ARTES 4.0 Technologies and Products

Full Proposal

Part 4

Management Plan

Proposal title

Proposal Reference: reference number

Notes for the use of this template (to be removed from Full Proposal)

***[N.B. Use this template to prepare your Full Proposal. Once the Full Proposal is complete and internally validated, please remove all captions in red colour (instructions for Tenderers), delete all ESA headers/footers, add your own logos, headers/footers prior to finalising your Full Proposal for submission to ESA. The Full Proposal shall be submitted in a searchable and indexed PDF file for easier viewing.]***

Material presented in this plain style **must not** be removed nor modified, unless stated otherwise by an explanatory note.

Parts highlighted in yellow may or may not need to be filled in, depending on the scope of the Full Proposal (please refer to the related explanatory notes to determine if they apply or not).

Text in red font must be modified and/or completed by the Tenderer for the proposed activity (this supplementary information should be presented in plain typeface, i.e. not red, in the final version of the Full Proposal).

Text in blue italics is used for explanatory notes and guidance to help you to develop the Full Proposal content. They should be removed from the final document before submission.

A single Management Full Proposal shall be included covering all Development Phases for which support is being requested under the ARTES 4.0 Technologies and Products Call for Proposals.

Use of this Full Proposal Template is **mandatory**. The Tenderer shall not change the structure of this Full Proposal Template (i.e. the table of contents must remain unchanged) and adhere to its guidelines and requirements. However, the format and lay-out can be modified, e.g. to be in-line with the Tenderer’s corporate identity.

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# Entity Outline and Organisation

Presentation of the Tenderer/Subcontractor(s) and their organisational structure (e.g., key company details, turnover, ownership…).

The following table is a summary of the Bidding Team, showing the number of employees, and the annual turnover for each consortium member.

Entity information

|  |  |  |
| --- | --- | --- |
| **Entity** | **Number of Employees** | **Annual Turnover** |
| *Name of Tenderer* | *…* | *…* |
| *Name of Subcontractor 1* | *…* | *…* |
| *Name of Subcontractor 2* | *…* | *…* |
| *…* | *…* | *…* |

This section is optional for activities with an ESA price up to 500K€; otherwise it is mandatory.

Provide the following information for each member of the project consortium   
(e.g. in dedicated sub-sections per entity)

The organisational structure of entity name is shown in the figure below. The positions of the project’s key personnel are indicated in the figure.

Insert an organisational chart showing the positions occupied by each of the key personnel for the entity concerned

Include the following statement if applicable

Further information on the entity can be found in document reference (e.g. a standard entity presentation), which is attached to the Full Proposal.

# Entity Capabilities

Provide the following information for each member of the project consortium

A presentation of entity name’s capabilities, expertise and products in the satellite telecommunication market, and in other relevant markets, is provided in document reference, a copy of which is attached to the Full Proposal.

or

(delete the inapplicable paragraph)

A summary presentation of entity name’s capabilities, expertise and products in the satellite telecommunication market, and in other relevant markets, is provided in the paragraphs below. ……

# Relevant Experience of the Entity / Entities

Background description and relevant experience of the tenderer, subcontractors, users, partners (if applicable).

The following table summarises the specific experience of each member of the project consortium that is relevant to the work to be performed.

***Experience relevant to the work to be performed***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project Team Template** | **Year** | **Mission/ Project** | **Subsystem/ Unit** | **Work Performed** | **Relevance to the Proposed Work** |
| *Name of Tenderer* | *…* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |
| *Name of Subcontractor 1* | *…* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |
| *Name of Subcontractor 2* | *…* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |

# Relevant Development Activities

This section refers to past, present or future activities that are not directly linked to the proposed development but may be of relevance (i.e. demonstrating similar technical expertise).

Description of direct and indirect results of any previous ESA contracts / cooperative agreements (for instance via the relevant Summary & Achievements document, if available) involving any company of the bidding team.

The members of the Bidding Team have no involvement, past, present or future, in other ESA, public or industrial activities that are relevant to the proposed activity.

or

(delete the inapplicable paragraph)

The following planned/running/completed development activities are considered relevant in the context of the work to be performed in the proposed activity.

