

## XYZ-Ripose joint venture Objectives

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This document is the Ripose - Objectives (goals and measures) deliverable for a joint venture.

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Author Charles Richter

Designed with The Ripose logo is a red rectangle with the word "Ripose" in white, sans-serif font.

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## Preface

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### Purpose

This document is the Ripose - Objectives (goals and measures) deliverable for a joint venture.

### Approach

This document was produced using the Ripose Technique and the functionality was discovered after a 1-hour session held on the 30 December 2002 by drawing on the experience and knowledge of Charles Richter.

The participating party at the meeting was Charles Richter.

The results of the sessions were entered into the Ripose CASPAR repository and subsequently analysed by Charles Richter to complete the publication of this document.

### Intended audience

XYZ-Ripose joint venture      *MDr - ranking required*  
*MDo - ranking required*  
*SN - ranking required*  
*LW - ranking required*  
*PQ - ranking required*

Ripose                              Charles Richter - Ripose grade 0 - Architect

### Document structure

This document is structured to support the Ripose Technique, sections include:

Management summary	Outlines the findings. The report contains the strengths, weaknesses, mitigating factors, key issues and financial viability
Internal objectives	Defines the internal value statements (1-4-11) - 1 purpose/passion, 4 mission/benefit statements and some of the 11 critical success factors/values inherent in the associated documents and minds of the organisation's personnel
	Defines the measures that need to be addressed if the purpose of the enterprise is to be realised.
External objectives	Defines the view the stakeholders may wish to share with the public in general
Financial forecasts	<i>Contains the capital expenses (capex), operational expenses (opex) and earnings before income tax depreciation and amortisation (EBITDA) forecasts for the first financial year</i>

Appendices

Provides several deliverable activity steps, an agreement summary and a glossary of terms

**Associated documents**

- Release plan spreadsheet

**Caveat**

Due to the time constraints not all areas of the business were explored, hence there will be gaps in the findings. However, these could be completed if more time was available - see *Completed steps* on page 4

**Outstanding items**

There are sentences in *italics* throughout this document. They are generic statements and may need further refinement if time permits.

## Management summary

This section will contain the summary of findings identified during the initial 1-hour goal ranking sessions. It will be necessary to complete and validate these findings as a matter of urgency if the joint venture is to go ahead (see Next steps on page 4).

### Introduction

The result of a strategic business plan is the identification of the core and supporting systems the XYZ-Ripose joint venture needs to effectively run its business and to ultimately achieve its prime objective. The prime objective is to 'To produce a better engineered software technology solution to replace feature deficient accounting packages' (see Purpose on page 5).

To achieve this objective it was necessary to first identify the strengths and weaknesses of the business from each manager's perspective. This enables management to focus on the key issues as quickly as possible. It also assists in the development of key performance indicators.

The key performance indicators help focus on identifying the information requirements, which in turn leads to the discovery of the systems.

As at 30 December 2007, in the absence of the appropriate systems, resources, technology and procedures, the general consensus of managers interviewed give the enterprise a 30% chance of succeeding. The results can be seen in Figure 1 below. Individual results can be found on page 17

### Strengths & weaknesses

After holding a 1-hour session with Charles the following statistics were discovered:

- *Profitability, audience and distribution* are the major cause of concern
- *Resources and technology* were regarded as the next most serious problem
- *Uniqueness, planning and productivity* appears to be the strength of the XYZ-Ripose joint venture

The following graph depicts the ranking of the interviewed managers:

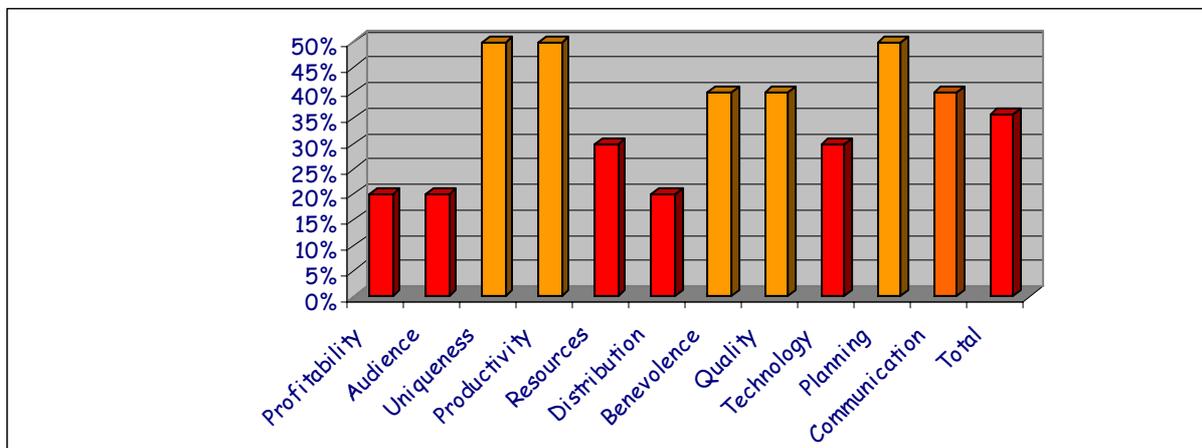


Figure 1 - Ranking

## Management summary

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### Mitigating factors

This section will contain the major reasons for management concerns.

Critical success factor (CSF)	Reason
Audience	Have not yet started to address marketing
Distribution	Not sure how dealers will accept another patient care and accounting package
Profitability	Do not have any income steam
Resources	Current computing power and software resources insufficient
Technology	Technology currently available still has a number of flaws. This includes client server and internet facilities

### Key issues

This section contains the top level KPIs associated with the weakest CSFs.

Issue	Description
Small Enterprises	Target small businesses only
Local Business	Use of software retailers in a brick and mortar premises
Costs	The dollars we need to spend
Equity Investment	Strategic partnerships and joint ventures
Income Streams	To identify the various sources from which revenue can be earned
Payment Methods	Means of payment
Taxation	The amount of money paid to the government for all revenue that comes through the enterprise
Equipment	Items needed for the purpose of running our business
Data Base Engine	The ability to store information.
Data Mining	Deriving facts about the interested parties that we deal with
I T Support	The support of automating the design phase

***Financial viability***

The following table contains indicative values for the total funding and budgetary requirements to ensure the sustainability of XYZ-Ripose joint venture. For details please refer to the sales worksheet in the release plan spreadsheet.

This plan relies on the minimum sale of release 1 of approximately 410 units at a unit cost of \$1,000 (excluding GST).

CSF	Capital costs	Income	Expenditure	Profit/loss
Profitable		\$124,673	\$114,673	\$10,000
Resource	\$2,500			
Technology	\$7,500			
Grand Total	\$10,000	\$124,673	\$112,673	\$0

## Executive interviews

### Proposed interview list

Executive	Title
MDr	Entrepreneur
MDo	Business manager
SN	Owner podiatrist
L W	Owner podiatrist
PQ	Owner podiatrist
Charles Richter	Developer

### Completed steps

The following steps were completed on the 30 December 2002

1. A verbal agreement was reached between Ripose Pty Limited and the XYZ-Ripose joint venture enabling Ripose to undertake producing the XYZ-Ripose joint venture - Strategic business plan - Objectives.
2. Ripose together with at least one senior XYZ-Ripose joint venture manager produced a tentative assignment plan detailing the dates, participants and duration of the assignment. *As this task was completed over a 2-hour period on the 25 December, this step was not considered necessary.*

### Next steps

In order to deliver the benefits of the Ripose Technique (see the brochure on our web site at <http://www.ripose.com/WhatisRipose.pdf>) - What is Ripose?

The following steps are required:

1. Deliverable activity steps 1 through 4 on page 19 for more detail on the steps required to produce this document.
2. The XYZ-Ripose joint venture senior management will reach agreement on the findings.
3. A further agreement will be drawn up enabling a XYZ-Ripose joint venture - Proof of concept to be produced with Ripose.

## **Internal objectives**

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An internal objective is defined as the way in which a stakeholder views the enterprise from a private nature. These comprise of the following

- Goals
- Key performance indicators

### **Goals**

Based on the information made available to the Ripose architect, the following strategic planning goals were discovered.

