



Exhibit 1

Project Charter

1. Background

BigCo wants to maximize its return on promotion investments. It currently spends approximately \$40 million annually in promotional efforts. BigCo's goal is to reduce promotion spending by 25 percent in three years. The next phase of BigCo's data warehouse and business intelligence system will focus on promotion information, complementing the earlier project focused on sales information. Brand teams, sales operations, and marketing research will have access to both the sales and promotion information to enable more effective promotion spending to improve BigCo's return on promotion investments.

2. Project Scope

This phase of the overall DW/BI program is defined as follows:

- Three years of historical internal promotion detail information.
- Maximum of 25 initial users, with roll-out plans for 150 ultimate users in brands, sales operations, and marketing research.
- Technical architecture for this project will be based on . . .
- Current project timeline calls for initial production deployment by the end of second quarter.

3. Exclusions From Scope

The following items are specifically excluded from the project's scope:

- External data such as competitive sales and promotion information.
- Support for non-domestic promotion programs.
- ...

4. Success Criteria

Several key success criteria have been designated for the promotion data project:

- Provide a single source to support promotions-related analysis.
- Reduce the time required to perform a promotions-related analysis.
- Increase the effectiveness of promotion programs by 5 percent due to improved allocation decisions based on insights from the promotion data.
- ...

5. Risks and Risk Reduction Action Plan

This phase poses the following risks:

- ...