

PUBLICATION 1 SERVICE DESCRIPTION FOR PROJECT MANAGEMENT

1.1 Introduction

The Project Management Service provides, for a fee, management for the full delivery of Orders for relevant Services. While baseline delivery and implementation support are provided for all Services, the Project Management Service is able to offer a higher level of agility and a lower business risk for the implementation of complex Projects.

1.1.1 Definitions

In the event of any conflict between the definitions provided in this Service Description and those provided elsewhere in the Agreement, the definitions in this Service Description will prevail for the purposes of this Service Description. Capitalized terms used and not otherwise defined in this Service Description will have the meanings ascribed to them elsewhere in the Agreement.

1.1.2 Conditions for Use

- (a) **Supported Products.** Orange provides Project Management for the supported products indicated in the Order form for Project Management.
- (b) **Service Implementation, Acceptance Testing, and Deployment:**
 - Project Management Service is activated at the contract signature and is subject to an Order.
 - The Project Management Service will provide support relevant to Acceptance Testing for supported products, but there are no Acceptance Tests for the Project Management itself.
 - Once the Project Management Service is activated, the Project kick-off organized with the Customer will describe the activities, contacts, and escalation procedures for the Service.

1.2 Project Management Service Description

The Orange Project Management Service is based on the following key elements that are applied daily by the Project Management team:

- (a) providing on time, first time right project delivery, with the use of standard proven methodologies, including Orange's bespoke methodology (Synergy) based on PMI's industry leading PMBOK framework;
- (b) monitoring and controlling the project scope and budget;
- (c) providing a single point of accountability and contact for delivery management, from contract signature to operational handover; and
- (d) assisting Customer to manage its assets and projects associated with transition to Orange services.

The Project Management Service is available in three tiers of Service Packs: Regular, Advanced, Premium. Each Service Pack is a combination of the same set of deliverables, described below. The Customer may only select the same level of service across all deliverables.

1.3 Project Management Deliverables

The deliverables comprising the Project Management are made up of groups of individual yet related activities and deliverables.

1.3.1 Project Governance

Project Governance is the alignment of project objectives with the strategy of the larger organization as determined by the Project Sponsor and the project team.

Project Governance provides a comprehensive, consistent method of controlling the project and ensuring its success by defining and documenting reliable, repeatable project practices. It includes a framework for making project decisions, defines responsibility and accountability for the success of the project, and determines the effectiveness of the Lead Project Manager.

Project Governance includes the following for the applicable level of service:

- (a) **Regular:** Light project governance defined and managed by project manager and customer counterpart. Project Sponsor and steering committee meetings are not required.
- (b) **Advanced:** Strong project governance structure defined by Orange methodology and templates. Includes Project Sponsor engagement and regular steering committee meetings.
- (c) **Premium:** Strong project governance adapted to specific Customer requirements.

1.3.2 Project Planning

Project Planning is essential for deciding what the project will deliver, how it will be delivered, by which resources and in what time frames. A project plan is agreed between the Project Manager and Customer upon the Order signature.

Project Planning includes the following for the applicable level of service:

- (a) **Regular:** This includes a basic Project Schedule only, with key deliverables and dates and dependencies aligned with the Customer.
- (b) **Advanced:** A detailed project planning approach as per Orange methodology, using a detailed, integrated Project Schedule. A Project Management Plan is also created from standard Orange template, defining how the project will be managed and approved by the Customer.

- (c) **Premium:** A project planning approach is defined as per Customer requirements. A detailed and integrated Project Schedule is developed, and a Project Management Plan is created, using Customer-defined templates and tools.

1.3.3 Project Communication

Project Communication involves a group of related activities and deliverables that the project manager must agree upon and deliver to the Customer, depending on the complexity of the deal.

