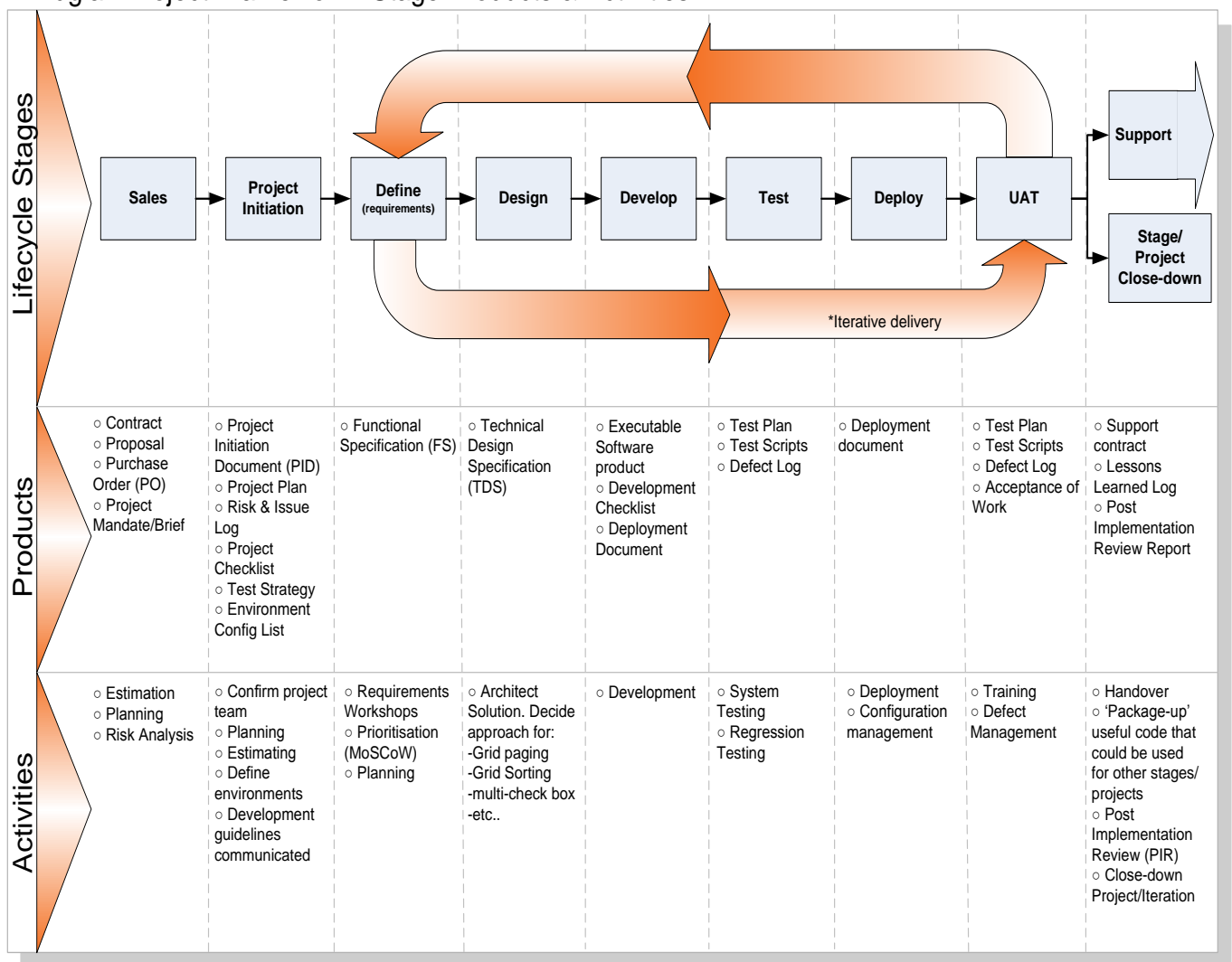


## Project Approach

Ridgian has developed and tested a flexible project framework that is used to ensure a controlled and repeatable delivery. The framework has been developed from many years of experience and draws on the key aspects of Prince 2 and a number of iterative/agile methodologies (inc. DSDM and XP). This framework has been successfully used on many of Ridgian’s projects, both small and large across a number of industry sectors.

