RheinBrücke's standardized SCALE methodology driven by industry best practices ensures a successful COTS implementation in a short time span by minimizing risk and maximizing predictability with clearly defined deliverables and processes. It is a scalable approach for implementation that is designed to address your needs based on the foundation elements – Solutioning, Consulting Expertise, Agile Practices, Learning and Enablement.

This schedule of 'Implementation Methodology', is to be read in conjunction with the Professional Services Terms & Conditions and applicable Statement of Work Agreement and its annexures. This Document explains the SCALE Methodology ® Variants.

IMPLEMENTATION METHOGOLOGY OUTLINE

The implementation methodology will follow 5 steps and as outlined in the illustrative picture below.
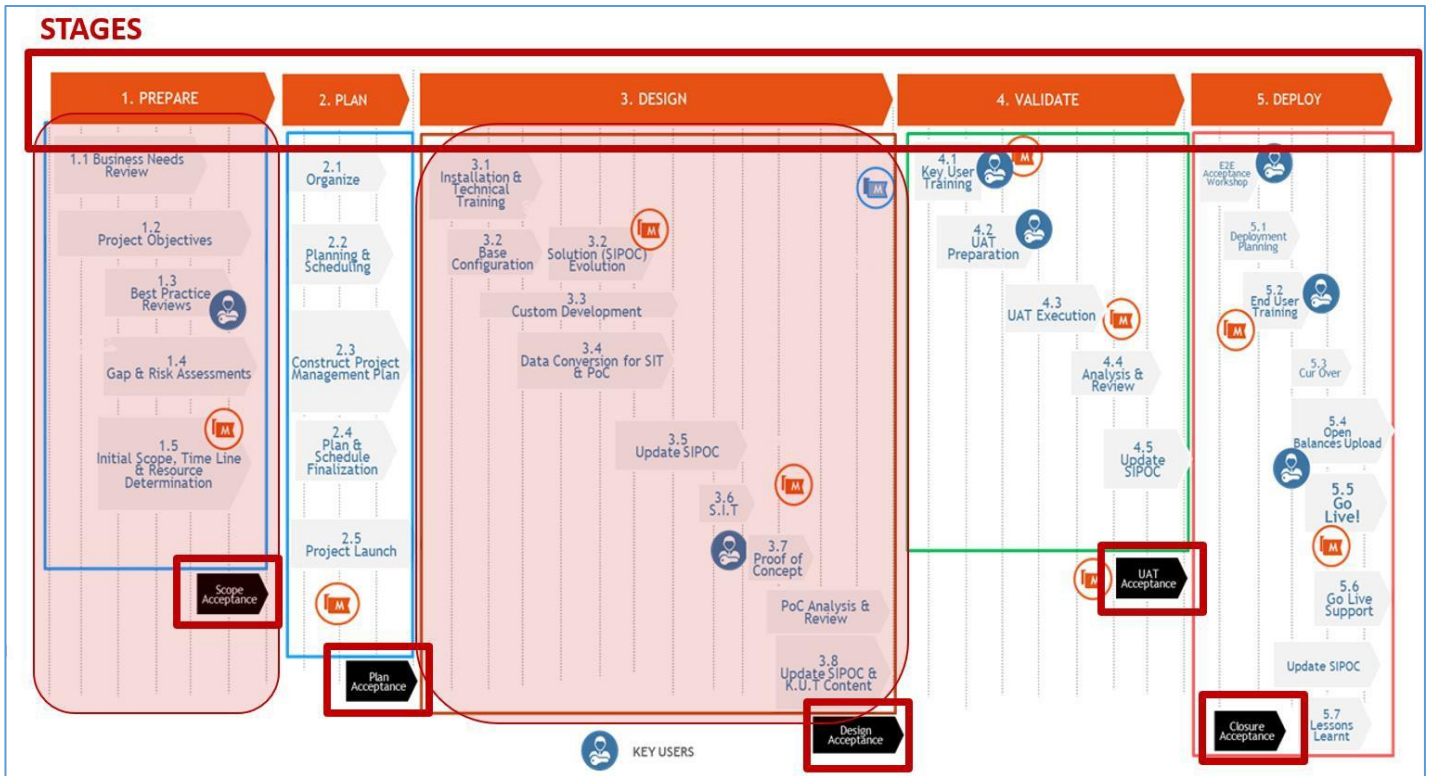
Notes to Methodology:

- Executed in 5 Stages blending stage gate & agile practices
- Follows a waterfall approach end of each stage, requiring a sign off
- Prepare Phase is also the handover from Sales
- Agile practices are followed within Design phase
- The 5 stages post acceptance of the agreements including the Statement of work and its annexures are described as 'Prepare', 'Plan', " Design', 'Validate' & 'Deploy'
- Key activity headlines under each phase are indicated in the table below
- **Each Stage to be signed off before getting into next Stage. (Eg. Unless Prepare Stage signed and accepted, Plan Stage will not start)**

1. ACTIVITY DESCRIPTIONS & DELIVERABLES "SCALE Standard Implementation Methodology"

Project deliverables at each stage with description of the activities is tabulated below

Stage	Segment	Activity	Output / Deliverables
Prepare	Business Needs Review	Collect Requirements needed to qualify Project complexity	Business Profile Documents
Prepare	Project Charter & Objectives	Engage with Project Sponsor and identify mandate for accepting Scope, Change, Risk & Issue Management actions;	Project Charter
Prepare	Best Practice Reviews	Review best practice maps for adoption of standard recommended processes	Process Maps, with gaps highlighted
Prepare	Gap & Risk Assessments	Where non conforming, identify, describe & score business & project impact for risk assessments	Gap List; Risk Assessment Matrix; Solution Definition
Prepare	Initial Scope, Timeline & Resourcing Determination	Present reviewed best practices; Gap List, High level solution together with risk assessment outcome	To Be Processes & Functionality Description where nonstandard
Plan	Organize	Identify project organization & organize resource schedules of project team to identify black outs in project plan	Project Organization, Resource Calendar
Plan	Planning & Scheduling	Build detailed project plan; dependencies and constraints included as identified in Project Charter & Resource Calendar	Draft Project Plan
Plan	Construct Project Management Plan	Establish the project management plan (PMP) – Budget, Environment, Schedule, Data Migration, Change Management, Risk & Issues Management.	Draft Project Management Plan
Plan	Plan & Schedule Finalization	Review Resource Calendar, Draft Project Plan & PMP with Customer	PMP, Plan, Risk Register
Plan	Project Launch	Present PMP & Plan to Project Core team	Project Set up in Celoxis; Access rights granted
Design	Commissioning & Technical Training	Complete the installations / commissioning as per the agreed plan in the PMP or in SoW. Technical Training to Customer Business Analysts	Commissioning & Training*
Design	Base Configuration & Solution Evolution	Set up system - Parameters, Configuration Data & Sample Master Data where non standardized; Evolve TO BE process details in SIPOC	Test Environment, Updated SIPOC
Design	Custom Development	Gap Development - Technical, Functional Architecture & Specifications for Forms & Reports, Interfaces, Alerts & Workflow	Deployed to Test Environment
Design	Data Conversion for S.I.T, POC	Upload Configuration & Master Data for Proof of Concept Sessions	Templates Tested
Design	Update SIPOC	SIPOC Updated & Evolved into scenario lists	SIPOC Scenarios
Design	S.I.T	Review holistic solution including custom development using SIPOC scenarios & provide technical confirmation	Issue Register
Design	Proof of Concept	Demonstrate all SIPOC scenarios including customizations to customer core team	Issue Register
Design	Proof of Concept Analysis & Review	Resolve identified issues & agree achievement of Proof of Concept acceptance criteria	POC Accepted & Signed off
Design	Update Processes, SIPOC & KUT Content	Update SIPOC, Develop Training Content; Set up users in LMS where applicable	SIPOC

Ref No.

