

FIQAS Project approach

Projects in general

The success of a Project depends on a large number of critical factors.

Important:

- Registration of agreements, management of expectations;
- Progress monitoring, sharing of information;
- Clear consultative structures.

A relationship based on trust between the client and FIQAS, as well as the drive to reach the agreed targets together is an additional prerequisite for success.

Project plan

After the commercial phase is finished FIQAS executes its projects on the basis of a Project plan, which provides the client with a clear picture of the project and which ensures a methodical approach. The project plan is written by FIQAS, prior to or at the beginning of the project, and will be approved by the client.

The Project plan and so the Project, has a standard, structured set-up, in which all aspects relevant to the Project for the specific client are addressed.

The Project plan gives a high-level understanding of the following project elements:

- What will be delivered (Deliverables and Milestones)?
- Which activities will have to be executed, when and by whom (Planning and Phasing, Reporting)?
- Who will be involved, who will be responsible, how will consultations and communication takes place (Project group, Steering Committee, Escalations)?

It is important that a project approach is worked out which best fits the client. FIQAS is used to working with/for a great variety of organizations, and happy to adjust to the clients preferences. Our credo after all is: 'adaptability is the key to success'.

Planning and Phasing

The **planning** of a project is deduced as much as possible from the date the customer wishes to start using the FIQAS solution. FIQAS furthermore always aims to let the delivery of client specific software coincide with the delivery of autonomous product improvements (generic product releases). In practice, several project phases are partly simultaneous processes.

Practically every project knows the following **project phases**:

- Project set-up
 - Project plan
 - Project team
 - Project planning

- Project reports
- Project kick-off
- Analysis & Specifications
 - Ideally based on 100% clear functional customer requirements;
 - Ideally in close collaboration with customer
 - Including test- and acceptance criteria
- Development & Configuration
 - Development
 - Product development (if necessary)
 - Bespoke software
 - Interfaces
 - Configuration
- Testing & Acceptance
 - Tests:
 - Based on Test plan, Risk analysis, Test- and Acceptance criteria
 - Unit Tests
 - Functional tests
 - System integration tests
 - Performance tests (if necessary)
 - User acceptance tests
 - Production acceptance tests
 - Including iterations
- Implementation & Migration
 - Database installation
 - Software installation
 - Hardware installation (if necessary)
 - Document/Template administration
 - Final data migration
 - Assistence to superusers
- Training & Instruction
 - Trainings (generic and specific) to Superusers/Application managers and/or end users
- Transfer from Project to Operations (FIQAS Operations)
 - Deliverables:
 - Product generic delivery
 - Bespoke software delivery
 - Customer configuration delivery
 - Specific – to be defined – documents and reports
- Aftercare
 - Adjustments and improvements (within the project)
 - Change Management (improvements outside the project)

FIQAS **reports** (according to a frequency and in a format agreed with the client) on the progress of the project. For progress monitoring FIQAS uses its own **monitoring** system.

Milestones and Deliverables

Each project phase is terminated with a **Milestone**, which also marks the start of the next phase. As milestones are used as moments of consultation, they are important reference points within the project. Important Milestones within each project are: the approved Project Plan, the approved specifications, the delivery of the hardware installation, the delivery of the software, the approved test reports, the approved data migration and the approved Final acceptance

The final project **Deliverables** (*according to the New Oxford Dictionary of English (1998)* → *deliverable = 'a thing able to be provided, especially as a product of a development process'*) in all projects are the agreed software components. During the project phases it may be possible that interim software deliveries take place.

Project organization

For each project FIQAS appoints an internal project team, under supervision of a Project leader. The client will usually do the same.

The joint project organization consists of representatives of both the client and FIQAS. It consists of (at least) two levels, the **Project group** and the **Steering Committee**. The Project group safeguards the project progress. The Steering Committee monitors the high-level issues regarding the project and its environment, and it takes strategic decisions. The Steering Committee is also the level to which the Project group escalates in case of insurmountable problems in the operational progress.

The consultation frequency of both levels is agreed by the client and FIQAS, depending on the project and project phase. It is not unusual that the Steering Committee gathers once every two to eight weeks (often depending on the project phase), whilst the Project Group usually confers every week.

What if it goes wrong after all?

Should anything not go according to plan – even in a FIQAS project this can happen - FIQAS prefers to first solve the problem as soon as possible together with the client, without losing time in identifying who caused of the problem. This can be worked out later as well, in view of the learning effect and the continuous strengthening of the project team. The project must go on.