 licensing
3. **Microsoft Planner** (overview, plan comparison)
    a. **Basic:** Team task execution and collaboration; not intended for enterprise scheduling or portfolio management
    b. **Project Plan 1**: Adds dependencies, timelines, templates, and lightweight structured planning
    c. **Project Plan 3**: Full project management: advanced scheduling, baselines, critical path, and project control
    d. **Project Plan 5**: Enterprise portfolio, resource, and demand management for PMOs
4. **Power BI** (overview)
    a. Strategic reporting and executive-level insight
    b. Replaces Project Web App (PWA) dashboards and reports
5. **Azure DevOps** (Boards scope)
    a. Agile, Scrum, and Kanban planning for software teams
    b. Limited financial, portfolio, and resource management
6. **Dynamics 365 Project Operations** (ERP / PSA, overview)
    a. Resourcing and project financials (time, cost, billing) with ERP integration
    b. Not a scheduling tool; complements Project desktop and Planner

2.3 Lifecycle overview & feature comparison

Table 1: Lifecycle milestones across 16 Microsoft project management products

Product	Type	Lifecycle	Start	Support end	Retirement	More information
Project Server 2013	On-prem	Fixed	Jan 9, 2013	Apr 10, 2018	Apr 11, 2023	Article, Lifecycle
Project Server 2016	On-prem	Fixed	May 1, 2016	July 13, 2021	Jul 14, 2026	Security updates only. Article, Lifecycle
Project Server 2019	On-prem	Fixed	Oct 22, 2018	Jan 9, 2024	Jul 14, 2026	Security updates only. Article, Lifecycle
Project Server Subscription Edition (SE)	On-prem subscription	Modern[1]	Nov 2, 2021	-	In Support	Supported but strategically positioned primarily for sustainment rather than innovation. Lifecycle
Project for the web	Cloud app	Service	Oct 29, 2019	-	August, 2025	Merged into Planner. Announcement, Lifecycle
Project Online	Cloud service	Service	Mar 1, 2013	-	Sep 30, 2026	**Must migrate** before shutdown. Announcement, Detailed announcement, Lifecycle
Project Online Desktop	Desktop subscription	Modern[1]	Sep 22, 2015	-	In Support	Microsoft 365 Apps service. Overview, Servicing, Lifecycle
Project 2013[2]	Desktop perpetual	Fixed	Jan 9, 2013	Apr 10, 2018	Apr 11, 2023	Article, Lifecycle
Project 2016[2]	Desktop perpetual	Fixed	Sep 22, 2015	Oct 13, 2020	Oct 14, 2025	Announcement, Upgrade guide, Lifecycle
Project 2019[2]	Desktop perpetual	Fixed	Sep 24, 2018	Oct 10, 2023	Oct 14, 2025	Announcement, Upgrade guide, Lifecycle
Project 2021[2]	Desktop perpetual	Modern[1]	Oct 5, 2021	-	Oct 13, 2026	Lifecycle
Project 2021[2] (LTSC[3])	Desktop perpetual	Fixed	Sep 16, 2021	Oct 13, 2026	Oct 13, 2026	Lifecycle
Project 2024[2] (LTSC[3])	Desktop perpetual	Fixed	Sep 18, 2024	Oct 9, 2029	Oct 9, 2029	Overview, Deployment, Volume activation, Lifecycle
Planner (Basic, Plan 1 / Premium, 3, 5)	Cloud service	Modern[1]	Jun 6, 2016	-	-	Various licenses: from basic plans to EPM and PPM features. The New Planner, Product page, Plan comparison, Blog
Azure DevOps (Boards)	Cloud service	Modern[1]	Oct, 2018	-	-	Agile / Scrum / Kanban, limited financial, portfolio & resource mgmt. Info, Portfolio management[5]
Dynamics 365 Project Operations (ERP / PSA[4])	Cloud app	Modern[1]	Oct 1, 2020	-	In Support	Focus on financials, resourcing, billing, ERP integration, no detailed scheduling. Info, Deployment, Lifecycle

[1] Modern Lifecycle Policy = In support as long as you stay current + licensed + Microsoft still offers support.