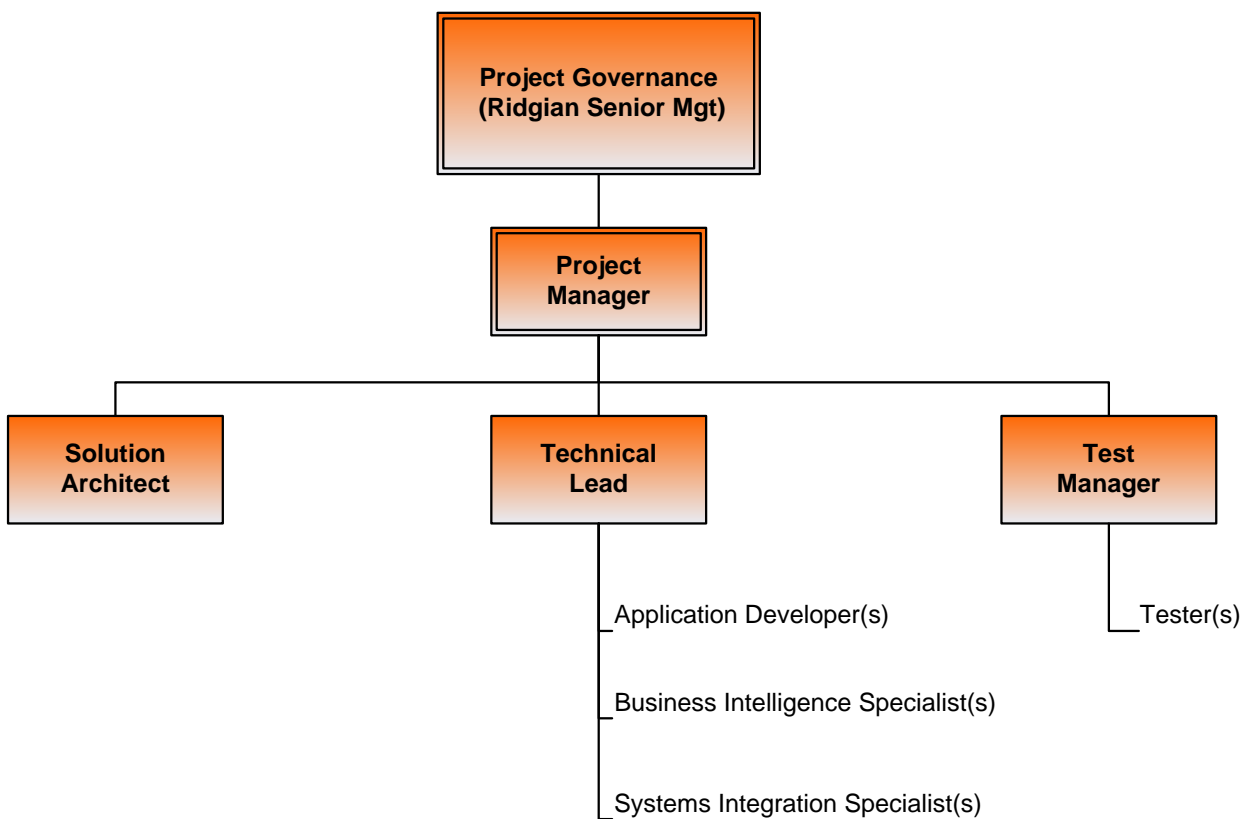
The diagram below provides an overview of the key stages, products and activities that form our standard approach. Ridgian have delivered and managed many projects where this framework has been modified/adapted to fit in with different client environments and standards. During the Project Initiation stage a suitable approach for the project will be defined and agreed with the Customer to ensure a controlled delivery.

Ridgian Project Framework : Stage Products & Activities



## Project Structure (Ridgian)

Ridgian will assemble the project team according to the project requirements. We understand that people make the difference, and recognise the different management and communications styles that may be applied to different types of project organisation. Ridgian will seek to work within the following project structure. The diagram and table below shows the proposed structure of the Ridgian project team and project responsibilities:



## Project Roles and Responsibilities

|   |   |
|---|---|
| <p><b>Project Sponsor</b><br/>Customer</p>  | <ul style="list-style-type: none"> <li>owns and champions the project</li> <li>articulates the business vision</li> <li>removes barriers to project success</li> </ul>  |
| <p><b>Steering Group</b><br/>(Controls the change)<br/>Project Sponsor<br/>Ridgian Snr Managers</p> | <ul style="list-style-type: none"> <li>controls project scope and direction</li> <li>makes key resources available</li> <li>approves key deliverables</li> <li>makes Go / No Go decisions</li> <li>resolves major issues, conflicts, risks</li> <li>approves change</li> </ul>  |
| <p><b>Business Lead</b><br/>(Customers of change)<br/>Customer</p>                                  | <ul style="list-style-type: none"> <li>provide business expertise</li> <li>review key deliverables</li> <li>manage business impact and benefits delivery</li> <li>communicates the change and creates buy-in</li> </ul>   |
| <p><b>Project Management</b><br/>(Delivers the solution)<br/>Ridgian</p>                            | <ul style="list-style-type: none"> <li>defines and plans the development project</li> <li>defines and plans the technical delivery project</li> <li>manages the technical delivery project on a day to day basis</li> <li>manages delivery to time, cost and quality</li> <li>controls and reports progress</li> <li>manages reviews and checkpoints</li> <li>manages resources</li> <li>manages issues and risks</li> <li>builds relationships and communicates with management and business lead</li> </ul> |
| <p><b>Technical Lead</b><br/><b>(Project Team)</b><br/>Ridgian</p>                                  | <ul style="list-style-type: none"> <li>agrees technical design</li> <li>tests delivered solution</li> <li>manages solution delivery through application supplier</li> <li>manages updates/fixes/issues</li> <li>implements solution</li> <li>supports solution</li> <li>agree and deliver service levels and support</li> </ul>   |
| <p><b>Service Suppliers</b><br/>Ridgian</p>   | <ul style="list-style-type: none"> <li>provide technical expertise</li> <li>agree and deliver the required solution</li> <li>agree and deliver service levels &amp; support</li> </ul>  |

## Planning and Tracking

Ridgian's approach to planning focuses on the delivery of the in-scope products (Product Based Planning). See the project milestone plan for details. The tracking of progress against plan will be achieved through:

- Daily 'stand-up' meetings with Ridgian PM and Ridgian project team (limited to 15 mins)
- Regular highlight reports from Ridgian PM to Customer PM (typically bi-Monthly)
- Formal update from Ridgian PM to Project Board (typically Monthly)
- High priority risks/issues raised with Customer PM as they are identified (typically by phone followed by a summary email)
- Regular Internal project review with senior management to ensure that project is on track (typically bi-weekly)

## Communication Plan

|                   |  |                                      |
|-------------------|--|--------------------------------------|
| Sponsor           | Steering Meetings<br>Project Flash Report                                  | Monthly<br>Weekly                    |
| Steering Group    | Steering Meetings<br>Project Flash Report                                  | Fortnightly<br>Weekly                |
| IT Team           | Project Flash Report<br>Steering Meeting minutes                           | Weekly<br>Fortnightly                |
| Business Managers | Project Flash Report<br>Steering Meeting minutes<br>Working Party Meetings | Weekly<br>Fortnightly<br>Fortnightly |

## Quality Controls

Ridgian's project framework focuses on the delivery of quality products. Quality Controls are built into each key stage including and are summarised below:

- During the software development/build stage there are 3 key quality controls:
  - Approach walkthrough between developer and technical lead to agree approach to the development task/deliverable
  - Unit and Integration testing before code is deployed to the System Test environment
  - Code walkthrough/peer review with technical lead to ensure that standards have been adhered to. This also facilitates knowledge sharing amongst the project team.
- During the testing stage test plans are walked through with the Business Analyst/PM to ensure that they are fit for purpose. The results from the execution of the tests and any resulting defects are logged and reviewed by the Ridgian PM daily. Defect review meetings are held between the Tester, Technical Lead and PM (typically daily). The rate of defects is one of the key measures for judging the overall success of our projects.
- All project documentation is subject to an internal walkthrough before it can be released.

## Deliverable Management

Ridgian will list out the key deliverables of the project at the project initiation stage, ensure their purpose is clear, outline a structure and format of each deliverable and seek agreement from Customer before proceeding to the project definition stage. Customer may find a deliverables map showing the relationship between deliverables and delivery dates useful and this can be provided by Ridgian on request.