*Relevant development activities*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Funding Entity** | **Activity Title (Contract/Cooperative Agreement Number)** | **Started 1 (mm/yy)** | **Completed 1 (mm/yy)** | **Main Results and Lessons Learnt** |
| *ESA* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |

1 Actual or anticipated dates.

# Project Team and Structure of Project Organisation

Presentation of the project team and of the structure of the project organisation (including users / stakeholders), and where it is proposed to subcontract part of the work, the structure of the industrial group. Include identification of the nominated Project Manager and Contractual Manager, both should usually belong to the organisation of the Partner.

Lines of communication and reporting, and means for settling disagreements.

Management plans, policies and procedures: management control organisation, procedures that will be used to exercise control over the project and the proposed subcontracting control (if any) and coordination with the user community.

The project team is presented in the figure below, which identifies the roles of the project team members and the names of the individuals fulfilling those roles, as well as all the key persons.

Provide a similar diagram for the proposed project

Project team and project organisation



This section is optional for activities with an ESA price up to 500K€; otherwise it is mandatory.

The lines of communication and reporting within the project team are as follows: ….

The means for settling disagreements within the project team are: ….

# Project Manager

The nominated project manager for the proposed work is ……. . The project manager will be responsible for the management and execution of all work to be performed and for the coordination and control of the work within the industrial team.

The project manager will be the official point of contact with the Agency during the execution of the work.

# Key Personnel and Their Roles

A “Key Person” is a person, who substantially contributes, in terms of effort and knowledge, to the work carried out under a Cooperative Agreement and who is explicitly nominated to perform such duties. Key Persons are individuals with a certain degree of seniority whose knowledge, reputation and/or skills in the relevant areas or disciplines are critical to achieving the objectives of the Cooperative Agreement. Key personnel are identified as persons who, because of their individual qualifications and positions are proposed for the work and indicated as such in the tenderer's Organisation Breakdown Structure. As a minimum, each person assigned as Work Package Manager shall be nominated as Key Personnel. Key representative of the users shall also be presented.

The following table provides an overview of the allocation of the Key Personnel to the proposed activities.

Key Personnel(\*)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name** | **Role in the Project** | **Company** | **Manager of WP(s)** | **WP(s) allocation in h** | **Average allocation of time for the duration of the project (1700 h/year)** |
|  | *Indicate role* | *Partner* | *WP1100, WP1200, WP1400, WP3400, WP4300* | *WP1100(800) WP1200(840) WP1400(850) WP3400(860) WP4300(915)* | *37%* |
|  | *Indicate role* | *Partner* | *WP1300, WP2100* | *WP1300(40) WP2100(100)* | *4%* |
|  | *Indicate role* | *Subcontractor A* | *WP2200* | *WP2200(70)* | *3%* |
|  | *Indicate role* | *Subcontractor B* | *WP2300* | *WP2300(120)* | *5%* |
|  | *Indicate role* | *Subcontractor C* | *WP2400, WP3200,* | *WP2400(130) WP3200(200) WP3300(235) WP4100(290)* | *11%* |

*(\*) The table above is an example*

The above list of key personnel includes all people who have been assigned work package management responsibilities.

**Any changes to the above table will be promptly communicated to ESA via email to the appointed ESA representatives mentioned in the Cooperative Agreement at section 6.1 and shall be considered accepted if no objection is received within 10 working days.**

The CVs for all key personnel are submitted in the designated ‘Curricula Vitae’ folder in esa-star, separately from this document.

Each CV contains:

* + - * + a summary of the work experience of the person concerned;
        + a brief description of their present job and responsibilities;
        + their specific qualifications and experience of direct relevance to their role in the project.

Provide here a list of the CVs uploaded in esa-star:

Use the following template, or equivalent for the CVs to be uploaded in esa-star. Competence in technical, business development, market expert or insider, commercial and sales shall be explicitly presented.

|  |  |
| --- | --- |
| Name | |
| Specific Qualifications and Experience Relevant to the Project Role: | … |
| Entity: | … |
| Present Position and Responsibilities in the Entity: | … |
| Education: | … |
| Year(s) | Educational details |
| Year(s) | Educational details |
| Work Experience: |  |
| Year(s) | Entity, Project, Position, Responsibilities, Achievements |
| Year(s) | … |
| Year(s) | … |

# Facilities to be used for the Work Proposed

Include this section if facilities are planned to be used in the proposed activities.