[2] Project = Project desktop Standard and Professional.

[3] LTSC = Long Term Service Channel, indicating a specialized release designed for organizations that require long-term stability and minimal updates.

[4] PSA = Professional Services Automation, a specialized type of cloud-based business application designed for service-oriented organizations.

[5] Azure DevOps Boards can support portfolio-level views for Agile / dev work — but it is not a full enterprise portfolio management solution in the traditional PPM sense.

Table 2: Focus on decision-relevant capabilities of 8 active products, not an exhaustive list

Feature	Project Desktop Standard	Project Desktop Professional	Planner	Planner Plan 1	Project Plan 3	Project Plan 5	Azure DevOps (Boards)	Dynamics 365 Project Operations
Best fit	Solo PM	Pro PM	Teams	Structured teams	Project managers	PMO / enterprise	Product delivery teams	Project organizations
Methodology fit	Waterfall (traditional)	Waterfall (traditional)	Agile (Kanban)	Agile / Hybrid (Kanban + timeline)	Hybrid (traditional + agile)	Hybrid / Enterprise (portfolio focus)	Agile / Scrum (Kanban)	Hybrid / Waterfall (project-based services)
Task management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Kanban boards	Limited	Limited	Yes	Yes	Yes	Yes	Yes (core strength)	Limited
Dependencies	Basic	Advanced	No	Yes	Yes	Yes	Limited (linking, not CPM[2])	Limited
Agile/ Scrum support	Limited	Limited	Limited	Limited	Limited	Limited	Yes (Scrum/Kanban first-class)	Limited
Demand/ intake mgmt.	No	No	No	No	Limited	Yes	Limited (backlogs)	Yes
Gantt/ timeline	Yes	Yes	No	Yes	Yes	Yes	No	Limited (high-level only)
Critical path	No	Yes	No	Limited	Yes	Yes	No	No
Baselines	Yes[1]	Yes	No	No	Yes	Yes	No	Limited (baselines, not schedules)
Resource management	No	Yes	No	Limited	Yes	Yes (advanced)	Limited (team capacity)	Yes (staffing & utilization)
Resource leveling	No	Yes	No	No	Yes	Yes	No	No
Timesheets	No	Via PPM	No	No	Yes	Yes	Limited (work item time)	Yes (core capability)
Costs, billing, revenue	No	No	No	No	Limited	Limited	No	Yes (core capability)
Portfolio management	No	No	No	No	Limited	Yes	No	Limited (fin. portfolio views)
Enterprise governance	No	No	No	No	Limited	Yes	No	Yes (financial)

[1] Baselines supported, but without advanced resource analysis.

[2] CPM = Critical Path Method. With Azure DevOps there's basic linking between work items; no critical path or schedule impact calculation.

3 Migration strategy from Project Server / Project Online

Migration should be treated as a **modernization and operating-model change**, not as a technical upgrade.[1]
Attempting a one-to-one functional replacement almost always results in:

- Low user adoption[2]
- Over-engineering with Power Platform[3]
- Recreating the same pain points in a new stack[4,5]

The key success factor is **shifting from a tool-centric model to a role-centric model, facilitating growth.**[6]

3.1 Guiding principles

If a feature was used by **fewer than 10–15% of users**, it should not drive the new architecture.
Before selecting a migration path, the following principles should be agreed:

- **Separate execution from control**
  Team members should focus on doing work, not on maintaining project schedules.
- **Optimize for adoption, not feature completeness**
  A smaller set of well-used capabilities delivers more value than a full feature set used by a few.
- **Design for how people actually work today**
  Collaboration now happens in Microsoft Teams; project tooling must align with that reality.
- **Accept intentional gaps**
  Microsoft has deliberately removed or redesigned parts of the classic Project Server model. This is by design, not a temporary limitation.

