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| # | i | Name of Task | Documents |  | 03 M |
| V | S | D | L | M |
| 1 |  | **IDENTIFICATION (Pre-feasability) [1: GREEN]**  |  |  |  |  |  |  |
| 2 |  | **Approach [1.1]** |  |  |  |  |  |  |
| 3 |  | Open file |  |  |  |  |  |  |
| 6 |  | Contact (tel., email, meeting, mail, etc.) | Stakeholder directory |  |  |  |  |  |
| 7 |  | **Identify need [1.2]** |  |  |  |  |  |  |
| 8 |  | Meet with client or stakeholders | Questionnaire |  |  |  |  |  |
| 9 |  | Context |  |  |  |  |  |  |
| 10 |  | Clarify problems and needs |  |  |  |  |  |  |
| 11 |  | Set objectives |  |  |  |  |  |  |
| 12 |  | Identify client requirements (QBE) |  |  |  |  |  |  |
| 13 |  | Obtain summary data from client |  |  |  |  |  |  |
| 14 |  | Internal report |  |  |  |  |  |  |
| 15 |  | Internal analysis of need | Internal analysis report |  |  |  |  |  |
| 16 |  | Review objectives, needs and data |  |  |  |  |  |  |
| 17 |  | Strategic objectives |  |  |  |  |  |  |
| 18 |  | Operational objectives |  |  |  |  |  |  |
| 19 |  | Best interests |  |  |  |  |  |  |
| 20 |  | Assess project (Go/No go) | Assessment grid |  |  |  |  |  |
| 21 |  | Alignment with Oleotek objectives |  |  |  |  |  |  |
| 22 |  | Relevance |  |  |  |  |  |  |
| 23 |  | Feasibility |  |  |  |  |  |  |
| 24 |  | Other criteria… |  |  |  |  |  |  |
| 25 |  | Follow-up with client (letter of interest, referral, refusal) | Letter of interest template |  |  |  |  |  |
| 26 |  | **Establish a confidentiality agreement [1.3] (optional)** |  |  |  |  |  |  |
| 27 |  | Submit agreement template | Standard agreement |  |  |  |  |  |
| 28 |  | Draft and negotiate |  |  |  |  |  |  |
| 29 |  | Approve (Go/No go) |  |  |  |  |  |  |
| 30 |  | **Obtain identification mandate [1.4] (optional)** |  |  |  |  |  |  |
| 31 |  | Draft offer of services – identification | Standard offer |  |  |  |  |  |
| 32 |  | Present offer of services - identification |  |  |  |  |  |  |
| 33 |  | Description |  |  |  |  |  |  |
| 34 |  | Contract |  |  |  |  |  |  |
| 35 |  | Modify final version and sign – identification |  |  |  |  |  |  |
| 36 |  | **Prefeasibility study [1.5] (optional)** | Project 1001 template |  |  |  |  |  |
| 37 |  | Preliminary identification of research avenues |  |  |  |  |  |  |
| 38 |  | Preliminary literature review |  |  |  |  |  |  |
| 39 |  | Meet with client |  |  |  |  |  |  |
| 40  |  | Identify research avenues suggested by client |  |  |  |  |  |  |
| 41 |  | Preliminary analysis of research avenues |  |  |  |  |  |  |
| 42 |  | Technical feasibility |  |  |  |  |  |  |
| 43 |  | Financial/economic feasibility |  |  |  |  |  |  |
| 44 |  | Alignment with QBE |  |  |  |  |  |  |

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| Project: 3008 management system ofDate: Thur 14-03-20 | TaskDivision?ProgressMilestoneSummary |  | Project summaryExternal tasksExternal milestonesDeadline |  |

