

TO DEPLOY EFFECTIVELY CAPEX PROJECT MANAGEMENT

STEPS		Associated Key Documents		Key Contents	
CONCEPTUAL STUDY	Business Needs	Evaluation of Investment/Venture Idea	A. Business Brief	a) Business Opportunity b) Investment Alternatives	
		GATE DECISION	Go/No Go - Decision Summary Memo	Key elements to support Go/No Go Decision	
	Business Concept	Feasibility Study	B.1.- Exploratory Business Plan B.2.- Enginnering Preliminary Study (Avant-Projet Sommaire) B.3. Engineering Design Basis	a) Market Volumes b) Options for Product (process,packaging,...) c) Exploratory Technical Data: Fonctionnal Flow-chart/ Technical Options / Process Size&dimensions/Line Capacity d) MP&Packaging Options e) Exploratory OPEX f) Exploratory CAPEX+/-20% g) Planning/Scheduling +/-1 Quarter h) Financial Data	
		GATE DECISION	Go/No Go - Decision Summary Memo	Key elements to support Go/No Go Decision	
DESIGN STUDY	Project Concept Study	Basic Design	C.1.-Project Concept Study (APS=Avant-Projet Sommaire)	a) Process Options b) Building & Utilities Options c) Location Options d) Pre-bidding on Studies e) Capex estimation f) Planning/Scheduling g) Process Quality Review h) Risk management RSE Review	
			C.2.-Options Chosen: Concept Study Frozen Memo	Key elements to support Options Chosen	
		Detail Design	C.3.-Project Detailed Study (APD=Avant-Projet Détaillé)	a) Process Chosen b) Building & Utilities Detailed Lay-Out on Site chosen c) Technical Specifications for Inquiry Key Items d) Pre-bidding on Some Key Items e) Capex estimation based on pre-bidding or engineering estimation f) Planning/Scheduling at +/-1month g) Definitive Process Quality Review h) Definitive Risk management RSE Review	
			C.4.- Launching Recommendation File	a) Market Volumes b)Project design- APD Document c) MP&Packaging technical data d) OPEX estimation e) CAPEX estimation+/-5-10% f) Planning/Scheduling +/-1 Month g)	
		GATE DECISION	Launching Go/No Go Memo Investment Committee Go/No Go - Minutes	Key Elements to support Go/No Go Decision	
				CI Files according to standard	
		IMPLEMENTATION	Chartering	Chartering	D.1.- Project Charter
Kick-Off	Kick-Off Meeting			D.2.- Kick-Off meeting report	Confirm Charter definition
Procurement	Execution Design		D.3.- Technical Specifications by "lot"	a) Raw & Packing Materials chosen, with tolerances b) Lay-Out and technical choices frozen b) Fonctionnal Specifications c) technical and Process Succes Criteria	
	Final Bidding		D.4.- Suppliers Choice and recommendations memo	Frozen Cost / Schedule/Scope	
	Purchase Order		D.5.- Purchase order & Contracts by Equipment/ Installation		
Construction	Construction		D.6.- Qualification Protocols	QI/QO/QP Protocols	
			D.7.- Construction & Installation Report	a) Planning/Schedule deviance report , b) Budget follow-up c) Status on work done vs planned d) Corrective actions vs deviation d) Safety report	
	Start Commissioning in Supplier Factory		D.8.-Pre-reception Report (FAT Report)	a) List of deviations vs Technical specifications, b) Planning/scheduling status c)Pre-HAACP	
	Transport & Installation		D.9.- Construction & Installation Report	a) Planning/Schedule deviance report , b) Budget follow-up c) Status on work done vs planned d) Corrective actions vs deviation d) Safety report	
	Setting Up (Mise au Point)		D.8.- Final Settings Report		
	Qualification Tests/Site Commissioning		D.10.-Qualification/Commissioning Reports	a) Machine capability results	
	Process Qualification Runs		D.11.-Qualification Performance process Report	a) Process Capability & Quality review results b) People Training & Qualification report	
	GATE DECISION		Launch to Market Go/No Go Report	Key Elements to support Go/No Go Report	
	LAUNCH TO MARKET				
	Close-Out		E.1.- Closing Project Report	a) Final Acceptance tests results vs Succes Criteria	
CLOSING	Post-Project Evaluation				
PROJECT EVALUATION					