- Purpose
- Benefit/mission and value statements

### **Purpose**

To produce a better engineered software technology solution which provides an integrated patient care booking capability together with a comprehensive accounting capability. This will provide the following benefits:

- Increase the wealth of the stakeholders
- Viability of the enterprise
- Best practices
- Ease of use

### **Benefit/mission and value statements**

The four benefits XYZ-Ripose joint venture wants to deliver are as follows:

- Prosperity - Increase the wealth of the stakeholders
- Robustness - Viability of the enterprise
- Esteem - Best practices
- Perception - Ease of use

## Internal objectives

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### Prosperity - Increase the wealth of the stakeholders

To generate wealth for the enterprise., its partners and their associates by creating a better engineered software technology product to rival Wallchart, Quickbooks and MYOB. This product will address business owners 'needs' while delivering their 'wants'. This is achieved by:

Value	Description	CSF
Joint venture profits	To attain a return on investment expected by the joint venture partners	Profitability
Market share	To convert current small enterprises using Wallchart, Quickbooks, MYOB and Accpac	Market - audience
Unique skill set	We have the skill set to design products to address a small enterprise's (SE) 'needs' while delivering their 'wants'	Unique

### Robustness - Viability of the enterprise

The viability of the enterprise is dependent upon its ability to deliver its core values, strategies and applications. This is achieved by:

Value	Description	CSF
Capability to carry out duties	Having the capability to carry out the necessary duties in order to deliver a quality service	Productivity
Limited assets	Limited amount of capital, appliances and willingness to provide self and associates labour	Resource
Delivery mechanism	Reaching the market place worldwide by placing a shrink wrapped product on the shelves of hardware and software resellers	Distribution

## Internal objectives

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### Esteem - Best practices

Deliver a better quality integrated patient care and accounting package than currently on the market. This is achieved by:

Value	Description	CSF
Amenable arrangements	To be amenable to coming to arrangements with prospective clients on a flexible, but commercial basis, without compromising the joint venture partners values	Benevolence
Best in class	To ensure that the highest possible performing and most efficient deliverables (products and services) reach the marketplace	Quality

### Perception - Ease of use

Deliver an integrated patient care and accounting product that is easy to understand and use. This is achieved by:

Value	Description	CSF
Quality documentation	Provide high quality documentation to disseminate our messages	Communication
Pragmatic plans	To ensure that we have comprehensive and pragmatic plans in place to guarantee the smooth running of the venture	Plan
Technology & business alignment	The use of technology is aligned with the business mission	Technology

### Key performance indicators

KPIs will assist in the identification of metrics, service level agreements as well as providing a focus for developing the corporate information model/knowledge base.

The following KPIs were discovered during a 2-hour goal ranking session held on the 30 December 2003.

#### Profitability

KPIs	Description
Costs	The dollars we need to spend
• Administration Costs	The amount of money needed to run the business in general
• Cost Of Marketing	The amount we need to spend in order to attract the ideal customer profile
• Cost Of Sales	The amount of money we need to spend in order to get the job done
◊ Cost Of Design	The amount of money needed to spend on a skilled practitioner in order to turn the venture into a reality
• Fixed Costs	An amount of money paid out independent of the number of variables
◊ Packaging	Amount of money needed to spend on boxes, CDs etc
• Variable Costs	An amount of money paid out which is differs from month to month
Equity Investment	Strategic partnerships and joint ventures
• Return Profits To Partners	To provide the partners with profits from the enterprise
◊ XYZ	30% after expenses
◊ Retailer	40%
◊ Ripose	30% after expenses
Income Streams	To identify the various sources from which revenue can be earned
• Bad Debt	An invoice that remains unpaid and steps taken to recover the money
• Customers	Stakeholders purchasing the package

## Internal objectives

KPIs	Description
◇ Clinic Patients	Patients that visit an allied health clinic for treatment
◇ EPC	Enhanced primary care referrals provided by a medical practitioner
• Medicare EPC	An EPC provided to a patient with a chronic condition requiring regular allied health treatment. The medical practitioner can provide the maximum of treatments as laid down in the Medicare Act (as at 2008 a maximum of 5) across 11 categories. Currently only Podiatry and Physio will be covered by this system. Once the allotted treatments are used up, or Medicare rejects a submitted claim, the patient/resident/facility will be liable for payment
• DVA EPC	A referral provided to a patient who is in possession of a Department of Veteran's Affairs Gold Card. Any resident in a facility, who is classified as a high care resident, is not eligible for this benefit
◇ Facilities	Aged care homes that house residents
Payment Methods	Means of payment
• Bpay	Use of direct transfer of monies from the bank to the seller
• Cash	The use of cash to pay for services
• Cheque	The use of a bank promissory note
• Credit Card	Use of bank borrowing facility
Taxation	The amount of money paid to the government for all revenue that comes through the enterprise
• Company Tax	Tax paid on final profit figure
• Fbt	Fringe benefits tax
• Gst	Goods and services tax - currently set at 10%
• Sales Tax	Tax levied on sale of goods. Currently by the GST in Australia