Stage	Segment	Activity	Output / Deliverables
Validate	Key User Training	Deliver Training strictly as per SIPOC Structure & only processes described in SIPOC. In addition Data Upload training is included	Training Agenda, Attendance & Completion
Validate	UAT Preparation	Review UAT Scripts from SIPOC & Training Content; Customer to expand SIPOC scenarios if necessary. Data upload is to be accomplished during this time for successful UAT	UAT Acceptance Criteria, UAT Data Upload
Validate	UAT Execution	Execute UAT as per script, verify processes & data upload procedures including master data & transactional data	UAT completed & Issue register
Validate	UAT Analysis & Review	Issue resolution; Complete pending activities; and address approach as per UAT acceptance criteria to complete issues Noted	Issue Register & Sign off
Validate	Update Processes, SIPOC	Update EUP Procedures; SIPOC for changes & Issues	SIPOC
Deploy	End to End Acceptance Workshop	Workshop chaired & conducted by business to run end –end practical scenarios to establish go live readiness	Go Live readiness Assessment
Deploy	Deployment Planning	Creating a detailed plan for go-live	Cut Over Plan
Deploy	End User Training *	Educate end users as per roles identified in SIPOC	Training Completion
Deploy	Cut Over	Production System Deployment including User Security Matrix	Environment readiness
Deploy	Opening Data Upload	Final Upload of Master, Configuration & Opening Balances to Environment	SIPOC
Deploy	Go Live	Release system for Go-Live	Live
Deploy	Go Live Support	Hyper care support. Early life support protocols are deployed including heat maps; Induct Support Team into support group	Early Life support processes
Deploy	Update Processes, SIPOC	Project team disengaged and support team takes over formally Documentation is updated	SIPOC, Support handover
Deploy	Lessons Learnt	Update Lessons Learnt document, review internally & with customer	Lessons Learnt Report

Ref No.

2. METHODOLOGY STAGES & RESPONSIBILITY MATRIX "SCALE Standard Implementation Methodology"

Described in table below is the RACI chart indicating responsibilities of project team members representing the buyer (customer), consultant's teams.

R,A,C,I is defined as 'Responsible', 'Accountable', Consulted' & 'Informed' respectively with RACI definitions as below:

Responsible: Those who do the work to achieve the task.
Accountable (also *approver* or *approving authority*): The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) work that *responsible* provides.
Consulted (sometimes *counsel*): Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

Stage	Segment	Deliverables	Responsible	Accountable	Consulted	Informed
Prepare	Business Needs Review	Business Profile Documents	Customer PM	Project Manager	Customer Sponsor	Solution Architect
Prepare	Project Charter & Objectives	Project Charter	Project Manager	Steering Committee	Customer PM	Solution Architect
Prepare	Best Practice Reviews	Process Maps, with gaps highlighted	Solution Architect	Project Manager	Customer PM	Project Team
Prepare	Gap & Risk Assessments	Gap List; Risk Assessment Matrix; Solution Definition	Solution Architect	Project Manager	Customer PM	Project Team
Prepare	Initial Scope, Timeline & Resourcing Determination	To Be Processes & Functionality Description where nonstandard	Solution Architect	Project Manager	Customer Core Team	Project Team
Plan	Organize	Project Organization, Resource Calendar	Project Manager	Customer PM	Customer Core Team	Steering Committee
Plan	Planning & Scheduling	Draft Project Plan	Project Manager	Customer PM	Customer Core Team	Steering Committee
Plan	Construct Project Management Plan	Draft Project Management Plan	Project Manager	Customer PM	Customer Core Team	Steering Committee
Plan	Plan & Schedule Finalization	PMP, Plan, Risk Register	Project Manager	Customer PM	Customer Core Team	Steering Committee
Plan	Project Launch	Project Set up in Celoxis; Access rights granted	Project Manager	Customer PM	Customer Core Team	Steering Committee
Design	Commissioning & Technical Training	Commissioning & Training*	Consultant	Project Manager	Project Team	Customer Core Team
Design	Base Configuration & Solution Evolution	Test Environment, Updated SIPOC	Consultant	Solution Architect	Project Manager	Customer PM
Design	Custom Development	Deployed to Test Environment	Consultant	Project Manager	Solution Architect	Customer PM
Design	Data Conversion for S.I.T, POC	Templates Tested	Consultant	Project Manager	Customer PM	Solution Architect
Design	Update SIPOC	SIPOC Scenarios	Consultant	Solution Architect	Project Manager	Customer PM
Design	S.I.T	Issue Register	Consultant	Solution Architect	Customer PM	Customer Core Team
Design	Proof of Concept	Issue Register	Consultant	Solution Architect	Project Manager	Customer PM
Design	Proof of Concept Analysis & Review	POC Accepted & Signed off	Consultant	Solution Architect	Project Manager	Customer PM
Design	Update Processes, SIPOC & KUT Content	SIPOC	Consultant	Solution Architect	Project Manager	Customer PM