For each deliverable Ridgian will define:

- who will produce it, who will contribute to it
- who will review it within the team
- who will approve it
- who else will require it (for information)

Ridgian will carry out a plan production and acceptance exercise that will make clear the steps from development of the deliverable to approval. We will also schedule the activities into the project plan, allowing for:

- review within the project team
- review time by the recipients
- iterations

And we will notify the intended recipients of when we will need them to review/approve the deliverable and how their feedback is to be gained.

Tracking of the Deliverable Status will be via the project plan and maintenance of the deliverable acceptance plan

### Deliverable Acceptance Plan example

| Project ABC - Deliverables Acceptance Plan |        |         |                 |                 |            |                       |                         |                        |                       |                           |
|--|--------|---------|-----------------|-----------------|------------|-----------------------|-------------------------|------------------------|-----------------------|---------------------------|
| Deliverable                                | Format | Version | Production Date | Acceptance Date | Status     | Terry Smith<br>Retail | Sam Brookes<br>Services | Dave Giles<br>Accounts | John Fish<br>IT - Dev | Jenny Lane<br>IT Services |
| Project Definiton and Plan                 | Do     | 1       | 21/03/2003      | 28/03/2003      | Signed Off | S                     | A                       | A                      | A                     | A                         |
|  |        |         |                 |                 |            |                       |                         |                        |                       |                           |
|  |        |         |                 |                 |            |                       |                         |                        |                       |                           |

|   |  |  |
|---|--|--|
| <b>Format:</b><br>Do = Document<br>Pr = Presentation<br>Ss = Spreadsheet<br>Msp = Microsoft Project Gantt Chart | <b>Status:</b><br>Draft<br>Issued for Sign Off<br>Signed Off | <b>Purpose:</b><br>I = for Information<br>A = for approval<br>S = for sign off |
|---|--|--|

## Risk Management

Ridgian believe that Risk Management involves timely identification and evaluation of the risks, agreement to appropriate actions to contain the risks, taking those actions and monitoring their progress.

The two main components of Risk Management are Assessment, and Monitoring & Control.

Risk Assessment will be undertaken at the start of the project and, as risks increase or decrease and new risks appear, risk assessment will be repeated at regular intervals throughout the life of a project.

The Ridgian Project Manager will establish a management system to monitor and control risks on a regular basis. This management system will include:

- Allocation of responsibilities for recording, assessing and monitoring risks
- Organisation of regular reviews to monitor the actions taken to minimise the risks. Concentrating on threats where the risk is the highest and the impact the greatest
- Enable monitoring of the risks to re-assess their ranking and severity

The Ridgian PM is the person responsible for managing risk in all Ridgian projects. Risks and Issues can be identified by any member of the project team and escalated to the Ridgian PM. Key information relating to Risks and Issues will be stored within the Risks & Issues Log.

The following steps are followed for Risk Management:

- Risk Identification
- Evaluation (to id details, impact, likelihood, owner, etc)
- Identify potential options for dealing with the Risk or Issue (includes planning to identify resources and impacts on time and budget)
- Monitor the situation to see if any of the key factors change (e.g. impact, likelihood, etc). One of the project team will be allocated the responsibility of monitoring the situation and reporting any changes to the PM.

Ridgian recommend that the Risk Log is reviewed at each Project Board meeting.

During Project Initiation a full Risk Analysis will be performed to identify the likelihood, potential impact, owner, action, etc for the above and additional risks as they are identified.

