

## **PUBLICATION 1 SERVICE DESCRIPTION FOR PROJECT MANAGEMENT**

### **1.1 Introduction**

Project Management offer is a charged non-recurring service that manages the full delivery of Orders for relevant Services. While baseline delivery and implementation support is provided to the fulfillment of every Order for a Service, Project Management offer is able to offer a higher agility and a lower business risk for the implementation of the 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 Service Management for the Supported Products indicated in the Order form for Project Management.
- (b) Service Implementation, Acceptance Testing, and Deployment:
  - Project Management offer is activated at the contract signature and is subject to an Order.
  - The Project Management offer will provide support to Acceptance tests but there are no Acceptance Tests for Project Management offer other than the Acceptance Tests for the Supported Products.
  - Once the Project Management offer 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 offer Description**

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

- On time, first time right Project delivery, with the use of standard proven methodologies, including our own bespoke methodology (Synergy) based on PMI's industry leading PMBOK framework.
- The right solution, in techniques, processes, and tools: we are constantly improving our skills, performance, and practice. Orange Project Managers are targeting and achieving your satisfaction and business objectives, by controlling actively the scope and budget.
- Orange Project Management will act as single point of accountability and contact to simplify and improve your experience when it comes to delivery management from contract signature to operational handover.
- Risks are managed in a manner to reduce your exposure. World class technology infrastructure, process excellence, financial expertise, knowledge management, and transfer capabilities are advantages to help you manage your assets and Projects across the enterprise. This results in optimization, cost reduction, and effective risk management.

### **1.3 Project Charter**

The Project Charter is created during the Initiation Phase of a given Project and 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, key success factors and risks and issues identified at the start of the Project. For smaller Projects, the "high-level scope" section of the Project Charter serves as the Statement of Work, containing the baseline scope agreed with the Customer. This acts a reference for identifying any changes to the scope which may arise during the course of the Project. Advanced and Customized Projects will make use of the Project Management Plan for a more detailed Statement of Work, necessary for larger, more complex Projects. Single Point of Contact for Customer (SPOC).

The Project Manager is the single point of contact (SPOC) for the Customer for all matters related to the Project, and is accountable for the success of the Project. As the SPOC, the Project Manager acts as the primary liaison, creating a close productive relationship between all the different stakeholders involved in the Project:

- Managers.
- Team members.
- Customer.

### **1.4 Project Kickoff**

- (a) The Project Kick-off is the first meeting between the Project team and the Customer and is attended by all internal and external stakeholders. During the kick-off meeting, the Project is introduced along with its executive summary, customer business, and Project presentation. The definition of success criteria is also determined during this meeting.

- (b) The Project Kick-off meeting typically follows the definition of the base elements and Project planning activities such as:
- Scope and Deliverables.
  - Solution/design review.
  - Roles and Responsibilities (RACI).
  - Schedules and Timelines.
  - Risks, Challenges and Constraints.
  - Communication, Reporting and Meeting.

### 1.5 Stakeholders Engagement & Coordination

- (a) The process of Stakeholders Engagement & Coordination is a joint effort between the Project Manager and the Customer and establishes who is:
- directly involved in the delivery of the Project,
  - directly or indirectly impacted by the Project.
- (b) The Stakeholders 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. It is agreed upon during the Project Kick-off based upon the input from previous sessions (workshops, handovers, etc.).
- (c) All templates such as RACI, escalation paths, and communication matrix, as well as peer alignment for Stakeholders Engagement & Coordination are part of a standard template of Orange Synergy methodology.

### 1.6 Project Schedule

- (a) The Project Manager plans how the schedule for the Project delivery will be managed and organizes the different 'Work Packages' into a Project Schedule that establishes both the criteria and activities for planning, managing, and controlling the schedule. The schedule is a graphical representation of this work and an essential tool for understanding the resourcing needs of the Project during the Project lifecycle, and for tracking Project progress.
- (b) The Project Manager will provide ongoing monitoring of the activities, critical path and ongoing progress reporting, as agreed during Project kick-offs and/or planning workshops. The size and complexity of the Project will define the amount of effort spent on creating and managing the Project schedule.

### 1.7 Monitoring and Controlling

- (a) The Project Manager and Project team monitor and control all aspects of the Project throughout the Project lifecycle in order to ensure that the Project:
- Remains viable against its Customer business case.
  - Is delivering the required objectives which meet the defined success criteria.
  - Is being carried out to schedule and in accordance with its resource and cost plans.
- (b) Monitoring and controlling enables any deviations from the Project plans to be resolved as quickly as possible and with the least impact to the Project schedule, scope and cost. The Project Manager will utilize proven monitoring and controlling processes with the associated deliverables; and a CSAT Survey could be conducted at the end of each stage, or as agreed upon in the Project planning. The right level of Project monitoring and controlling activities will be defined between the Customer and Orange according to size and complexity of Project.