Ref No.

Stage	Segment	Deliverables	Responsible	Accountable	Consulted	Informed
Validate	Key User Training	Training Agenda, Attendance & Completion	Consultant	Project Manager	Customer PM	Customer Core Team
Validate	UAT Preparation	UAT Acceptance Criteria, UAT Data Upload	Consultant	Solution Architect	Customer PM	Project Manager
Validate	UAT Execution	UAT completed & Issue register	Customer Core Team	Customer PM	Project Manager	Solution Architect
Validate	UAT Analysis & Review	Issue Register & Sign off	Consultant	Project Manager	Customer PM	Customer Core Team
Validate	Update Processes, SIPOC	SIPOC	Consultant	Solution Architect	Customer PM	Project Manager
Deploy	End to End Acceptance Workshop	Go Live readiness Assessment	Customer Core Team	Customer PM	Project Manager	Solution Architect
Deploy	Deployment Planning	Cut Over Plan	Project Manager	Customer PM	Steering Committee	Customer Core Team
Deploy	End User Training *	Training Completion	Customer Core Team	Customer PM	Project Manager	Steering Committee
Deploy	Cut Over	Environment readiness	Customer Core Team	Customer PM	Project Manager	Steering Committee
Deploy	Opening Data Upload	SIPOC	Customer PM	Project Manager	Customer Core Team	Steering Committee
Deploy	Go Live	Live	Customer Core Team	Customer PM	Project Manager	Steering Committee
Deploy	Go Live Support	Early Life support processes	Consultant	Project Manager	Customer PM	Steering Committee
Deploy	Update Processes, SIPOC	SIPOC, Support handover	Consultant	Solution Architect	Project Manager	Customer PM
Deploy	Lessons Learnt	Lessons Learnt Report	Consultant	Project Manager	Customer PM	Customer Core Team

Index
- *Customer PM* – Project Manager Nominated by the Customer for the project
- *Project Manager* – Project manager nominated by RIC or it partners, a.k.a. implementer
- *Solution Architect* – Specialist representing consultant
- *Customer Core team* – represents members set up by buyer / customer to represent the business in the project organization
- *Consultant* – Implementation & consulting services team members representing the functional & technical consultant
- *Steering Committee* – Stake holders from Customer and RIC, providing advice and making decisions to the project as it develops. The Steering Committee provides support, guidance and oversight of progress.

Ref No.

