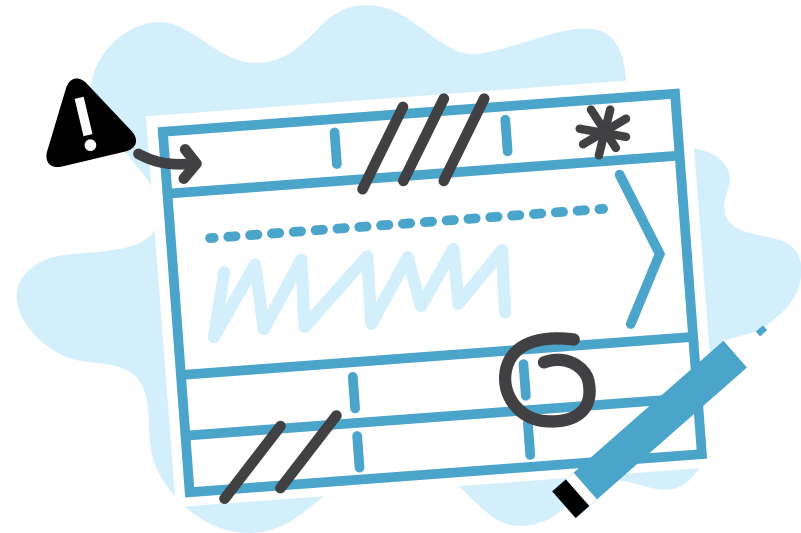# IM.1
Create a project plan

Simple activity

The aim of this activity is to create a project plan for the first project for eco-innovation.

INPUT

- Scope and prioritised requirements for the first project for eco-innovation, from the activity *BR.3 Define and prioritise the requirements of the first project.*

OUTPUT

- A detailed plan for the first project for eco-innovation, used for the activity *IM.2 Present the project plan to the Senior Management Team.*

IM.1 Create a project plan

The aim of creating a project plan for the first project for eco-innovation is to help ensure that the project runs smoothly and effectively. By creating a clear plan, you will avoid raising the concerns of the Senior Management Team who may require the opportunity to review and sign-off the plan before allowing work to commence.

To help you create a project plan, the *'Project Canvas' template* is provided below, although some companies may want you to use their own project planning template. Whatever template you use, the key questions you need to think about are described below.

HOW TO GO ABOUT IT

Questions to address within the project plan:

1. **What are the aims and objectives of the project?** A clear definition of aims and objectives must be provided to ensure that the company understands what the project must achieve and how they will know if they have been successful. The aims and objectives should be in line with the project scope agreed by the Senior Management Team in the activity '*Pitching the implementation roadmap to the CEO*'. For instance, the aim of a project may be to develop a better understanding of a novel technology, thereby reducing the technical risk of committing to launching a new product that incorporates the new technology. Based on this, a project objective may be to create a prototype of the product.

   Similarly, a prototype product may be used to gather feedback from customers in order to create a better understanding of the likely market acceptance, in order to reduce the commercial risk. This section of the plan should also briefly explain how the project

will contribute to the implementation of the new business model and the achievement of the strategic goals.

2. **What will be the deliverables from the project?** The sustainability benefits of the project should have been identified in the *BUILD ROADMAP* phase. At this stage it is important to understand what actually needs to be delivered in order to realize those benefits. In some cases the scope of the project may not extend to delivering the complete innovation idea. If the aim of the project is to create a partial solution, as a stepping stone to the full solution, the plan

Template of Project Canvas

Aims and objectives	Scope	Success criteria
Milestones		Deliverables
Actions		
Team	Stakeholders	Customers
Resources	Constrains	Risks

needs to clearly identify the limitations of the project deliverables with respect to the complete solution i.e. "The ultimate aim is to implement a Design for Sustainability procedure across all design teams. In this project the scope is limited to implementing the procedure with a single design team."

3. **What resources are required to complete the project?** The evaluation of the cost and effort of implementing the new business model (described in the activity *BM.16 Evaluate the costs*) should have identified the main costs for the company of implementing the innovation idea, but some effort should be made to list the resources required including budget, personnel, equipment. Particular focus should be given to resources that are not currently available (e.g. test facilities) and how they might be sourced (e.g. work with local university).

4. **Who should be involved in the project?** Consideration should be given to the skills and knowledge that will be of particular importance to the project. Unfortunately, it may not be feasible to use the company's most experienced or knowledgeable personnel as these people are often critical to the day to day operations of the company and so cannot be assigned to the project for eco-innovation. Nevertheless, it is important to receive input from these experienced people were possible, so try to get them involved as a stakeholder for the project or mentor to younger members of the project team. Whenever possible, the project team should be gender-balanced.

5. **What are the implications for other parts of the company and value chain partners?** The project for eco-innovation selected may focus on one or two particular business model blocks but it is important to consider the possible implications for the other blocks. In particular, could the project proposal be adapted in some way in order to generate wider benefits across the company or for value chain partners?

6. **How will the project be managed?** The project plan needs to provide a suggestion for how the project will be managed. This should make clear:

   • Who is ultimately responsible for the success of the project?

   • When and how will project progress be reported?

   • Will the project run alongside day-to-day operations or be implemented by a separate and dedicated team?

   • What actions will be taken if the project is not progressing as planned?

7. **How will risk be managed?** The Risk Register that was initially completed during the *SET BUSINESS MODEL* phase should be reviewed and updated regularly as a tool for risk management.

Project Canvas

Project _____   Date _____   Version _____

Aims and objectives

Scope

Success criteria

Milestones

Deliverables

Actions

Team

Stakeholders

Customers

Resources

Constrains

Risks

LEARNING CASE STUDY OF PROJECT CANVAS

Aims and objectives

Reduce fish loss in the factory per tonne of fish processed by 25%

Scope

All processes from goods inwards to leaving factory. 12 months duration.

Success criteria

Achieve target of 25% reduction within 12 months and within budget of $10,000

Milestones

Month 3 *Identify sources of losses*	*Month 6* *Complete first sub-project*	*Month 9* *Complete first sub-project*	*Month 11* *Complete first sub-project*	*Month 12* *Review results*

Deliverables

- *Baseline data*
- *Report summarising sub-projects completed and results*
- *Budget use report*

Actions

• *Capture baseline data* • *Perform mass balance at input and output of each process step to identify major sources of losses* • *Generate loss reduction ideas for top three sources of losses* • *Select solutions to implement and update project plan*	• *Agree budget for first sub-project* • *Inform management of sub-project activities and schedule* • *Implement first sub-project*	• *Agree budget for second sub-project* • *Inform management of sub-project activities and schedule* • *Implement second sub-project*	• *Agree budget for third sub-project* • *Inform management of sub-project activities and schedule* • *Implement third sub-project*	• *Perform mass balance at input and output of each process step* • *Compare with baseline data*

Team

- *Production Manager*
- *Service Provider (one day per week)*
- *Production Technician x 2*

Stakeholders

- *Production Operatives*
- *Senior Management Team*
- *Quality Control*

Customers

- *Senior Management Team*

Resources

- *$10,000 budget*
- *One production line*

including operatives for two hours per week for testing of new processes

Constrains

- *Staff will not agree to changes in working practices*
- *Use of sub-standard product to reduce waste*

Risks

- *Staff will not agree to changes in working practices*
- *Use of sub-standard product to reduce waste*

IM.1 Create a project plan

BACKGROUND INFORMATION

References and resources

Project template:

- Developed by Project Canvas at http://www.projectcanvas.dk/

⟶ Further information in the Metals Supplement