## Issue Management

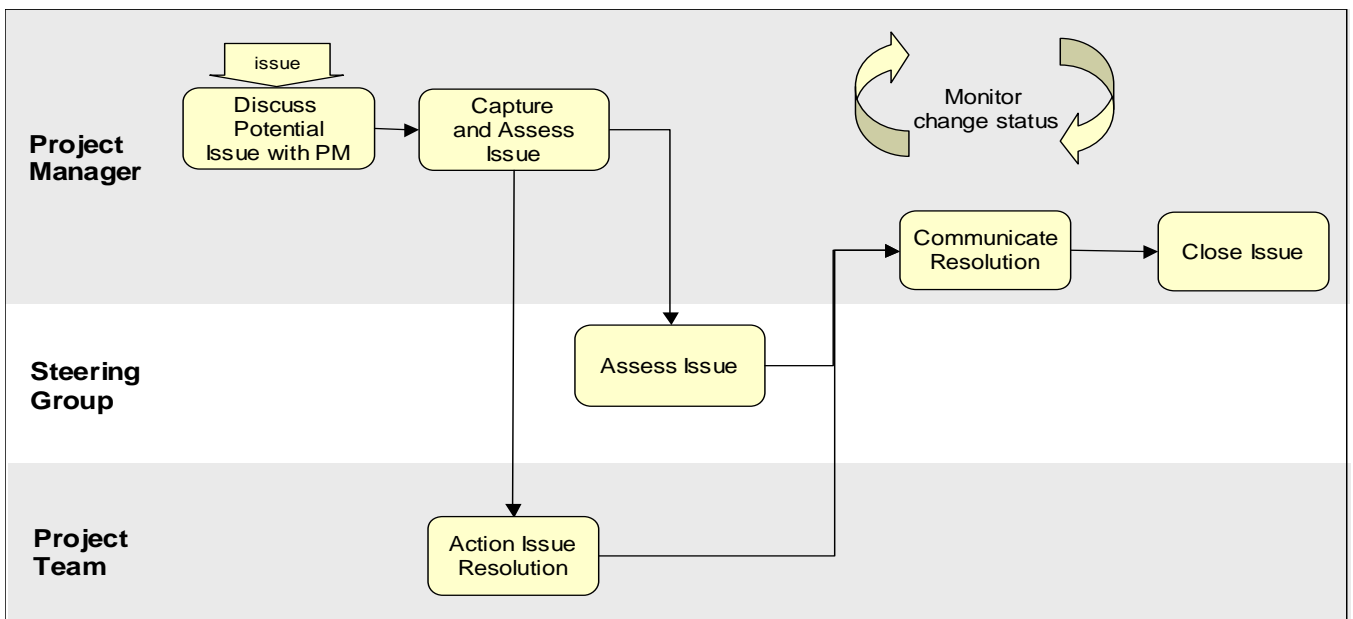
The procedure for managing issues will be defined by the project manager as part of the Management Systems within the project.

Ridgian places emphasis on effective management and efficiency and will define the procedure for:

- identification
  - who can raise issues
  - how issues are captured, communicated, assessed and logged
- resolution
  - how they are resolved /escalated
  - how the outcome is communicated
- closure
  - by who and when the issue is closed
- control
  - how the status of outstanding issues is monitored and communicate/reviewed

## Example Procedure

The specific responsibilities and accountabilities are unique to a project, its organisation and governance. Ridgian’s process for risk management is shown below.



|  |                                |
|--|--------------------------------|
| <b>Identification</b>  |                                |
| <ul style="list-style-type: none"> <li>raise a potential issue with the Project Manager</li> </ul>   | Anyone                         |
| <ul style="list-style-type: none"> <li>if the issue is valid and requires resolution, complete an issue form, decide what action is required and log the issue</li> </ul>  | Project Manager + team members |
| <b>Action</b>  |                                |
| <ul style="list-style-type: none"> <li>initiate the resolution action within the team, or</li> <li>escalate to the appropriate authority e.g. a dependent project, a support area, the Steering Group</li> </ul> | Project Manager                |
| <ul style="list-style-type: none"> <li>resolve the issue and keep the Project Manager informed of status</li> </ul>  | Action Owner                   |
| <ul style="list-style-type: none"> <li>when resolved, communicate to relevant audience</li> </ul>  | Project Manager                |
| <b>Closure</b>   |                                |
| <ul style="list-style-type: none"> <li>close issue on issue log</li> </ul>   | Project Manager                |
| <b>Control</b>   |                                |
| <ul style="list-style-type: none"> <li>monitor the issue status, and progress</li> </ul>   | Project Manager                |
| <ul style="list-style-type: none"> <li>review outstanding issues at project meeting and steering group meetings, as appropriate</li> </ul>   | Project Manager                |