## Market

## Internal objectives

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KPIs	Description
Small Enterprises	Target small businesses only

## Uniqueness

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KPIs	Description
Development Skills	The availability of a developer with a thorough understanding of translating business needs into technical 'wants'
Product Knowledge	The availability of a person with a very good understanding of current booking, patient care and accounting package features and their drawbacks

## Internal objectives

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### Productivity

KPIs	Description
Outsource	Contracting out labour and selling to save on time, money and effort
<ul style="list-style-type: none"><li>Package Maintenance</li></ul>	Outsource software maintenance to a 3rd party
<ul style="list-style-type: none"><li>Sales</li></ul>	Outsource the selling to 3rd party
Skills	Having the right ability to perform the right task with the most favourable outcome. The ability to give people broad exposure to what everyone else is doing

### Resources

KPIs	Description
Equipment	Items needed for the purpose of running our business
<ul style="list-style-type: none"><li>Computers</li></ul>	An electronic processor
People	Anyone that has a skill that they would like to use for the greatest good
<ul style="list-style-type: none"><li>Self Labour</li></ul>	Personal effort to deliver the proof of physical
<ul style="list-style-type: none"><li>Trainer</li></ul>	A person capable of delivering package training

### Distribution

KPIs	Description
Local Business	Use of software retailers in a brick and mortar premises
<ul style="list-style-type: none"><li>Direct</li></ul>	Selling the package from their shop
<ul style="list-style-type: none"><li>Internet</li></ul>	Selling the package over the internet for global expansion

### Benevolence

KPIs	Description
Contactability	Being in communication almost 24x7
<ul style="list-style-type: none"><li>Help Line</li></ul>	To assist users of the package

### Quality

KPIs	Description
Documentation	Medium used to disseminate
<ul style="list-style-type: none"> <li>• Brochures</li> </ul>	One or two page flier specifying the benefits
<ul style="list-style-type: none"> <li>• Web Site</li> </ul>	Electronic pages accessible from the world wide web

### Communication

KPIs	Description
Brand	The image we need to portray for people to recall our product offering
Cookies	Cookies are small bits of information that our site places on the hard drive of your computer to enable us to do a number of things to make your visit and future visits to the site more enjoyable.
Feedback	Establish communication functions that allow us to effectively communicate with our target audience and to better understand their needs Community infrastructure and tracking/data mining system for gathering and utilising user input and feedback
Languages	Real-time or near real-time language translation, starting with Spanish, and adding major Latin-based languages, such as French, Swedish, and German for Phase II. Japanese, Hebrew, Arabic, and other languages for Phase III. Need to make this site accessible in other languages. Language filter

### Plan

KPIs	Description
Business Plan	A sustainable account of how the business will function
<ul style="list-style-type: none"> <li>• Financial Plan</li> </ul>	Steps required to ensure the profitability of the Organisation
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>◇ Budget</li> </ul> </li> </ul>	An annual estimation of costs and income
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>◇ Cash Flow</li> </ul> </li> </ul>	An annual estimation of how much money is required on a monthly basis to keep <Client>

## Internal objectives

KPIs	Description
	sustainable
• Risk Analysis	Describes the exposure to possible harm, loss, or injury
• Production Plan	Steps the Organisation must have in order to ensure it has sufficient deliverables for the market place
• Marketing Plan	Steps required to demonstrate how the Organisation will gain and grow its client base
◇ Distribution Plan	Steps the Organisation will need in order to move its deliverables to its clients
◇ Public Relation Plan	Describes the media needed in order to promote <Client>'s products and services
• Quality Control Plan	Steps the Organisation will need in order to ensure its deliverables are in good working order
• Resource Plan	Steps required to ensure that the Organisation has sufficient assets to produce and support its deliverables
◇ Technology Plan	Steps the Organisation will need in order to ensure they use the most efficient & effective methods and resources in producing and handling their deliverables, clients and resources
Strategic Plan	The long range view and procedures the Organisation needs in order to Survive
• Objectives	What one intends to do or achieve
◇ Goals	A state one wishes to achieve or to be in
• Proof Of Concept	A model showing how the objectives can be achieved
Tenders	A means of putting a need for an offering before others for acceptance. The end result would be the awarding of the job to one or more organisations for the supply of the required offering