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| # | i | Name of Task | Documents |  | 03 M |
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| 45 |  | Identify risk factors |  |  |  |  |  |  |
| 46 |  | Analyze research avenues |  |  |  |  |  |  |
| 47 |  | Identify possible research avenues |  |  |  |  |  |  |
| 48 |  | Analyze research avenues being considered |  |  |  |  |  |  |
| 49 |  | Analyze risk |  |  |  |  |  |  |
| 50 |  | Identify risks |  |  |  |  |  |  |
| 51 |  | Assess risks |  |  |  |  |  |  |
| 52 |  | Establish contingency measures  |  |  |  |  |  |  |
| 53 |  | Evaluate research avenues being considered |  |  |  |  |  |  |
| 54 |  | Select/recommend research avenues |  |  |  |  |  |  |
| 55 |  | Draft identification study |  |  |  |  |  |  |
| 56 |  | Introduction |  |  |  |  |  |  |
| 57 |  | Description of need |  |  |  |  |  |  |
| 58 |  | Rationale |  |  |  |  |  |  |
| 59 |  | Description of project |  |  |  |  |  |  |
| 60 |  | Objectives |  |  |  |  |  |  |
| 61 |  | Methodology/implementation strategy |  |  |  |  |  |  |
| 62 |  | Options |  |  |  |  |  |  |
| 63 |  | Description of risks |  |  |  |  |  |  |
| 64 |  | Recommendations |  |  |  |  |  |  |
| 65 |  | Appendices |  |  |  |  |  |  |
| 66 |  | Submit identification study and follow up (Go/No-go) |  |  |  |  |  |  |
| 67 |  | Submit |  |  |  |  |  |  |
| 68 |  | Obtain feedback or approval |  |  |  |  |  |  |
| 69 |  | Make adjustments based on feedback and resubmit |  |  |  |  |  |  |
| 70 |  | **Obtain definition mandate [1.6] (optional)** |  |  |  |  |  |  |
| 71 |  | Draft offer of services - definition | Standard offer (adjusted/fitted model?) |  |  |  |  |  |
| 72 |  | Submit offer of services - definition |  |  |  |  |  |  |
| 73 |  | Modify final version and sign |  |  |  |  |  |  |
| 74 |  | **Administration [10.1]** |  |  |  |  |  |  |

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| # | i | Name of Task | Documents |  | 03 M |
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| 80 |  | **DEFINITION (feasibility) [2: YELLOW**] |  |  |  |  |  |  |
| 81 |  | **Research plan (RP) [2.1]** | Standard RP model |  |  |  |  |  |
| 82 |  | In-depth literature review |  |  |  |  |  |  |
| 83 |  | Meetings with stakeholders for definition |  |  |  |  |  |  |
| 84 |  | Develop research avenues |  |  |  |  |  |  |
| 85 |  | Establish scientific parameters to study |  |  |  |  |  |  |
| 86 |  | Align with the four QEB/risk factors |  |  |  |  |  |  |
| 87 |  | Technical choices |  |  |  |  |  |  |
| 88 |  | Create study and experiment booklet |  |  |  |  |  |  |
| 89 |  | Draft RP |  |  |  |  |  |  |
| 90 |  | Introduction |  |  |  |  |  |  |
| 91 |  | Market overview |  |  |  |  |  |  |
| 92 |  | Supporting market study |  |  |  |  |  |  |
| 93 |  | Current state of technology and products |  |  |  |  |  |  |
| 94 |  | Issue(s), objectives and methodology |  |  |  |  |  |  |
| 95 |  | Issue(s) |  |  |  |  |  |  |
| 96 |  | Objectives |  |  |  |  |  |  |
| 97 |  | Methodology |  |  |  |  |  |  |
| 98 |  | Technical resources |  |  |  |  |  |  |
| 99 |  | Human resources | Tender |  |  |  |  |  |
| 100 |  | Material resources | Standard request for proposal (RFP) |  |  |  |  |  |
| 101 |  | Work plan | MSProject template |  |  |  |  |  |
| 102 |  | Tasks |  |  |  |  |  |  |
| 103 |  | Schedule |  |  |  |  |  |  |
| 104 |  | Budget |  |  |  |  |  |  |
| 105 |  | Submit RP and follow up |  |  |  |  |  |  |
| 106 |  | Submit RP |  |  |  |  |  |  |
| 107 |  | Obtain feedback or approval |  |  |  |  |  |  |
| 108 |  | Adjust RP based on feedback and resubmit |  |  |  |  |  |  |
| 109 |  | Approve RP (commented) and follow-up (Go/No go) |  |  |  |  |  |  |
| 110 |  | **Obtain project mandate [2.2]** |  |  |  |  |  |  |
| 111 |  | Draft offer of services – project | Standard offer (fitted model) |  |  |  |  |  |
| 112 |  | Determine conditions |  |  |  |  |  |  |
| 113 |  | Develop project program |  |  |  |  |  |  |
| 114 |  | Establish phases and stages of project |  |  |  |  |  |  |
| 115 |  | Estimate resources |  |  |  |  |  |  |
| 116 |  | Schedule/timeline |  |  |  |  |  |  |
| 117 |  | Budget |  |  |  |  |  |  |
| 118 |  | Project management |  |  |  |  |  |  |
| 119 |  | The 9 processes |  |  |  |  |  |  |
| 120 |  | Organization |  |  |  |  |  |  |
| 121 |  | Allocation of resources |  |  |  |  |  |  |