1. **ACTIVITY DESCRIPTIONS & DELIVERABLES "SCALE FAST TRACK Implementation Methodology"**

Project deliverables at each stage with description of the activities is tabulated below

Stage	Segment	Activity	Output / Deliverables
Prepare	Business Needs Review	Collect Requirements needed to qualify Project complexity	Business Profile Documents
Prepare	Best Practice Reviews	Review best practice maps for adoption of standard recommended processes	Process Maps, with gaps highlighted
Prepare	Gap & Risk Assessments	Where non conforming, identify, describe & score business & project impact for risk assessments	Gap List; Risk Assessment Matrix; Solution Definition
Prepare	Initial Scope, Timeline & Resourcing Determination	Present reviewed best practices; Gap List, High level solution together with risk assessment outcome	To Be Processes & Functionality Description where nonstandard
Plan	Organize	Identify project organization & organize resource schedules of project team to identify black outs in project plan	Project Organization, Resource Calendar
Plan	Planning & Scheduling	Build detailed project plan; dependencies and constraints included as identified in Project Charter & Resource Calendar	Draft Project Plan
Plan	Plan & Schedule Finalization	Review Resource Calendar, Draft Project Plan & PMP with Customer	PMP, Plan, Risk Register
Design	Commissioning & Technical Training	Complete the installations / commissioning as per the agreed plan in the PMP or in SoW. Technical Training to Customer Business Analysts	Commissioning & Training*
Design	Base Configuration & Solution Evolution	Set up system - Parameters, Configuration Data & Sample Master Data where non standardized; Evolve TO BE process details in SIPOC	Test Environment, Updated SIPOC
Design	Custom Development	Gap Development - Technical, Functional Architecture & Specifications for Forms & Reports, Interfaces, Alerts & Workflow	Deployed to Test Environment
Design	Proof of Concept	Demonstrate all SIPOC scenarios including customizations to customer core team	Issue Register
Design	Proof of Concept Analysis & Review	Resolve identified issues & agree achievement of Proof of Concept acceptance criteria	POC Accepted & Signed off
Design	Update Processes, SIPOC & KUT Content	Update SIPOC, Develop Training Content; Set up users in LMS where applicable	SIPOC
Validate	Key User Training	Deliver Training strictly as per SIPOC Structure & only processes described in SIPOC. In addition Data Upload training is included	Training Agenda, Attendance & Completion
Validate	UAT Execution	Execute UAT as per script, verify processes & data upload procedures including master data & transactional data	UAT completed & Issue register
Validate	UAT Analysis & Review	Issue resolution; Complete pending activities; and address approach as per UAT acceptance criteria to complete issues Noted	Issue Register & Sign off
Validate	Update Processes, SIPOC	Update EUP Procedures; SIPOC for changes & Issues	SIPOC

Ref No.

Stage	Segment	Activity	Output / Deliverables
Deploy	Deployment Planning	Creating a detailed plan for go-live	Cut Over Plan
Deploy	Cut Over	Production System Deployment including User Security Matrix	Environment readiness
Deploy	Opening Data Upload	Final Upload of Master, Configuration & Opening Balances to Environment	SIPOC
Deploy	Go Live	Release system for Go-Live	Live
Deploy	Go Live Support	Hyper care support. Early life support protocols are deployed including heat maps; Induct Support Team into support group	Early Life support processes
Deploy	Update Processes, SIPOC	Project team disengaged and support team takes over formally Documentation is updated	SIPOC, Support handover
Deploy	Lessons Learnt	Update Lessons Learnt document, review internally & with customer	Lessons Learnt Report

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2. METHODOLOGY STAGES & RESPONSIBILITY MATRIX "SCALE FAST TRACK Implementation Methodology"

Described in table below is the RACI chart indicating responsibilities of project team members representing the buyer (customer), consultant's teams.

R,A,C,I is defined as 'Responsible', 'Accountable', Consulted' & 'Informed' respectively with RACI definitions as below:

Responsible: Those who do the work to achieve the task.
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Consulted (sometimes *counsel*): Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