3.2 Elements to retire & their modern replacements

Table 3: Legacy elements to retire and their modern replacements

Legacy element	Do not migrate because…	Modern alternative
One-tool-for-everyone model	Conflicts with modern work patterns	Role-based tooling
Project Web App (PWA) UI	Retired; low adoption; outdated UX	Power BI dashboards
Custom PDPs[7]	High maintenance; tightly coupled to PWA	Power Apps forms
Project Server workflows	Rigid, role-agnostic	Power Automate
Mandatory team scheduling in Project desktop	Low adoption; wrong ownership	Planner task ownership
Full historical project data	High cost, low value	Archive + Power BI
Complex portfolio logic copied 1:1	Recreates legacy complexity	Redesign portfolio processes

[1] Accenture (PDF) – Rethinking IT operating models for the modern enterprise (2025)
[2] U.S. Office of Personnel Management (PDF) – Guidance for Change Management in the Federal Workforce
[3] Carnegie Mellon SEI (PDF) – Independent Study on Technical Debt in Software-Intensive Systems (CMU/SEI-2023-TR-003)
[4] Gartner – Build Momentum for Application Modernization in Government
[5] PMI (PDF) – Pulse of the Profession
[6] KPMG (PDF) – Next generation IT operating models (roles & skills impact; "roles independent of structure")
[7] PDPs = Project Detail Pages. They are custom web pages inside Project Web App (PWA) used to capture and manage project information beyond the schedule itself. These are often with custom fields, required fields, validation rules, and security trimming.

3.3 Expectation management

Certain legacy concepts will **not** carry over, and this must be communicated early:

- **Project Web App is retired**: move status reporting and dashboards to **Power BI**
- **Custom PDPs and workflows** are not migrated but replaced, typically by:
  - *Power Apps* (forms, intake, metadata)
  - *Power Automate* (approvals, notifications)
- **Feature parity is not the goal**: some features (e.g., deeply customized workflows, forced team scheduling) are intentionally not replicated

3.4 Practical success checklist

Before going live, ensure that:

- Roles and responsibilities are explicitly defined
- Team members are not required to use Project desktop
- PMs understand what **not** to rebuild
- Executives know where reporting will come from
- Legacy systems have a clear end-of-use date

3.5 Target architecture

The future architecture is intentionally layered. This approach replaces the "one tool for everyone" model of Project Server and Project Online.

- **Planner** = execution layer (tasks, collaboration, daily work)
- **Project Plan 1, 3, 5 or Desktop** = planning and control layer (schedules, dependencies, forecasting)
- **Power BI** = insight and decision layer (status, trends, portfolio views)

3.6 Data migration considerations

Historical reporting is often better managed via **API / data export** + **Power BI**, not live systems.
In general, not all data should be migrated:

- **Migrate**
  - Active projects
  - High-level metadata (status, owner, milestones)
  - Templates (after simplification)
- **Do not migrate** (archive when necessary)
  - Closed projects older than reporting requirements
  - Highly customized schedules no longer maintained
  - Obsolete workflows and fields

3.7 Migration paths

Microsoft has redefined Planner as a lightweight execution tool for teams, while Project Plan 1, and Project Plan 3 and Project Plan 5 are designed to support progressively more advanced project and portfolio governance. The migration paths below are aligned to this layered approach. Most organizations will start in Path A or B and selectively evolve toward Path C as governance maturity increases. Choose a path based on **project complexity, organizational maturity, and governance needs.**

3.7.1 Path A – Team-centric work management

Profile

- Focused on team task execution rather than formal project control
- Teams already collaborate in Teams, SharePoint, or email
- Task dependencies and timeline (Gantt) usage
- **No** use of: baselines, critical path, nor enterprise resource management

Target setup

- **Planner or Planner Plan 1** for team execution
- No use of Project Desktop; teams operate entirely in Planner
- **Power BI** for reporting and executive insight