The group of related Project Management activities comprising Project Communication are:

- (a) Single Point of Contact (SPOC)
- (b) Project Kick-off
- (c) Stakeholder Engagement & Coordination

1.3.3.1 Single Point of Contact for Customer (SPOC)

Project Manager is the Single Point of Contact (SPOC) for the Customer for all matters related to the project. The Project Manager acts as the primary liaison, creating a close productive relationship between the different stakeholders involved in the project:

- Managers
- Team members
- Customer
- Third parties

Single Point of Contact for Customer (SPOC) includes the following for the applicable level of service:

- (a) **Regular:** Communication is managed remotely between Project Manager and Customer counterpart. The Project Manager is the Single Point of Contact for their Customer counterpart.
- (b) **Advanced:** Communication is managed between Orange project team and Customer stakeholders according to agreed communication plan. The Project Manager is the Single Point of Contact for their customer counterpart and any additional Customer stakeholders.
- (c) **Premium:** The Project Manager is the Single Point of Contact for their Customer counterpart and any additional customer stakeholders, including third parties identified by the Customer.

1.3.3.2 Project Kick-Off

The Project Kick-off Meeting is the first formal meeting between Project Manager, project team and the Customer where all project team members are introduced, and roles are identified. All projects require a Kick-off (“KO”) Meeting. Projects will usually have two meetings; first an internal Orange meeting to familiarize the Orange team with the project, and then an external meeting to present the project and project team to the Customer. These meetings ensure that all parties involved within the project, have an understanding of the overall project objectives. Project Kick-Off includes the following for the applicable level of service:

- (a) **Regular:**
 - Internal Kick-Off (KO) meeting with project team.
 - Customer KO meeting managed remotely via conference call and limited to project manager and Customer. Optionally, can include 1-2 other key project team members.
- (b) **Advanced:**
 - Internal KO meeting with project team.
 - Customer KO meeting held onsite or by video conference.
- (c) **Premium:**
 - Internal KO meeting with project team.
 - Onsite KO meeting with Customer.
 - Additional “break-out” workshops held to kick off project streams.

1.3.3.3 Stakeholders Engagement & Coordination

The Stakeholder Engagement & Coordination is a joint activity of the Project Manager and the Customer, where it is established who is directly involved in the delivery of the project and who is directly or indirectly impacted by the project. The Stakeholder Engagement & Coordination activity defines the expectations of involvement of all stakeholders, including communication matrix, RACI matrix, and level of responsibility, escalation paths, interlocks between Customer and internal resources, and method of communication. All templates delivered during and after such meetings, such as RACI, escalation paths and communication matrix, peer alignment for Stakeholder Engagement & Coordination are part of a standard template of Orange Synergy methodology. Stakeholders Engagement and Coordination includes the following for the applicable level of service:

- (a) **Regular:** Engagement and coordination of Customer stakeholders managed remotely between Project Manager and Customer counterpart.
- (b) **Advanced:** Engagement and coordination of Customer stakeholders managed according to the agreed communication plan in the Project Management plan.

- (c) **Premium:** Engagement and coordination of Customer stakeholders managed according to the agreed communication plan in the Project Management plan with the engagement and coordination of the third parties identified by the Customer.

1.3.4 Project Reporting

Project Reporting involves a group of related activities and deliverables that the Project Manager must carry out and deliver to the Customer, depending on the complexity of the deal.

The group of related Project Management activities comprising Project Reporting are:

- Project Charter
- Project Status Reporting
- Project Closure

1.3.4.1 Project Charter

The Project Charter provides an overview of the project and its business objectives. It defines the expectations of both the Customer and Orange project team for the project and is used to gain agreement and commitment between the key project stakeholders on the major aspects of the project including the scope, general timelines, deliverables, and key success factors. It may also include initial identified risks and constraints. The Project Charter is provided during the initiation phase of the project.

Project Charter includes the following for the applicable level of service:

- (a) **Regular:** Project Charter is delivered by the project manager to the Customer remotely, in a simple electronic format.
- (b) **Advanced/Premium:** Project Charter is approved by the project sponsor and delivered to the Customer as a formal document.