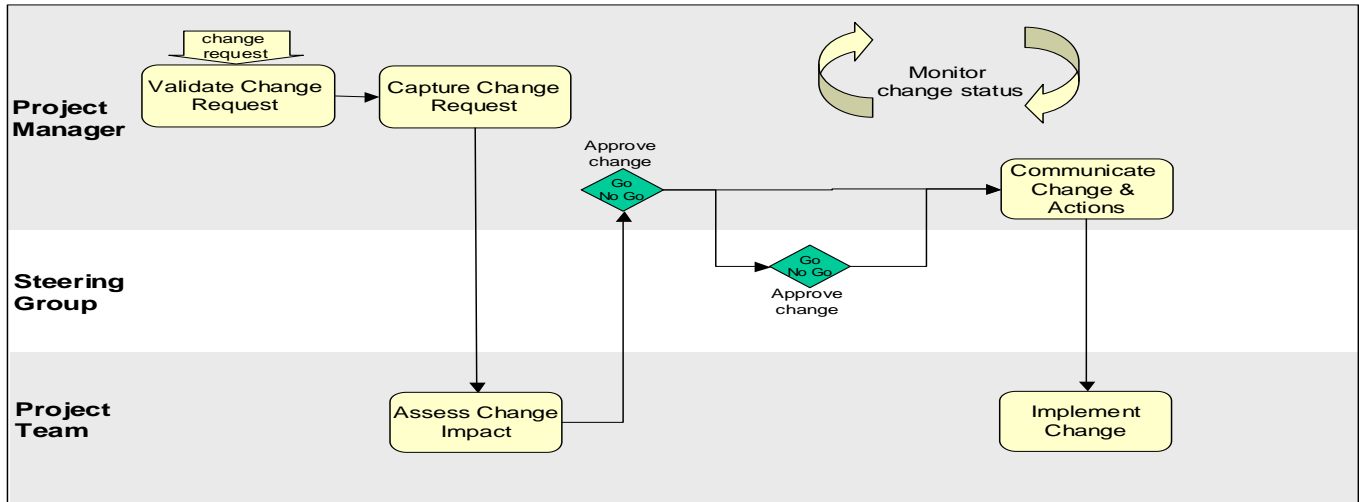
### Change Control

Ridgian's project framework contains a process for managing change in a controlled manner.

The key stages within Change Control are:

- Identification – the need for a change being identified. Changes can be identified from within the project team or externally. All changes are channelled through the PM in the first instance who is then responsible for communicating and managing the change.
- Evaluation – the identified change is evaluated in terms of impact if change is not implemented, cost options to implementing change, impact on project if change is implemented. This information is required so that an informed decision can be made. This information is recorded in a Change Request form.
- Decision – the decision to implement, park for a later stage or reject a Change Request is typically made by the project board. The PM communicates the change requests to the project board either during the regular project board meeting or on an adhoc basis if the change is deemed urgent.

The specific responsibilities and accountabilities are unique to a project, its organisation and governance. Ridgian’s process for change control is shown below.



Ridgian propose the following process:

| Request  |  |
|--|--|
| • submit change request to the project manager   | anyone   |
| • validate the change request to ensure any further effort is justified  | Project Manager + Business Mgr                   |
| • complete a change request form<br>• complete the change log  | Project Manager / originator                     |
| • action appropriately skilled members of the project team (or other areas) to assess the change impact, including;<br>• impact on project scope, requirements/design<br>• impact on plan & Resourcing<br>• impact on budget<br>• dependencies on other areas<br>• assumptions<br>• recommendations on approach to minimise impact of change | Project Manager                                  |
| • Approval   |  |
| • make go / no go decision on change or, if significant, submit to steering group for decision<br>• update change log with decision outcome  | Project Manager + Business Mgr or Steering Group |
| • Action   |  |
| • communicate change to relevant members of the team<br>• modify project plan and assign implementation actions to relevant people   | Project Manager                                  |
| • implement the change actions and keep the Project Manager informed of status   | Action Owner                                     |
| • when complete, update the change log   | Project Manager                                  |
| <b>Control</b>   |  |
| • monitor the change status, and progress  | Project Manager                                  |
| • review outstanding changes at project meeting and steering group meetings, as appropriate  | Project Manager                                  |

**Documentation**

All key project deliverables that will be produced as part of the solution (inc technical and test documentation) are highlighted in the overview of the project framework.

**Project Plan**

A detailed project plan will be produced and delivered at the proposal stage where a Product based approach to the planning of the project will be used (See Ridgian Framework). Below is a summary of the key milestones, resource levels and assumptions.