## Technology

KPIs	Description
Data Base Engine	The ability to store information.
<ul style="list-style-type: none"> <li>• Omnis</li> </ul>	The Omnis proprietary product
<ul style="list-style-type: none"> <li>• Sql</li> </ul>	The structured query language data engine
Data Mining	Deriving facts about the interested parties that we deal with
I T Support	The support of automating the design phase
<ul style="list-style-type: none"> <li>• Software</li> </ul>	The programs necessary to drive the hardware
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>◇ Accounting Package</li> </ul> </li> </ul>	To keep track of my income and expenditure - the package under development
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>◇ Omnis Studio</li> </ul> </li> </ul>	A software product used to develop other software products
Telecommunication	The use of voice and data links
<ul style="list-style-type: none"> <li>• Answering Service</li> </ul>	The ability to take a message whenever the land line or mobile phone is not answered
<ul style="list-style-type: none"> <li>• Land Line</li> </ul>	Voice communication via wire line
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>◇ Cordless Phone</li> </ul> </li> </ul>	A land line phone which uses wireless technology, rendering it portable within a limited range of the base station
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>◇ Fax Line</li> </ul> </li> </ul>	The capability to send a copy of a document to another fax address
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>◇ Voice Line</li> </ul> </li> </ul>	Facility to speak to another person over a land line
<ul style="list-style-type: none"> <li>• Mobile</li> </ul>	The use of a portable phone to communicate with another person. To receive SMS, WAP and faxes
<ul style="list-style-type: none"> <li>• Satellite Dish</li> </ul>	Data link using a satellite resource
Usage Of The Equipment	Need to measure the efficiency of the person using the equipment and package
<ul style="list-style-type: none"> <li>• Training Courses</li> </ul>	Keep track of the number of courses a person attends

## External objectives

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An external objective is one, which the major stakeholder wants the public in general, view the enterprise. These are:

- Vision
- Mission
- Actions

### **Vision**

*To be completed*

### **Mission**

*To be completed*

### **Actions**

- Financials - To manage the finances of the organization
- Legal entities - To manage identities such as people and organisations - also known as customer relations management (CRM)
- Offerings - To manage the offerings of the organisation such as products and services
- Technology - To manage general technology functions such as general tables, gazetteer and rules
- Workflow - To manage the work tasks such as applications for procurement, staff requisitioning and tendering

## Financial forecasts

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This section contains the capex, opex and EBITDA forecasts for the joint venture.

CSF	Level 1	Level 2	Level 3	Capital costs	Income	Expenditure	Profit/loss
Profitable	Costs	Administration Costs				\$ 2,000	\$ (2,000)
		Cost Of Marketing				\$ 20,000	\$ (20,000)
		Cost Of Sales	Cost Of Design			\$ 89,367	\$ (89,367)
		Fixed Costs	Packaging			\$ 3,306	\$ (3,306)
Profitable Total				\$ -	\$ -	\$ 114,673	\$ (114,673)
Resource	Equipment	Computers		\$ 2,500			\$ -
Resource Total				\$ 2,500	\$ -	\$ -	\$ -
Technology	Data Base Engine	Omnis		\$ 5,000			\$ -
	I T Support	Software	Omnis Studio	\$ 2,500			\$ -
Technology Total				\$ 7,500	\$ -	\$ -	\$ -
Grand Total				\$ 10,000	\$ -	\$ 114,673	\$ (114,673)

## Appendices

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### Individual rankings

This section contains the individual ranking, mitigating factors and deviation of the individuals needs and wants from the business. See Rankings.xls spreadsheet for the details.

The mitigating factors are based on the individual's 'gut' feel, which may increase the risk of failure if not addressed rapidly.

To calculate the deviation is necessary to first assume that every individual brings eleven values to a business. Five represent what they feel the business needs (55%) and six what the business wants (45%). The ranking approach delivers a rough estimate of how the values meet the individual requirements. The deviation is the difference between ideal and their feelings.