What to take into account

- Fully move task ownership and updates to Planner
- Avoid recreating Gantt-heavy processes for teams
- Accept possible portfolio or cross-project milestones outside Planner (like Power BI or simple roadmaps)

Prevent common pitfalls

- **Avoid parallel tools**: keeping Project desktop alongside undermines adoption, recreates legacy complexity
- **Clarify ownership**: teams disengage when asked to maintain plans they do not own or use
- **Set realistic expectations**: Planner supports execution, not portfolio reporting or extended governance

3.7.2 Path B – Structured project management (most common)

Profile

- Formal project managers exist
- Milestones, and forecasts matter
- Usages of task and lead / lag dependencies, baselines, critical paths
- Resources request, and program management features are required
- Managing project financials, budgeting, and costing required
- No heavy enterprise portfolio optimization

Target setup

- **Planner or Planner Plan 1** for team execution
- **Project Plan 3** for project managers (includes Project desktop)
- **Power BI** for reporting and executive insight

What to take into account

- Clearly define hand-offs:
  - Teams update tasks in Planner
  - Project managers manage structure, dependencies, and forecasts in Project desktop
- Decide which data flows matter: primarily summary and milestone-level — not real-time task synchronization, which is not natively supported[8]

Prevent common pitfalls

- **Do not mirror tools**: Planner manages team execution and operational control; Project manages integrated schedules and forecasts — do not force them to look the same
- **Control data flow deliberately**: share progress summaries and milestones, not full task-level synchronization between tools
- **End legacy access patterns**: retire Project Web App concepts such as "everyone logs into Project" to prevent reintroducing old behaviors

3.7.3 Path C – Enterprise PMO / portfolio management

Profile

- Multiple departments and shared resources
- Strategic prioritization and capacity planning and allocation required
- Strong governance and reporting needs

Target setup

- **Planner or Planner Plan 1** for team execution
- **Project Plan 5** for portfolio and resource governance (includes Project desktop)
- **Power BI** for reporting and executive insight

What to take into account

- Redesign portfolio processes instead of migrating them
- Replace legacy Project Web App PDP concepts with Power Apps–based governance flows
- Move approval logic to Power Automate
- Expect a phased rollout (teams first, governance later)

Prevent common pitfalls

- **Redesign, do not replicate**: do not rebuild Project Server logic inside Power Platform; portfolio processes must be re-designed
- **Sequence adoption correctly**: ensure teams have adopted Planner before introducing PMO-level governance and controls
- **Keep governance proportional**: avoid heavy portfolio tooling and approvals that outpace organizational maturity and data quality

[8] For task synchronization you can use Power Automate or external add-ons.

4 Financial, risk & cost impact

As stated before, Project Server is strategically at the end of life, and the cloud service Project Online is planned to stop on September 30th, 2026. Continuing to operate these platforms, or attempting a one-to-one replacement, introduces **operational and security risks, avoidable costs, and governance weaknesses.** Choosing not to migrate effectively transfers cost and risk from planned investment to unplanned remediation after 2026. From a management and CFO perspective, this is not a tooling decision, but **a total cost of ownership (TCO) and risk management decision.**

> Modernization is a cost-avoidance and risk-reduction strategy,
> as much as it is a transformation initiative for growth.

Detailed cost breakdowns and assumptions are provided in Appendix A: Cost details.

Takeaway

- Extending legacy platforms increases long-term cost and risk
- Attempting feature parity creates unnecessary migration expense
- A role-based modernization:
    a. Reduces steady-state cost
    b. Improves governance and reporting quality
    c. Aligns with Microsoft's supported roadmap

4.1 Cost and risk profile: legacy vs modern

The primary financial driver is **risk reduction and cost predictability**, not short-term savings. Modernization reduces overhead, license inefficiency, and exposure to unplanned remediation costs. **ROI** is driven by simplification rather than scale, with improved governance typically **recovered within 12–36 months**[9,10].