**Resource Levels**

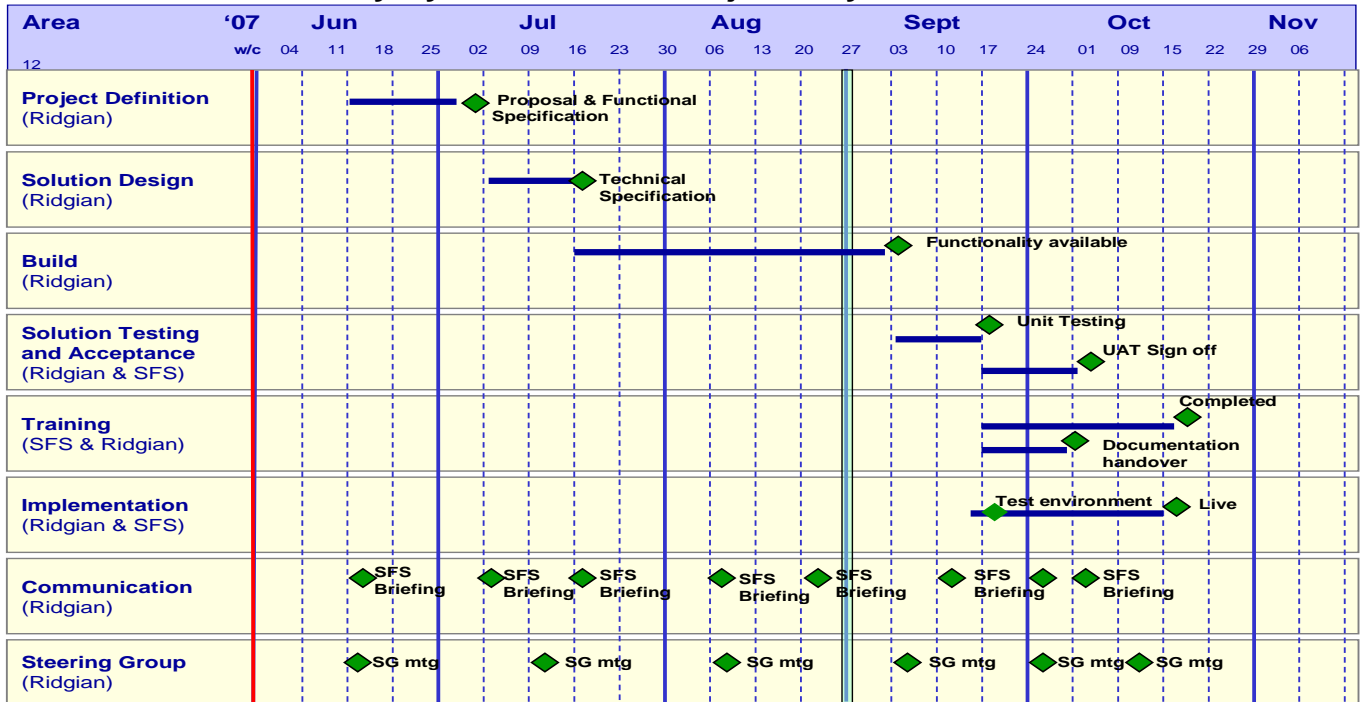
Detailed resource allocation/usage is available within the project plan. Consultant profiles for the team members are available upon request. The Ridgian project team will be based out of Ridgian HQ in Birmingham.

Example Resource levels for the project are summarised below:

| Role                                | No. People Assigned | Utilisation     | Resource Name(s) | Comments                      |
|-------------------------------------|---------------------|-----------------|------------------|-------------------------------|
| Project Governance                  | 2                   | 1 hour per week | Jason Simon      | For internal project review   |
| Project Manager                     | 1                   | 20%             | Eddie            |                               |
| Technical Lead                      | 1                   | 100%            | Steve            |                               |
| Solution Architect(s)               | 1                   | 25%             | David            |                               |
| Application Developer(s)            | 1                   | 100%            | Andrew           | .Net, HTML, XSLT, XML, SQL    |
| Business Intelligence Specialist(s) | 1                   | 75%             | David            | Analysis & Reporting Services |
| Systems Integration Specialist(s)   | 1                   | 100%            | Warren           | SQL Server, DTS/IS            |
| Test Manager                        | n/a                 | n/a             | n/a              | n/a                           |
| Tester(s)                           | 1                   | 100%            | Aman             |                               |

## Key Milestones

Loyalty Bonus Scheme Project - Key Milestones



A joint planning session with Customer and Ridgian is recommended to produce a single project plan with all inter-project dependencies and key milestones.