### Charles Richter - Developer

Following the ranking session held on the 30 December 2002, Charles gave the business a 53% chance of succeeding.

Due to the fact that Charles assessed his weaknesses lay in his wants, he gave the business a very good chance of surviving.

### Strengths and weaknesses

Rating	Value	Mitigating factor
Strengths	Benevolence	
	Quality	
Weaknesses	Profitability	Do not have any income steam
	Technology	Technology currently available still has a number of flaws. This includes client server and internet facilities
	Distribution	Not sure how dealers will accept another accounting package
	Audience	Have not yet started to address marketing
	Resources	Current computing power and software resources insufficient

### Deviation from needs and wants

Requirement	Deviation	Values
Needs	13%	Uniqueness; Productivity; Benevolence; Quality; Planning
Wants	35%	Profitability; Market; Distribution; Resources; Technology; Communication

**MDo - Business manager**

Following the ranking session held on the 30 January 2007, Marcus gave the business a 28% chance of succeeding.

*Despite to the fact that Marcus assessed two (2) of his weaknesses lay in his needs and two (2) in his wants, he was still able to give the business a very good chance of surviving.*

**Strengths and weaknesses**

Rating	Value	Mitigating factor
Strengths	<i>None</i>	
Weaknesses	<i>All</i>	<i>To be completed</i>

**Deviation from needs and wants**

Requirement	Deviation	Values
Needs	<i>43%</i>	<i>Profitability; Resources; Benevolence; Quality; Technology</i>
Wants	<i>30%</i>	<i>Market; Uniqueness; Productivity; Distribution;; Planning; Communication</i>

**MDr - Entrepreneur**

Following the ranking session held on the 30 January 2007, Mark gave the business a 28% chance of succeeding.

*Despite to the fact that JB assessed two (2) of his weaknesses lay in his needs and two (2) in his wants, he was still able to give the business a very good chance of surviving.*

**Strengths and weaknesses**

Rating	Value	Mitigating factor
Strengths	<i>None</i>	
Weaknesses	<i>All</i>	<i>To be completed</i>

**Deviation from needs and wants**

Requirement	Deviation	Values
Needs	<i>43%</i>	<i>Market; Distribution; Benevolence; Quality; Communication</i>
Wants	<i>30%</i>	<i>Profitability; Uniqueness; Productivity; Resources; Planning; Technology</i>

## **Deliverable activity steps**

### **Strategic business plan – Objectives document**

1. All senior managers attend a half-day Goal setting seminar to align their views. Ripose will provide a grade 1 architect to facilitate.
2. All managers participate in an individual 1-hour goal ranking session. Ripose will provide a grade 1 architect to facilitate.
3. A Ripose grade 1 architect will prepare a document similar to this document as well as a presentation for senior management to discuss the findings.
4. The XYZ-Ripose joint venture senior managers will need to attend a half-hour presentation on the findings.

### **Strategic business plan – Business strategies document (proof of concept)**

5. Ripose together with a senior a XYZ-Ripose joint venture manager will produce an assignment plan detailing the dates, participants and duration of producing the XYZ-Ripose joint venture – Business strategies.
6. Ripose together with a senior XYZ-Ripose joint venture manager will produce an interview list detailing the dates, participants and duration of steps 7 through 11 (with the optional step 12 if required).
7. Senior and operational managers will need to participate in a 1-hour information modelling session to assist with the building of the corporate information model utilizing the key performance indicators. Ripose will provide a grade 2 – Architect to facilitate.
8. Ripose will provide a grade 3 – Architect to identify the business activities/functions utilizing the information model.
9. Ripose will provide a grade 3 – Architect to identify the prioritised systems utilizing the business functions and the information model.
10. Ripose will provide a grade 3 – Architect to finalise the proof of concept deliverable.
11. The senior managers of XYZ-Ripose joint venture will need to attend a 2-hour presentation to discuss the findings of the proof of concept.

### **Strategic business plan – Business statements**

12. As an optional step, Ripose can provide a grade 1 – Architect to produce the business statement document. This may require further 1-hour sessions with each of the XYZ-Ripose joint venture's senior managers.

