

New Product launch Project - Representative steps

Following are the major steps involved in developing a new product, managed as a project. Detailed sub-steps can be customized based on the company/ industry context and scale. In an actual project implementation, many steps and sub-steps indicated herein can be performed concurrently.

Phase	Step	Sub-step	
1. Concept evolution (Done outside the Project lifecycle. Performed by program or portfolio management function with inputs from business analysts and other roles)	1.1 Approve creation of the project mandate	1.1.1 Review prior versions product history (if applicable)	
		1.1.2 Perform environmental scan analysis	
		1.1.3 Undertake Initial pilot customer surveys	
		1.1.4 Assess the initial readiness of the organization to launch the new product (or a new version of the existing product)	
		1.1.5 Give approval for creation of the project mandate	
	1.2 Appoint the project sponsor	1.2.1 Assess the availability of prospective project sponsors	
		1.2.2 Designate the project sponsor	
	1.3 Develop initial business case	1.3.1 Perform detailed environmental analysis	
		1.3.2 Develop initial projections of costs and benefits	
		1.3.3 Assess initial major risks	
		1.3.4 Create the initial business case	
	1.4 Issue the project mandate	1.4.1 Issue the project mandate	
	2. Project Chartering (Done predominantly by the project sponsor with inputs also from the prospective project manager)	2.1 Identify the suitable project manager	2.1.1. Assess the availability of suitable project managers
		2.2 Identify the business/functional owners/ other stakeholders for the product	2.2.1 Identify the potential business owners / other key stakeholders for the product
2.2.2 Understand their expectations			
2.3 Assess major issues and risks and develop initial responses		2.3.1 Understand constraints and validate assumptions	
		2.3.2 Assess major risks/ issues concerning the product launch and the project	
		2.3.3 Develop initial responses	
2.4 Prepare Outline business case		2.4.1 Consolidate business case information	
		2.4.2 Produce outline business case	
2.5 Issue the project charter		2.5.1 Specify overall project governance arrangements to be in place (including organizational policies to be followed/ overall roles and responsibilities of the project governance board)	
		2.5.2 Consolidate information to produce and issue the project charter	

Phase	Step	Sub-step
3. Project Planning (Most of the work is performed by the project manager in consultation with team managers/ PMO and other SMEs)	3.1 Project infrastructure creation	3.1.1 Establish core project team
		3.1.2 Establish project infrastructure (including project workspace/tools...)
		3.1.3 Establish the project management office (PMO)
		3.1.4 Decide on the project approach to be followed (including the lifecycle model) and the configuration management procedures to be followed
		3.1.5 Set up initial logs and registers
	3.2 Requirements management	3.2.1 Create requirements management plan
		3.2.2 Understand the set of stakeholders to be covered
		3.2.3 Perform requirements elicitation
		3.2.4 Prioritize the requirements
		3.2.5 Consolidate validated requirements
	3.3 Scope definition	3.3.1 Create / update scope management plan
		3.3.2 Abstract the requirements into the scope statement
		3.3.3 Create initial Product Breakdown Structure (PBS) and the Product Flow Diagram (PFD)
		3.3.4 Create the initial Work Breakdown structure (WBS)
		3.3.5 Consolidate the Scope statement alongwith the WBS
	3.4. Schedule development	3.4.1 Develop schedule management plan
		3.4.2 Identity tasks and dependencies from WBS/ PBS/ PFD
		3.4.3 Prepare initial estimates of activity durations based on aggregate resource requirements
		3.4.4 Identify the critical path and the first-cut schedule
		3.4.5 Assign the resources
		3.4.6 Assess the initial loading of resources and perform resource levelling
		3.4.7 Agree on review points for the project
		3.4.8 Refine the first-cut schedule

Phase	Step	Sub-step
	3.5 Resource management	3.5.1 Develop the project team structure
		3.5.2 Identify skillsets matching the PBS/WBS
		3.5.3 Assess the availability of resources in conjunction with PMO/ Resource Management Group (RMG)
		3.5.4 Interview/ select/ acquire the team
		3.5.5 Develop the resource development plan
		3.5.6 Create the responsibility assignment matrix
		3.5.7 Set individual performance goals
	3.6 Quality management	3.6.1 Understand the organizational quality policy and applicable industry standards and guidelines
		3.6.2 Understand the quality expectations of the customer/ end-user
		3.6.3 Understand the industry benchmarks for quality as applicable
		3.6.4 Set testing procedures and the acceptance criteria for the products
		3.6.5 Put in place the quality assurance and control teams
		3.6.6 Develop individual product descriptions for the technical products to be developed
		3.6.7 Consolidate the quality management plan
	3.7 Risk and issue management	3.7.1 Develop risk and issue management plans
		3.7.2 Capture the initial risks in the risk register/ issues in the issue register and assign ownership to them
		3.7.3 Prioritize the risks and issues
		3.7.4 Assess their impacts on the project
		3.7.5 Develop risk responses and issue resolution measures
		3.7.6 Implement the risk and issue responses and integrate with the schedule and communication management plans
	3.8 Vendor Management	3.8.1 Develop procurement management plan
		3.8.2 Identify the products/ services to be procured
		3.8.3 Float procurement documents to shortlisted vendors and get proposals
		3.8.4 Evaluate the proposals and select suitable vendors
		3.8.5 Enter into contracts with the vendors