Stage	Segment	Deliverables	Responsible	Accountable	Consulted	Informed
Prepare	Business Needs Review	Business Profile Documents	Customer PM	Project Manager	Customer Sponsor	Solution Architect
Prepare	Best Practice Reviews	Process Maps, with gaps highlighted	Solution Architect	Project Manager	Customer PM	Project Team
Prepare	Gap & Risk Assessments	Gap List; Risk Assessment Matrix; Solution Definition	Solution Architect	Project Manager	Customer PM	Project Team
Prepare	Initial Scope, Timeline & Resourcing Determination	To Be Processes & Functionality Description where nonstandard	Solution Architect	Project Manager	Customer Core Team	Project Team
Plan	Organize	Project Organization, Resource Calendar	Project Manager	Customer PM	Customer Core Team	Steering Committee
Plan	Planning & Scheduling	Draft Project Plan	Project Manager	Customer PM	Customer Core Team	Steering Committee
Plan	Plan & Schedule Finalization	PMP, Plan, Risk Register	Project Manager	Customer PM	Customer Core Team	Steering Committee
Design	Commissioning & Technical Training	Commissioning & Training*	Consultant	Project Manager	Project Team	Customer Core Team
Design	Base Configuration & Solution Evolution	Test Environment, Updated SIPOC	Consultant	Solution Architect	Project Manager	Customer PM
Design	Custom Development	Deployed to Test Environment	Consultant	Project Manager	Solution Architect	Customer PM
Design	Proof of Concept	Issue Register	Consultant	Solution Architect	Project Manager	Customer PM
Design	Proof of Concept Analysis & Review	POC Accepted & Signed off	Consultant	Solution Architect	Project Manager	Customer PM
Design	Update Processes, SIPOC & KUT Content	Updated SIPOC	Consultant	Solution Architect	Project Manager	Customer PM
Validate	Key User Training	Training Agenda, Attendance & Completion	Consultant	Project Manager	Customer PM	Customer Core Team
Validate	UAT Execution	UAT completed & Issue register	Customer Core Team	Customer PM	Project Manager	Solution Architect
Validate	UAT Analysis & Review	Issue Register & Sign off	Consultant	Project Manager	Customer PM	Customer Core Team
Validate	Update Processes, SIPOC	SIPOC	Consultant	Solution Architect	Customer PM	Project Manager

Ref No.

Stage	Segment	Deliverables	Responsible	Accountable	Consulted	Informed
Deploy	Deployment Planning	Cut Over Plan	Project Manager	Customer PM	Steering Committee	Customer Core Team
Deploy	Cut Over	Environment readiness	Customer Core Team	Customer PM	Project Manager	Steering Committee
Deploy	Opening Data Upload	SIPOC	Customer PM	Project Manager	Customer Core Team	Steering Committee
Deploy	Go Live	Live	Customer Core Team	Customer PM	Project Manager	Steering Committee
Deploy	Go Live Support	Early Life support processes	Consultant	Project Manager	Customer PM	Steering Committee
Deploy	Update Processes, SIPOC	SIPOC, Support handover	Consultant	Solution Architect	Project Manager	Customer PM
Deploy	Lessons Learnt	Lessons Learnt Report	Consultant	Project Manager	Customer PM	Customer Core Team

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1. **ACTIVITY DESCRIPTIONS & DELIVERABLES "SCALE RAPID Implementation Methodology"**

Project deliverables at each stage with description of the activities is tabulated below