### **Business plan**

13. Ripose will provide a grade 1 – Architect to draft the XYZ-Ripose joint venture business plan

**Agreement summary**

Clause	Summary
Parties	<ul style="list-style-type: none"><li>○ Ripose Pty Limited</li><li>○ XYZ-Ripose joint venture Limited</li></ul>
Term	<ul style="list-style-type: none"><li>○ Start - 17 February 2007</li><li>○ Finish - 29 February 2008</li></ul>
Services	<ul style="list-style-type: none"><li>○ Ripose agrees to provide Charles Richter as consultant to XYZ-Ripose joint venture to produce the deliverables (see deliverables below)</li></ul>
Fees	<ul style="list-style-type: none"><li>○ Fixed price of \$1,100.00 per week (includes GST)</li></ul>
Payment schedule	<ul style="list-style-type: none"><li>○ Weekly payment of \$1,100.00 (\$100 GST)</li><li>○ Final payment of \$0.00</li></ul>
Payment terms	<ul style="list-style-type: none"><li>○ Nett 7 days</li></ul>
Deliverables	<ul style="list-style-type: none"><li>○ The XYZ-Ripose joint venture Strategic business plan - Objectives document containing:<ul style="list-style-type: none"><li>⇒ An executive summary</li><li>⇒ The XYZ-Ripose joint venture internal objectives</li><li>⇒ The XYZ-Ripose joint venture external objectives</li><li>⇒ Financial forecasts</li><li>⇒ A formal presentation outlining the findings</li></ul></li></ul>

## Glossary of terms

This section contains the definition of terms used in this document.

Term	Description
1-4-11	The Ripose Techniques anatomy of goals, namely <ul style="list-style-type: none"> <li>• 1 purpose/passion</li> <li>• 4 mission/benefit statements</li> <li>• 11 critical success factors/values</li> </ul>
Benefit	The major gains an organisation stands to make by achieving their main goal - purpose. Also known as the organisation's missions (see Mission)
Benevolence	To raise the profile of the organization by being involved in charitable activities, eg. donations, sponsorships etc.
Capex	Capital expenditure. Can be subject to depreciation
CASPAR	The Ripose computer assisted strategic planning and reasoning engine
Communication	To enable the spread of information about the organization's products and services.
Critical success factor	A critical success factor (CSF) is any crucial expression, which if adhered to, will lead to a favorable outcome - see Values
Distribution	To penetrate or deliver your particular products, services and expertise to the market place.
EBITDA	Earnings before income tax depreciation & amortisation
Esteem	To be held in respect; to be judged highly.
Goal	A goal is any state a person wishes to achieve or a person has achieved. In the Ripose technique, goals represent the internal (rather than the external) view of the organization.
Key performance indicator	A KPI is any important pointer, gauge, measure or component, which assists in the fulfillment of a task.
Market - audience	To acquire and maintain a specific share of clients.

## Appendices

Term	Description
Mission	<p>Aim set out in order to achieve the prime goal (purpose) - see Benefit.</p> <p>Generically all organizations can be viewed as having the following 4 sub goals or missions:</p> <ul style="list-style-type: none"> <li>• Prosperity</li> <li>• Robustness</li> <li>• Esteem</li> <li>• Perception</li> </ul>
Opex	Operating expenditure.
Passion	The desire, ardor and enthusiasm of the organisation's personnel to survive - see purpose
Perception	To understand fully; to have knowledge.
Plan	<p>To establish the methods or procedures by which things are to be done:</p> <ul style="list-style-type: none"> <li>• Pro-actively - future events</li> <li>• Re-actively - historical events</li> </ul>
Productivity	To ensure that the capacity of the organization is geared to the ability to deliver your services to the market place.
Profitability	To attain a return on investment expected by management and shareholders.
Prosperity	To thrive and flourish.
Purpose	The prime goal - To survive - see passion
Quality	To ensure that the highest possible performing and most efficient products and services reach the marketplace.
Resource	To maintain the means of supplying all products and services that is needed at all times.
Robust	To be in good health; to be sturdy.
Technology	To apply the latest techniques, eg. methodologies, computers, communication's equipment etc.

## Appendices

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Term	Description
Unique	To maintain a strong market position by monitoring both your own organization and competitor's organization.  To ensure that your organization has some edge over your competitors.
Values	The merits the joint venture will achieve through its benefits. Also known as critical success factors

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## Identification

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### General

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