Legacy platforms (Project Server / Online)

- **Increasing security and compliance risk** after end of support during 2026
- Support + maintenance costs rising: skills become scarce, audit findings and remediation costs more likely
- Customizations create long-term technical debt
- High license cost due to broad use of Project Server and/or desktop licenses
- **Low adoption leading to shadow systems and unreliable reporting** (Excel, email, local tools)

Modern role-based model

- Architecture separates concerns **reduces risk premium** (security, audit, continuity)
- **Built-in security and compliance** via Microsoft 365
- Lower license cost through role-based assignment: aligns license cost with actual user needs
- Reduced operational overhead (SaaS, fewer customizations)
- More reliable reporting and decision support via Power BI

[9] Also called 1–2 budget cycles. Vlink – Justify Your IT Spend: Legacy Modernization ROI Calculator
[10] RESOLUTION IT – How to Measure the ROI of Technology Investment

4.2 Indicative cost comparison (order-of-magnitude)

Legacy cost profiles are high and rising, while modern costs are lower and predictable. The following figures are illustrative, intended for early decision-making, and derived from: Microsoft licensing structures[11], infrastructure decommissioning patterns, European consulting benchmarks for IT spending[12] and advisory services[13].

Table 4: Indicative 5-year cost comparison (order of magnitude)

Scenario	Upfront	5-year TCO	Predictability	Risk exposure
No migration	Very low	Very high	Low	High
Path A	Low	Medium	Medium	Medium
Path B	Medium	Low–Medium	High	Low
Path C	Medium–High	Lowest (at scale)	Very high	Lowest

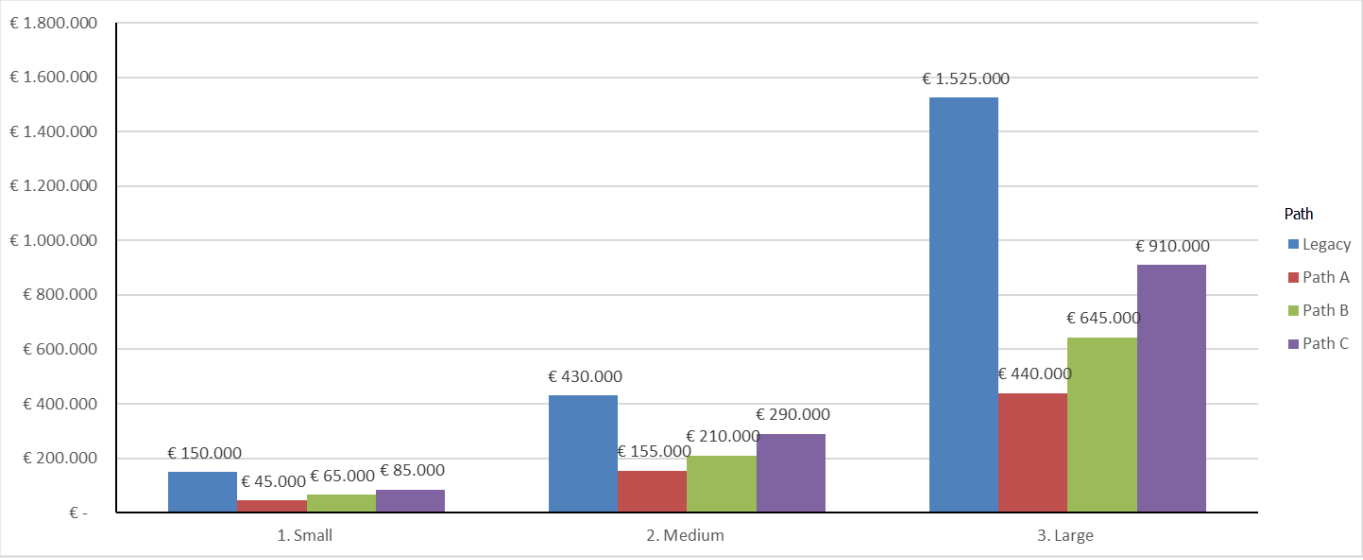
4.2.1 Annual TCO comparison by organization size (indicative)

These illustrative scenarios are intended to support early decision-making and prioritization. Its ranges assume small to large organization with multiple project teams and a PMO. Exact figures depend on user counts, customization level, and governance maturity.