Phase	Step	Sub-step
	3.9 Budget management	3.9.1 Develop financial management plan
		3.9.2 Develop initial project cost estimates
		3.9.3 Optimize budget and integrate with project management plan
	3.10 Communications management	3.10.1 Design the stakeholder engagement plan
		3.10.2 Identify and prioritize the stakeholders
		3.10.3 Develop communication strategies with the stakeholders
		3.10.4 Finalise the communications management plan
	3.11 Project management plan development	3.11.1 Define project stages
		3.11.2 Integrate subsidiary management plans
		3.11.3 Finalize the schedule
		3.11.4 Finalize the budget baseline
		3.11.5 Finalize the project governance arrangements (including roles of the project governance board) and issue/ risk escalation mechanisms
		3.11.6 Finalize the team for first stage
		3.11.7 Update the project business case
		3.11.8 Obtain governance board approval for the project management plan
4. Project execution monitoring and controlling (Project execution is taken care by the team/ vendors. Project manager monitors the project progress and makes mid-course corrections as needed. Project escalations management/approval of stage plans and decision to go ahead is given primarily by the project governance board, based on inputs from the project manager etc.)	4.1 Team work assignment	4.1.1 Identify/Assign team managers for various Work Packages
		4.1.2 Agree with / Inform them on the scope, schedule, resources, quality guidelines, reporting and escalation procedures with the team managers
		4.1.3 Set up team work progress tracking systems
	4.2 Team work progress monitoring and control	4.2.1 Hold regular (weekly or more periodic) meetings with team managers
		4.2.2 Understand issues and bottlenecks of team work and deal with escalations
		4.2.3 Assess the progress and give guidance to team managers
		4.2.4 Obtain team progress reports and update the project management plan
		4.2.5 Ensure the team follows guidelines set for execution and the work packages are developed/ tested appropriately and the up-to-date product progress is recorded

Phase	Step	Sub-step
	4.3 Issue and risk management	4.3.1 Assess the impact of new issues and risks
		4.3.2 Devise issue / risk responses
		4.3.3 Escalate as needed and obtain decisions from program governance board
		4.3.4 Update project management plan incorporating the approved decisions
	4.4 Resource management	4.4.1 Obtain human resources in-house/ through external vendors
		4.4.2 Perform induction of team
		4.4.3 Update the responsibility assignments
		4.4.4 Track resource utilization and productivity
		4.4.5 Manage team and work environment
		4.4.6 Manage project infrastructure
	4.5 Stakeholder and communications management	4.5.1 Reprioritize stakeholder interests and influence on the project on an ongoing basis and modify stakeholder engagement responses appropriately
		4.5.2 Engage with stakeholders
		4.5.3 Address issues and concerns from stakeholders as required
	4.6 Vendor contracts management	4.6.1 Update the vendors on their work to be done and reporting requirements
		4.6.2 Monitor vendor performance
		4.6.3 Resolve vendor escalations
		4.6.4 Administer the contract/ payments to them
		4.6.5 Update concerned stakeholders on vendor performance
	4.7 Quality Management	4.7.1 Commission quality assurance to check if the right processes are being followed
		4.7.2 Perform product/ Integration testing for the required products
		4.7.3 Facilitate defect removal and understand the causes of the defect
		4.7.4 Update the quality management plan based on feedbacks
		4.7.5 Communicate the product readiness status for deployment to concerned stakeholders
		4.7.6 Update the quality management plan based on lessons learnt

Phase	Step	Sub-step
	4.8 Schedule/ Budget management	4.8.1 Update schedule and expenses based on team and vendor performance reports
		4.8.2 Update schedule and financial management plans
	4.9 Escalation management	4.9.1 Perform impact analysis of issues (including scope changes) and risks
		4.9.2 Escalate to project governance board for decisions
	4.10 Project performance monitoring and reporting	4.10.1 Produce progress reports for project governance board/ other senior stakeholders
		4.10.2 Produce next stage plans during end of current stage and get approvals
		4.10.3 Update the project management plan based on progress of subsidiary plans
		4.10.4 Update the business case
		4.10.5 Facilitate stage-gate reviews
	4.11 Product transition management (could happen for multiple intermediate releases and for the overall end-product)	4.11.1 Conduct end-user/ support team trainings
		4.11.2 Institute maintenance support procedures
		4.11.3 Obtain sign-off from end-user/ support teams
	5. Project closure (Primarily performed by the project manager with inputs and approval from the project governance board)	5.1 Obtain agreement for project closure (both for normal and abnormal closure)
5.1.2 Inform concerned stakeholders on the impending project closure		
5.2 Vendor Contract closure		5.2.1 Close vendor contracts
		5.2.2 Transfer ongoing contracts to functional departments/ support team
5.3 Product archive management		5.3.1 Archive project records as per organizational standards and guidelines
5.4 Project resource disposition		5.4.1 Take reverse feedback from team on how the project went
		5.4.2 Perform team performance evaluation
		5.4.3 Update skills acquired by the team during project execution
		5.4.4 Update the Resource Management Group (RMG) on team disposition
5.5 Project administrative closure		5.5.1 Update lessons learnt report
		5.5.2 Close all registers and logs
		5.5.3 Relinquish all other project resources (incl. disbanding of the PMO)
		5.5.4 Project formal wind-down