### 1.8 Project Scope Change Management

- (a) Scope change in Projects is common and needs to be managed with an effective Project Scope Change Management process to eliminate uncertainty and ensure the Project only delivers what was intended and expected by the stakeholders. 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. Any change in the Project impacts the scheduling and costing of the Project.
- (b) The Project Manager utilizes proven Change Management processes with the corresponding deliverables according to the size and complexity of the Project.

### 1.9 Risk & Issue Management

- (a) Risk & Issue Management process is a structured approach to identifying all aspects of uncertainty (Risks) and challenges (Issues) in a Project, and addressing them in a consistent and effective manner.
- (b) The Risk & Issue Management process identifies risks and issues, assesses their overall impact to the Project and derives and agrees on mitigating actions to avoid, mitigate, transfer, or accept the risks or issues.
- (c) 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. Risks & Issues Register will be used to monitor and track all identified risks and issues, with mitigating actions to be taken.

**1.10 Project Management Metrics & KPIs**

- (a) The Project Management Metrics & KPIs are vital to implementing practical and sustainable Project management practices and processes in any organization. The key is to keep the metrics simple, practical, and relevant to the organization. A Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs to evaluate their success at reaching targets.
- (b) Different Project Management metrics can be defined based on a Project's objectives and complexity.

**1.11 Third Party & Vendor Integration Management (TPV)**

- (a) Third Party & Vendor Integration Management (TPV) is one of the key factors of success for a Project. Typical examples of TPV management are the pro-active follow up of the carrier line connection, or the delivery of router by an equipment manufacturer. This service is provided through established Project governance with the involvement of Sourcing and local delivery teams.
- (b) Third Party management and integration is also a key component of our MSI Value proposition whereby our Project Managers ensure on boarding, monitoring and controlling of Service Providers who are contracted directly with the customer.

**1.12 Project Quality Assurance**

- (a) The Project Manager performs Project Quality Assurance activities throughout the Project lifecycle and will be defined in the Quality Management Plan. These activities ensure that quality is built into the Project on an end-to-end basis to provide ongoing feedback to the Project team on the level of quality being delivered.
- (b) Project Quality Assurance activities include regular health checks, peer reviews, formal reviews and Customer satisfaction surveys 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).

**1.13 Handover to Operations (HOTO)**

- (a) The Handover to Operations (HOTO) is part of Project Quality Assurance activities and takes place whenever a given phase in the Project has been completed. The Project Manager transfers the Project deliverables to the Orange operational environment for ongoing maintenance and operational support.
- (b) The process for transferring the Project deliverables should be clearly defined during the Planning Phase of the Project, and 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.
- (c) The Project Manager ensures that, where necessary, all procedures and arrangements are in place for the ongoing support of the Project deliverables and that the relevant stakeholders have accepted ownership of the deliverables. The stakeholder needs to formally accept ownership, in writing (either by email or by signature on paper). The Project Manager works with the Project team to establish the agreed upon handover process upon Customer acceptance of the Project deliverables.

**1.14 Customer Acceptance Tests (CAT)****1.14.1 CAT Support**

Customer Acceptance Tests that are part of Project Quality Assurance activities and take place on a site-by-site basis. They are supported remotely via an audio-conference call. The call can last up to two hours and is executed either during Normal Business Hours (NBH) or Outside of Normal Business Hours (ONBH) of the country where the Project Manager is located. ONBH timings may either be on weekdays (during 06:00-23:00 hrs) or during weekends and/or bank holidays (during 09:00-18:00 hrs). The Project Manager will engage an Orange IP-expert (Technical Manager) during the call.

**1.14.2 CAT Deliverables**

The list of tests to be executed during the CAT call is created by Orange, based on the Customer's input.

- (a) The CAT call scheduling is agreed according to the Customer and Orange availabilities.
- (b) During CAT call facilitation, the Customer executes the agreed test plan with the attendance and support of both Orange Project Manager and the IP-expert, in case the configuration should need fine-tuning.
- (c) CAT report summarizes the tests and the final status (Passed/Failed) is confirmed by the Customer. The report is delivered within five business days after the CAT.

**1.15 Project Closeout Meeting & Reports**

- (a) Project Closeout Meeting & Reports occur upon completion of the Project where the Project Manager and Project team review all contracted Project deliverables. Scope validation for Project Closeout includes:
  - Project remained viable against its business case.
  - Project delivered the required objectives which met the defined success criteria.
  - Measured variance in schedule, cost, and quality.
- (b) All Projects will have a closeout meeting scheduled.

- (c) Final agreement between Project Manager and the Customer includes sign off on contracted deliverables that are provided in report form at the end of the Project.

**1.16 Charges**

Project Management Offer 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 three following drivers:

- Expected volume and timeframe of deployed services (volume discounts apply).
- Expected Project Management Deliverables.
- Project Management team required and geo-localization.

**1.17 Duration**

The Project Management Offer 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.

**1.18 Customer Responsibilities**

- (a) Customer will ensure all appropriate resources will be made available to Orange, in accordance with the agreed Project plan.
- (b) Customer will provide any information reasonably requested by the Project Management team for the successful execution and completion of the Project.
- (c) 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 and those 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**