1.3.4.2 Project Status Reporting

Some Project Status Reports are used to communicate project progress and status to the Customer while others are used to provide visibility of project progress and performance to the project team and other internal stakeholders. Project Status Reporting includes the following for the applicable level of service:

- (a) **Regular:** Basic tracking and reporting of deliverables, communicated regularly and remotely via standard Orange templates.
- (b) **Advanced:** Detailed project reporting structure, as defined in the Project Management Plan and agreed with the Customer, using standard Orange reporting templates and tools.
- (c) **Premium:** Detailed project reporting structure as agreed with the Customer and using Customer-defined templates and tools.

1.3.4.3 Project Closure

Project Closure occurs upon completion of the project where the project manager and project team review all contracted project deliverables and confirm acceptance with the Customer. Project Closure may include a Closure Meeting with the Customer to identify open actions and lessons learned. It is the final agreement between Project Manager and Customer, including sign off for the contracted deliverables provided in a Closure Report at the end of the project.

Project Closure includes the following for the applicable level of service:

- (a) **Regular:** Standard Project Closure Report delivered remotely. No Closure Meeting takes place.
- (b) **Advanced:** Project closure meeting held with the Customer. Lessons learned and open actions are identified; and a standard closure report is delivered to the Customer.
- (c) **Premium:** Comprehensive project closure workshop held with the Customer, typically on site and may include Customer invited third parties. A full review of the project deliverables, benefits, lessons learned, and open actions takes place, and a detailed closure report is produced as output, to be approved by the Customer.

1.3.5 Project Quality & Cost Control

Project Quality & Cost Control involves a wide group of related activities and deliverables that the Project Manager must carry out and deliver to the Customer, depending on the complexity of the deal. The cluster of Project Management activities comprising Project Quality & Cost Control are:

- Project Scope Change Management
- Risk & Issue Management
- Project Performance Metrics
- Project Quality Assurance
- Acceptance Testing
- Handover to Operations (HOTO)

1.3.5.1 Project Scope Change Management

The Project Scope Change Management process should be defined at the start of the project in full agreement with the Customer and communicated to the project team during the Customer Kick-off Meeting. The Project Manager

utilizes proven Change Management processes with the corresponding deliverables according to the size & complexity of the project. The three levels of Project Scope Change Management service are:

- (a) **Regular:** Project Scope Change is managed with a Standard Orange Change Register which is shared and reviewed with the Customer counterpart.
- (b) **Advanced:** Project scope change is anticipated and managed with a Change Control Board implemented at account/CBU level, according to standard Orange methodology.
- (c) **Premium:** Project Scope Change is managed according to specific Customer requirements and methodology.

1.3.5.2 Risk & Issue Management

The Risk & Issue Management process will continuously monitor and track the progress of the risks and issues, through regular reviews lead by the Project Manager, ensuring effective timely closure and minimizing or eliminating any impacts to the project.

A Risks & Issues Register will be used to monitor and track all identified risks and issues, with mitigating actions to be taken. The three levels of Risk & Issue Management service are:

- (a) **Regular:** Risks & Issues Register will be used to monitor and track all identified risks and issues, with mitigating actions to be taken.
- (b) **Advanced:** Risk & Issues Register plus Risk Management Plan to define the methodology for identifying and managing risks, including tools and data sources. Risk Assessment and Issue Analysis Reviews are held on a regular basis as defined by Orange, using Orange standard methodology and templates.
- (c) **Premium:** Comprises the Advanced level of services, and also includes specific Customer requirements and methodology and templates.

1.3.5.3 Project Performance Metrics

The Project Management metrics are based on a project's objectives and complexity. Project Performance Metrics includes the following for the applicable level of service:

- (a) **Regular:** Basic Project Performance metrics are defined, monitored, measured, and adhered to.
- (b) **Advanced:** Project Performance Metrics are managed according to the Project Management Plan as agreed with the Customer and using standard Orange defined metrics and tools.
- (c) **Premium:** Comprises the Advanced level of services and may be adapted to Customer requirements.