Table 5: Assumptions underlying organizational cost scenarios

Dimension	Small	Medium	Large
Approx. users involved in project worky	50–150	200–600	1,000+
Dedicated PM / PMO roles	Few	Moderate	Formal PMO
Current customization level	Low–Medium	Medium	High
Governance complexity	Low	Medium	High

Figure 1: Indicative annual TCO per organization size & migration path



[11] Microsoft – Licensing overview

[12] Sigma Solve – IT Consulting Rates Per Hour by Region: USA, Europe, and Asia Compared (2024) Average hourly/daily rates show the order of magnitude for advisory and delivery effort (e.g., assessment, process redesign, enablement).

[13] Avasant / Computer Economics – European IT Spending & Staffing Benchmarks 25/2026 Provides framework for IT spending and staffing levels.
Consultancy.eu – Fees & rates Ranges for a variety of consultants, including strategy and IT experts.
Appinventiv – How Much Does It Cost to Migrate to the Cloud? Articles that describe typical budgeting components and ranges for IT migrations.

Table 6: Small organization (50–150 users)

Cost category	Legacy	Path A	Path B	Path C
Licensing	€40k–€90k	€15k–€40k	€20k–€50k	€25k–€60k
Infrastructure & ops	€20k–€50k	€5k–€10k	€5k–€15k	€10k–€20k
Support & customization	€30k–€70k	€5k–€15k	€10k–€30k	€15k–€40k
Estimated annual TCO	**€90k–€210k**	**€25k–€65k**	**€35k–€95k**	**€50k–€120k**

Table 7: Medium organization (200–600 users)

Cost category	Legacy	Path A	Path B	Path C
Licensing	€120k–€300k	€60k–€140k	€80k–€180k	€100k–€220k
Infrastructure & ops	€40k–€120k	€10k–€20k	€10k–€30k	€20k–€40k
Support & customization	€80k–€200k	€20k–€60k	€30k–€90k	€60k–€140k
Estimated annual TCO	**€240k–€620k**	**€120k–€260k**	**€120k–€300k**	**€180k–€400k**

Table 8: Large organization / enterprise (1,000+ users)

Cost category	Legacy	Path A	Path B	Path C
Licensing	€400k–€1.0m+	€200k–€450k	€250k–€600k	€350k–€750k
Infrastructure & ops	€150k–€400k	€20k–€50k	€30k–€80k	€50k–€120k
Support & customization	€300k–€800k	€40k–€120k	€80k–€250k	€150k–€400k
Estimated annual TCO	**€850k–€2.2m+**	**€260k–€620k**	**€360k–€930k**	**€550k–€1.27m**

4.2.2 One-time migration investment (indicative)

In most scenarios, migration costs are recovered within 1–3 years[14,15] through:

- Reduced risk exposure in general
- Avoided security and compliance remediation after 2026
- Reduced licensing and infrastructure costs
- Lower support and customization spend
- Improved adoption and productivity

If estimates exceed this threshold, the migration approach is likely over-engineered. The one-time migration investment primarily reflects **organizational change and redesign effort**, not technology replacement. Avoid feature parity migration. Instead, adopt a redesign-first approach. In a modern role-based model, most costs relate to **simplifying processes, reducing customization, and enabling adoption**.