Description of all facilities to be used including those facilities which are still to be developed / built and / or purchased, with a statement on whether the costs of developing / building / purchasing the facility are to be directly or indirectly charged to the Cooperative Agreement. Modifications to existing facilities are also to be described. For this purpose, facilities may include, as applicable, hardware, computer software, manufacturing equipment, test equipment, production and integration lines, service centres and infrastructures hosting the user communities.

Description of means of access to space assets and space based services as relevant, information resources, such as libraries, databases… the company has, if these are required for the work proposed.

## List of facilities

The following internal and external facilities are planned to be used in the proposed activity.

Facilities to be used in the proposed activity

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Facility ID** | **Facility Type1** | **Description/ Capabilities** | **Availability (Internal/External)** | **Status2** |
| *1* | *RF Test* | *…* | *Internal* | *Existing* |
| *2* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |
| *…* | *…* | *…* | *…* | *…* |

1For example, hardware, software, manufacturing equipment, test equipment, production and integration lines.

2 For example, “existing”, “requires modification”, “still to be developed/built”, “purchased”.

Include the following if external facilities are planned to be used.

The following table provides further details on the external facilities that are planned to be used.

External facility owners and their project roles

|  |  |  |
| --- | --- | --- |
| **Project Resources Template** | **Facility Owner** | **Project Role**  **(Subcontractor/external service provider)** |
| *1* | *…* | *…* |
| *2* | *…* | *…* |
| *…* | *…* | *…* |
| *…* | *…* | *…* |

## Development of the Facilities

No need has been identified for the purchase, development or upgrade of facilities for the proposed activity. The available facilities are considered adequate and complete for this purpose.

or

(delete the inapplicable paragraph)

As identified previously, the following facilities need to be developed for use in the proposed activity.

***Details of facility developments***

|  |  |  |
| --- | --- | --- |
| **Facility ID** | **Description of the Development or Modifications** | **Cost Charged to Cooperative Agreement  (none/ directly/ indirectly)** |
| *…* | *…* | *…* |
| *…* | *…* | *…* |
| *…* | *…* | *…* |
| *…* | *…* | *…* |

The facilities are considered adequate and complete for the proposed activity once the developments detailed in the table above have been successfully completed.

## Use of ESA Technical Assets

**The use of ESA technical assets in the present Call for Proposal is not foreseen.**

# Management Plan

## General Management Plan

This section is optional for activities with an ESA price up to 500K€.

Include this section only if the Full Proposal includes a Product and/or Demonstration Phase.

The Tenderer shall present its management plans, policies and procedures for this activity, including:

* A description of the management control organisation.
* The procedures that will be used to exercise control over the project.
* The Subcontractor control procedures.
* Internal review processes.
* Escalation process for internal issues.
* Escalation process for risk management.
* Escalation process for cost management.
* Escalation process for schedule management.
* Progress reporting.
* Configuration management.

The Tenderer’s management plan is provided in document reference, a copy of which is attached to this proposal. This describes the management control organisation and the processes and procedures for exercising control of the project.

## Interfaces with Third Parties

Include this section only if the Full Proposal includes a Demonstration Phase.

Include the following paragraphs only if the Full Proposal includes an End-to-End System Demonstration Phase.

Our project team will interface with the end customer of the product as follows: …….

Include the following paragraph only if the Full Proposal includes a Ground Segment or End-to-End System Demonstration Phase.

Our project team will interface with the users with whom the product will be evaluated as follows: …….

# Product Assurance Plan / Quality Plan

Include this section only if the Full Proposal includes a Product and/or Demonstration Phase.

The product assurance / quality plan is attached to this Full Proposal. We consider it to be in line with our customer’s quality requirements and commensurate with the current maturity of the product development.

**[END FULL PROPOSAL PART 4 TEMPLATE]**