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| 122 |  | Methods and procedures |  |  |  |  |  |  |
| 123 |  | Management tools |  |  |  |  |  |  |
| 124 |  | **Funding [2.3] (optional)** |  |  |  |  |  |  |
| 125 |  | Identify funding sources |  |  |  |  |  |  |
| 126 |  | Draft funding applications |  |  |  |  |  |  |
| 127 |  | Submit applications and follow up |  |  |  |  |  |  |
| 128 |  | **Administration [20.1]** |  |  |  |  |  |  |

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| 133 |  | **PERFORMANCE [3: RED]** |  |  |  |  |  |  |
| 134 |  | **Procurement [3.1]** |  |  |  |  |  |  |
| 135 |  | Orders | Standard order form |  |  |  |  |  |
| 136 |  | Obtain technical data |  |  |  |  |  |  |
| 137 |  | Bids? | Standard RFP |  |  |  |  |  |
| 138 |  | External resources |  |  |  |  |  |  |
| 139 |  | **Literature [3.2]** |  |  |  |  |  |  |
| 140 |  | **Scientific and technical work [3.3]** |  |  |  |  |  |  |
| 141 |  | Preliminary tests |  |  |  |  |  |  |
| 142 |  | Parameter studies |  |  |  |  |  |  |
| 143 |  | Synthesis, formulation, preparation |  |  |  |  |  |  |
| 144 |  | Optimization |  |  |  |  |  |  |
| 145 |  | Tests and analyses |  |  |  |  |  |  |
| 146 |  | Production or batch up |  |  |  |  |  |  |
| 147 |  | Test cells? |  |  |  |  |  |  |
| 148 |  | Technical visits |  |  |  |  |  |  |
| 149 |  | **Project management [3.4]** |  |  |  |  |  |  |
| 150 |  | Internal follow-up meetings and report back |  |  |  |  |  |  |
| 151 |  | Follow-up meetings with client |  |  |  |  |  |  |
| 152 |  | Analyze results and plan work |  |  |  |  |  |  |
| 153 |  | **Draft report and deliverables document [3.5]** |  |  |  |  |  |  |
| 154 |  | **Training and transfer of technology [3.6]** |  |  |  |  |  |  |
| 155 |  | **Administration [30.1]** |  |  |  |  |  |  |

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| 160 |  | **COMPLETION [4: BLUE]** |  |  |  |  |  |  |
| 161 |  | **Grant reports [4.1]** |  |  |  |  |  |  |
| 162 |  | **Internal evaluation [4.2]** |  |  |  |  |  |  |
| 163 |  | Final review | Internal evaluation report |  |  |  |  |  |
| 164 |  | Budget, quality, schedule and risk |  |  |  |  |  |  |
| 165 |  | Management review |  |  |  |  |  |  |
| 166 |  | Positive and negative aspects (9 processes) |  |  |  |  |  |  |
| 167 |  | Spin-offs | Report to Board |  |  |  |  |  |
| 168 |  | Evaluate spin-offs |  |  |  |  |  |  |
| 169 |  | Measure against Oleotek objectives |  |  |  |  |  |  |
| 170 |  | Opportunities |  |  |  |  |  |  |
| 171 |  | Development |  |  |  |  |  |  |
| 172 |  | Communication |  |  |  |  |  |  |
| 173 |  | Publication |  |  |  |  |  |  |
| 174 |  | Final executive summary |  |  |  |  |  |  |
| 175 |  | Data bank |  |  |  |  |  |  |
| 176 |  | Data entry |  |  |  |  |  |  |
| 177 |  | Changes to model? |  |  |  |  |  |  |
| 178 |  | **After-sales service and follow-up [4.3]** |  |  |  |  |  |  |
| 179 |  | Oleotek guarantee |  |  |  |  |  |  |
| 180 |  | Third-party guarantee |  |  |  |  |  |  |
| 181 |  | **Publication [4.4]** |  |  |  |  |  |  |
| 182 |  | Scientific publication |  |  |  |  |  |  |
| 183 |  | Media publication |  |  |  |  |  |  |
| 184 |  | Web publication |  |  |  |  |  |  |
| 185 |  | Publication in English (translation) |  |  |  |  |  |  |
| 186 |  | **Administration [40.1]** |  |  |  |  |  |  |

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