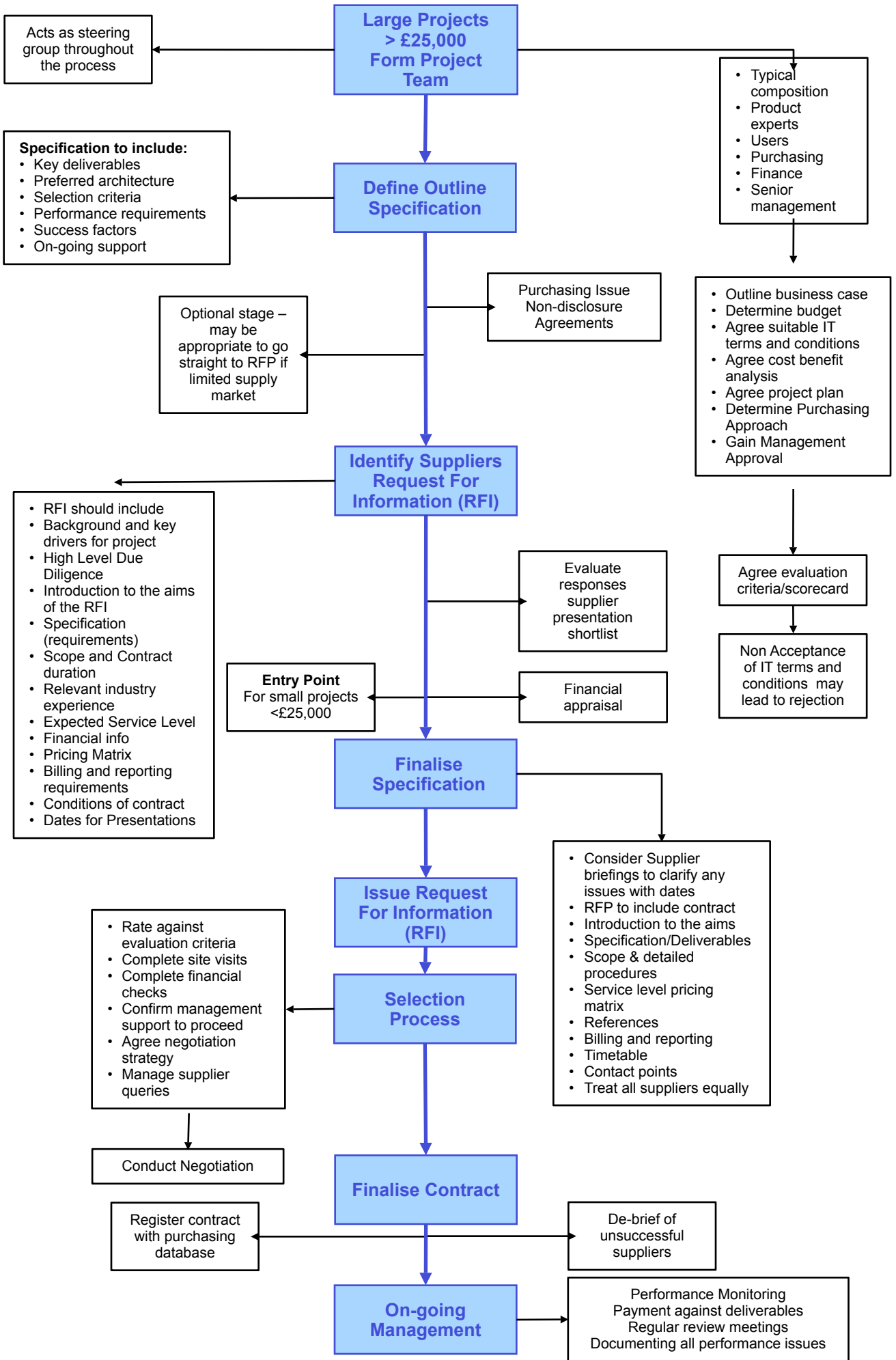


Horizon Associates-Methodology For Large IT Projects



Large Projects > £25,000 Form Project Team

Define Outline Specification

Identify Suppliers Request For Information (RFI)

Finalise Specification

Issue Request For Information (RFI)

Selection Process

Finalise Contract

On-going Management

Acts as steering group throughout the process

Specification to include:

- Key deliverables
- Preferred architecture
- Selection criteria
- Performance requirements
- Success factors
- On-going support

Optional stage – may be appropriate to go straight to RFP if limited supply market

Purchasing Issue Non-disclosure Agreements

- Typical composition
- Product experts
- Users
- Purchasing
- Finance
- Senior management

- Outline business case
- Determine budget
- Agree suitable IT terms and conditions
- Agree cost benefit analysis
- Agree project plan
- Determine Purchasing Approach
- Gain Management Approval

Agree evaluation criteria/scorecard

Non Acceptance of IT terms and conditions may lead to rejection

- RFI should include
- Background and key drivers for project
- High Level Due Diligence
- Introduction to the aims of the RFI
- Specification (requirements)
- Scope and Contract duration
- Relevant industry experience
- Expected Service Level
- Financial info
- Pricing Matrix
- Billing and reporting requirements
- Conditions of contract
- Dates for Presentations

Entry Point
For small projects <£25,000

Evaluate responses supplier presentation shortlist

Financial appraisal

- Consider Supplier briefings to clarify any issues with dates
- RFP to include contract
- Introduction to the aims
- Specification/Deliverables
- Scope & detailed procedures
- Service level pricing matrix
- References
- Billing and reporting
- Timetable
- Contact points
- Treat all suppliers equally

- Rate against evaluation criteria
- Complete site visits
- Complete financial checks
- Confirm management support to proceed
- Agree negotiation strategy
- Manage supplier queries

Conduct Negotiation

Register contract with purchasing database

De-brief of unsuccessful suppliers

Performance Monitoring
Payment against deliverables
Regular review meetings
Documenting all performance issues