Table 9: Indicative ranges by organization size

Organization size	Path A	Path B	Path C
Small (50–150 users)	€20k–€50k	€40k–€75k	€75k–€120k
Medium (200–600 users)	€40k–€100k	€75k–€250k	€200k–€400k
Large (1,000+ users)	€75k–€200k	€250k–€500k	€500k–€900k+

[14] Also called 1–2 budget cycles. Vlink – Justify Your IT Spend: Legacy Modernization ROI Calculator
[15] RESOLUTION IT – How to Measure the ROI of Technology Investment

Appendix A: Cost details

Cost control levers (high impact, low complexity)

From a CFO perspective, these have the largest cost-containment effect:

- Limit Project Plan 3 / 5 licenses to PM and PMO roles only
- Use Planner for 70–90% of users
- Replace PWA reporting with Power BI
- Avoid rebuilding legacy logic in Power Platform
- Set and enforce a hard end-of-use date for legacy platforms

Cost comparison and part breakdown

Table 10: Cost comparison (indicative)

Cost dimension	Legacy platforms (Project Server / Online)	Modern role-based model
Licensing spending	**High** – broad use of Project licenses regardless of role	**Low–Medium** – most users on Planner, limited Project Plan 3 / 5
Infrastructure & hosting	**Medium–High** – eigen server / hybrid servers, patching, upgrades	**Low** – largely SaaS, minimal infrastructure
Support & maintenance	**High** – aging platforms, scarce expertise	**Low–Medium** – standard Microsoft 365 support
Customization & technical debt	**High** – PDPs[16], workflows, bespoke logic	**Low** – minimal customization, standard Power Platform
Security & compliance remediation	**Medium–High** – increases sharply after 2026	**Low** – embedded in cloud service model
Migration & transition cost (one-time)	**Medium–High** – if attempting feature parity	**Medium** – when redesigning processes
Productivity loss (hidden cost)	**High** – low adoption, shadow systems	**Low–Medium** – role-appropriate tooling
Reporting & governance overhead	**Medium** – PWA maintenance, inconsistent data	**Low** – centralized Power BI reporting
Long-term TCO (3–5 years)	**High and rising**	**Medium and predictable**

[16] PDP = Project Detail Pages. They are custom web pages inside Project Web App (PWA) used to capture and manage project information beyond the schedule itself. These are often with custom fields, required fields, validation rules, and security trimming.

Table 11: Cost component breakdown (indicative)

Cost component	Share	What it covers	CFO perspective
Assessment & target design	10–15%	Current-state analysis, target architecture, migration path selection (A/B/C), roadmap	Upfront clarity reduces downstream rework
Process redesign & governance simplification	15–25%	Redesign of intake, reporting, portfolio, and approval processes	Value driver: avoids recreating legacy complexity
Configuration & enablement	15–25%	Planner setup, Project Plan configuration, Power BI dashboards, light Power Platform use	Configuration, not custom development
Data migration & cleanup	10–15%	Selective migration of active projects, metadata cleanup, archival	Costs stay low if history is not migrated
Change management & training	15–20%	Communication, PM training, team guidance, adoption support	Directly impacts ROI realization
Legacy decommissioning	5–10%	Shutdown, access removal, archiving, operational handover	Prevents double cost and parallel systems
Total (one-time)	**100%**	-	Should remain below 1–2 years of legacy TCO

Cost components

1. **Assessment & target design**
   Analysis of current usage, customization, and governance; definition of the target role-based architecture (Planner, Project desktop, Power BI) and migration path (A, B, or C).
2. **Process redesign & governance simplification**
   Redesign of project intake, reporting, and portfolio processes to fit modern tools, avoiding one-to-one replication of Project Server or Project Online behavior.
3. **Configuration & enablement**
   Light configuration of Planner, Project plans, Power BI dashboards, and (where applicable) Power Apps and/or Power Automate flows. Custom development is intentionally minimized.
4. **Data migration & cleanup**
   Selective migration of active projects and essential metadata only. Historical data is typically archived rather than moved into live systems.
5. **Change management & training**
   Communication, training, and guidance for project managers, teams, and leadership to ensure correct tool usage and avoid parallel legacy behavior.
6. **Legacy decommissioning**
   Controlled shutdown of Project Server or Project Online environments, including archiving, access removal, and operational handover.

Appendix B: List of tables