Stage	Segment	Activity	Output / Deliverables
Prepare	Business Needs Review	Collect Requirements needed to qualify Project complexity	Business Profile Documents
Prepare	Initial Scope, Timeline & Resourcing Determination	Present reviewed best practices; Gap List, High level solution together with risk assessment outcome	To Be Processes & Functionality Description where nonstandard
Plan	Organize	Identify project organization & organize resource schedules of project team to identify black outs in project plan	Project Organization, Resource Calendar
Plan	Planning & Scheduling	Build detailed project plan; dependencies and constraints included as identified in Project Charter & Resource Calendar	Draft Project Plan
Plan	Plan & Schedule Finalization	Review Resource Calendar, Draft Project Plan & PMP with Customer	PMP, Plan, Risk Register
Design	Base Configuration & Solution Evolution	Set up system - Parameters, Configuration Data & Sample Master Data where non standardized; Evolve TO BE process details in SIPOC	Test Environment, Updated SIPOC
Design	Proof of Concept	Demonstrate all SIPOC scenarios including customizations to customer core team	Issue Register
Design	Proof of Concept Analysis & Review	Resolve identified issues & agree achievement of Proof of Concept acceptance criteria	POC Accepted & Signed off
Validate	Key User Training	Deliver Training strictly as per SIPOC Structure & only processes described in SIPOC. In addition Data Upload training is included	Training Agenda, Attendance & Completion
Validate	UAT Execution	Execute UAT as per script, verify processes & data upload procedures including master data & transactional data	UAT completed & Issue register
Validate	UAT Analysis & Review	Issue resolution; Complete pending activities; and address approach as per UAT acceptance criteria to complete issues Noted	Issue Register & Sign off
Deploy	Deployment Planning	Creating a detailed plan for go-live	Cut Over Plan
Deploy	Cut Over	Production System Deployment including User Security Matrix	Environment readiness
Deploy	Opening Data Upload	Final Upload of Master, Configuration & Opening Balances to Environment	SIPOC
Deploy	Go Live	Release system for Go-Live	Live
Deploy	Go Live Support	Hyper care support. Early life support protocols are deployed including heat maps; Induct Support Team into support group	Early Life support processes
Deploy	Lessons Learnt	Update Lessons Learnt document, review internally & with Customer	Lessons Learnt Report

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Plan	Planning & Scheduling	Draft Project Plan	Project Manager	Customer PM	Customer Core Team	Steering Committee
Plan	Plan & Schedule Finalization	PMP, Plan, Risk Register	Project Manager	Customer PM	Customer Core Team	Steering Committee
Design	Base Configuration & Solution Evolution	Test Environment, Updated SIPOC	Consultant	Solution Architect	Project Manager	Customer PM
Design	Proof of Concept	Issue Register	Consultant	Solution Architect	Project Manager	Customer PM
Design	Proof of Concept Analysis & Review	POC Accepted & Signed off	Consultant	Solution Architect	Project Manager	Customer PM
Validate	Key User Training	Training Agenda, Attendance & Completion	Consultant	Project Manager	Customer PM	Customer Core Team
Validate	UAT Execution	UAT completed & Issue register	Customer Core Team	Customer PM	Project Manager	Solution Architect
Validate	UAT Analysis & Review	Issue Register & Sign off	Consultant	Project Manager	Customer PM	Customer Core Team
Deploy	Deployment Planning	Cut Over Plan	Project Manager	Customer PM	Steering Committee	Customer Core Team
Deploy	Cut Over	Environment readiness	Customer Core Team	Customer PM	Project Manager	Steering Committee
Deploy	Opening Data Upload	SIPOC	Customer PM	Project Manager	Customer Core Team	Steering Committee
Deploy	Go Live	Live	Customer Core Team	Customer PM	Project Manager	Steering Committee
Deploy	Go Live Support	Early Life support processes	Consultant	Project Manager	Customer PM	Steering Committee
Deploy	Lessons Learnt	Lessons Learnt Report	Consultant	Project Manager	Customer PM	Customer Core Team

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- *Steering Committee* – Stake holders from Customer and RIC, providing advice and making decisions to the project as it develops. The Steering Committee provides support, guidance and oversight of progress.

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SCALE	Is an acronym for RIC's implementation methodology which is built on the core pillars of Solutioning, Consulting Expertise, Agile Practices, Learning Management and Customer Enablement
SoW	Statement of Work
SIPOC	Is an Acronym for lean process management technique standing for - Suppliers, Inputs, Process, Outputs, Customers
SIT	System Integration Test
POC	Proof Of Concept
KUT	Key User Training
COTS	Commercially Available Off The Shelf (generally referred to ready to use ERP or other enterprise solutions)
UAT	User Acceptance Testing
E2E	End to End
PMP	Project Management Plan
LMS	Learning Management System
EUP	End User Procedure
PM	Project Manager
RACI	Responsible, Accountable, Consulted & Informed

Ref No.