

## **Project plan guide for shared service and research & development centres**

Before commencing the preparation of the project plan, you need to consult the Investment Agency of the Enterprise Estonia (EAS) (6 279 700, info@eas.ee).

The task of the project plan is to help you to think about various aspects of the development plan of the support service or development center (the strategic goals of the group, the needs of the center, the content of the service, etc.).

The project plan includes the action plan how to develop support and/or development center, its expected result and a description of the project team.

The project plan must receive a positive preliminary assessment from the EAS. We also recommend that you familiarize yourself with the selection criteria of the project as they are the basis for the project evaluation.

The project plan submitted to Enterprise Estonia must include at least the following information:

### **STRATEGIC OBJECTIVE OF THE GROUP**

How the project relates group's strategic objectives? What services (including product or service development) are organized centrally in the group? Is there a plan for concentrating other services? Where does the company want to reach out with the project?

### **OBJECTIVE OF THE PROJECT**

What service will the company offer to the group?

### **IMPACT OF THE PROJECT**

Please describe the wider impact of the project to the group.

What is the expected project impact for activities of created or expanding support or development center? What is the impact of a project on a company's product or service package? What services company already offers to the group? How does the project affect the creation of higher value-added products, services or technologies? How does it increase the company's added value and international competitiveness? How and in what way does the project contribute to innovation and development activities?

Describe how the project will affect the company's financial results.

### **PROJECT ACTION PLAN**

Here is a brief description of the project activities, including innovation activities.

What activities will be carried out in the project, what are the milestones (including the stop and go criteria)? Work schedule (e.g. Gantt Table).

Please describe how many jobs and what profile are planned to be create. How big is the gross salary of the jobs you are creating? How are you planning to find new employees (recruitment plan)?

Describe how to assess whether the project has achieved its objectives. Set metrics to measure performance. How will be project's results implemented in the future? What are the follow-up activities?

### **BUDGET AND FINANCING PLAN FOR PROJECT**

Please prepare the budget by cost categories (personnel costs, training costs, purchase of fixed assets, renovation), activities and project phases. In the case of project staff (contract staff), the proportion of working time must be shown. The budget must show what, how much, at what price, why (the reason for the supplier's choice) are planned to buy<sup>1</sup>.

Please describe where and from whom, when and how much resources you will need to finance the project. Essentially, it is a list of financial sources and explanations.

Funding sources can be:

- applicant's carrying amount of liquid assets upon filing an application (balance sheet of the previous period);
- the applicant's future revenues and subsidies (including grants) that the applicant will be able to invest in the planned project without disturbing the existing economic activity;
- company equity emissions;
- foreign capital (loans, debt securities issuance).

### **PROJECT TEAM, PARTNERS**

Describe the team involved in the project, people's tasks and, briefly, their competencies and experience. Justify how their skills and knowledge support the project's goal.

Describe the partners needed and the competencies of the partners involved.

How and when is planned to collaborate with vocational schools, applied higher education schools or universities in the field of research and development?

### **PROJECT RISK ANALYSIS**

Please describe the most important risk factors (economic, financial, personnel and market risks) associated with the project, their likelihood of occurrence, possible preventative measures to avoid risks. If risks materialize what are possible corrective actions and their impact on project objectives.

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<sup>1</sup> When purchasing a service from more than 5,000 euros from a single tenderer, 3 bids must be submitted together with the report / payment request.