1.3.5.4 Project Quality Assurance

The Project Manager performs Project Quality Assurance activities throughout the project lifecycle and as defined in the Quality Management Plan. Project Quality Assurance activities include regular health checks, peer reviews, formal reviews, and customer satisfaction surveys (CSAT) to ensure alignment with Customer objectives. Project Quality Assurance also includes activities that are conducted on a site-by-site basis such as Customer Acceptance Testing (CAT) and Handover to Operations Teams (HOTO). Project Quality Assurance includes the following for the applicable level of service:

- (a) **Regular:** Standard project quality and cost controls, using Orange methodology. Project Quality Assurance activities are scheduled throughout all phases of the project lifecycle, according to the standard Orange methodology.
- (b) **Advanced:** Detailed quality & cost controls managed, using Orange methodology. Project Quality Assurance activities are defined in the Project Management Plan, in agreement with the Customer and scheduled throughout all phases of the project.
- (c) **Premium:** Detailed quality & cost controls managed, adapted to customer requirements. Comprises the Advanced level of services and may be adapted to Customer requirements and methodology.

1.3.5.5 Acceptance Testing

Acceptance Testing is part of Project Quality Assurance activities and takes place on a site-by-site basis. Tests include the internal Service Acceptance Testing (SAT) and Customer Acceptance Testing (CAT) which is supported remotely via an audio-conference call which is executed either during Normal Business Hours (NBH) or Outside of Normal Business Hours (ONBH). The Project Manager may engage an Orange IP-expert (Technical Manager) during the call. After successful completion of final CAT test, the Project Managers send a CAT report to the Customer summarizing the tests and the final status (Passed/Failed).

Acceptance Testing includes the following for the applicable level of service:

- (a) **Regular:** A customized testing approach is used with standard project quality and cost controls, using Orange methodology and depending on the product.
- (b) **Advanced/Premium:** Acceptance Testing depends on the scope of the Acceptance Testing as agreed with the Customer.

1.3.5.6 Handover to Operations (HOTO)

The Handover to Operations (HOTO) is part of Project Quality Assurance activities and takes place whenever a phase in the project has been completed. The Project Manager transfers the project deliverables to Orange operational environment for ongoing maintenance and operational support. To achieve a successful handover, the Project Manager uses the 'Handover from Project Manager Checklist' to ensure that all necessary actions are

completed in the handover and confirms that the stakeholder has accepted the handover. The Project Manager works with the project team to establish the agreed upon handover process, upon Customer Acceptance of the billed deliverables, and as per agreed terms. Handover to Operations (HOTO) includes the following for the applicable level of service:

- (a) **Regular:** Standard, pre-defined handover processes are applied using standard project quality and cost controls and using Orange methodology.
- (b) **Advanced:** The Project Manager works with the project team and the Customer to review existing handover processes and refine where applicable, using detailed quality and cost controls managed using Orange methodology.
- (c) **Premium:** Handover process is adapted to Customer requirements and may include handover to/from Customer identified third parties.

1.4 Charges

Project Management Service will be charged as a Transversal Service in the overall solution.

This charge is based on the complexity of the Customer Project based on the following three (3) drivers:

- (a) Expected volume and timeframe of deployed services (volume discounts may apply);
- (b) Expected Project Management Deliverables;
- (c) Expected size and location of the Project Management team.

1.5 Duration

The Project Management Service ends once the overall deployment of the Project is over, in accordance with the Project Closure defined in the Project Management Plan and sign-off by the Customer.

1.6 Customer Responsibilities

- 1.6.1 Customer will ensure all appropriate resources will be made available to Orange, in accordance with the agreed Project plan.
- 1.6.2 Customer will provide any information reasonably requested by the Project Management team for the successful execution and completion of the Project.
- 1.6.3 Any material changes to the Project plan or in the scope of a Project following the commencement of a Project must be provided in writing, signed by a duly authorized Customer representative, and accepted by Orange. Orange will invoice Customer, and Customer will be responsible for, all costs incurred by Orange in preparing the initially requested Order. Customer will also be responsible for any costs incurred in changing the Order in addition to any additional Project Management Charges that may be incurred as a result of the changed scope of the Project.

END OF SERVICE DESCRIPTION FOR PROJECT MANAGEMENT