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Deliverable 1.2

# Quality and Risk Management Plan

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## **About the RESIST “REsilience through Sustainable processes and production for the European automotive InduSTry” project**

The RESIST REsilience through Sustainable processes and production for the European automotive InduSTry project has been submitted to the call of proposals SMP-COSME-2021-CLUSTER by five cluster partners. It has been selected for co-funding by the COSME programme of the European Union under the Grant Agreement 101074204.

Project partners are Pôle Véhicule du Futur (coordinator, France), Galician Automotive Cluster Foundation CEAGA, Asociación Investigación, Desarrollo e Innovación de Aragón iDiA, Business upper Austria Biz-up and Moravskoslezský automobilový klastr os. The project lasts from September 1<sup>st</sup>, 2022, to February 28<sup>th</sup>, 2025.

The project aims at helping SMEs in their green and digital transition process, as well as to increase their level of resilience in the face of upcoming challenges with emphasis on (1) Stimulating innovation in automotive SMEs (2) Adaptation of technologies and Digitalisation to strengthen SMEs in ATM, and manufacturing industries (3) Training of cluster employees and managers and SMEs employees (4) Networking between automotive clusters to helps SMEs identifying business and innovation partners (5) Internationalisation.

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## Acronyms and abbreviations

- BM (Spontaneous) Bilateral meetings
- GA Grant Agreement
- RESIST REsilience through Sustainable processes and production for the European automotive InduSTry
- ATM Automotive, transport, mobility
- PP Project Partner
- PL Project leader
- PTM Project Team Meeting
- QRMP Quality and Risk Management Plan (this document)
- SC Steering Committee
- SCM Steering Committee Meeting
- SME Small and Medium enterprise
- WP Work Package
- WPL Work Package Leader
- WPM WP related meetings

# 1 Introduction

---

## 1.1 Scope

This Quality and Risk Management Plan (QRMP) ensures a high quality of the work realised and the outcomes in the RESIST project.

Quality assurance monitors the development of the project and procedures used to ensure high-quality deliverables by preventing mistakes and avoiding problems. It encompasses the entire process and includes identifying, evaluating, and managing of potential risks. Selected indicators will help to reach the objectives.

This document is not treating financial issues.

## 1.2 About the project

The EU Automotive-Transport-Mobility industry is currently in an unprecedented upheaval: The electrification of vehicles, their digitisation, or the modernisation of vehicle production must be rapidly implemented in a relatively short period of few years. Significant adjustments to products, business models or production are necessary. SMEs face special challenges here: They often work with poorly optimised processes, generate low margins, and suffer from an acute lack of time on the part of managers to intensively deal with the green and digital transition of their company. SMEs are also particularly hard hit by disruptions in the value chain or cost increases.

The project aims at supporting SMEs' green and digital transition as well as their increased resilience to crises. Steered by a One-Stop-Shop, SMEs from the automotive-transport-mobility and manufacturing ecosystems are supported with personalised and targeted services to succeed their green and digital transition. The RESIST project will support more than 100 SMEs in their effort become more sustainable and resilient.

SMEs can access to co-funding for innovation projects, coaching & mentoring services, networking, training, and internationalisation services. They also get access to key information and studies such as future challenges, opportunities and benefits from greening and digitising production, internationalisation needs; and they meet potential business partners from an alternative ecosystem.

The RESIST consortium is based on a network of three Automotive-Transport-Mobility clusters and two clusters from manufacturing and from digital.



Table 1: RESIST project work packages and WP Leader

WP-Number	WP-Name	WP Leader	City country	Partner number
1	Project Management	PVF	Mulhouse, France	1
2	Networking	CEAGA	Vigo, Spain	2
3	Innovation	PVF	/	1
4	Adaptation of technologies and processes along the automotive value chain to foster of sustainability and digitalisation	Biz-up	Linz, Austria	5
5	Upskilling and Reskilling of the Workforce	MSAK	Ostrava, Czech Republic	4
6	Support SMEs in unlocking international markets	IDiA	Aragon, Spain	3
7	Communication and Dissemination	CEAGA	/	2

All PP participates on every WP.

## 2 The Quality and Risk Management Plan (QRMP)

### 2.1 Objectives

As an integral part of management planning, the QRMP provides the basis for successful, timely and quality implementation of the RESIST project activities. It forms a common standard to be applied and followed throughout the entire project life. For that purpose, it defines the set of procedures to be followed in order to secure that:

- The Grant Agreement requirements and conditions have been fully applied and followed by all partners;
- all rights and obligations defined in the Grant Agreement and the Partnership Agreement are fulfilled;
- all project activities are implemented in accordance with the plan outlined in the Project Application.

### 2.2 Document building process

The writing of the present document obeyed to the following approach: After the writing of a first preliminary version of the document, it has been accepted by all project partners. Comments, suggestions and proposed modifications have been arbitrated by the Steering Committee Members. Figure 1 shows the QRMP building and updating process.

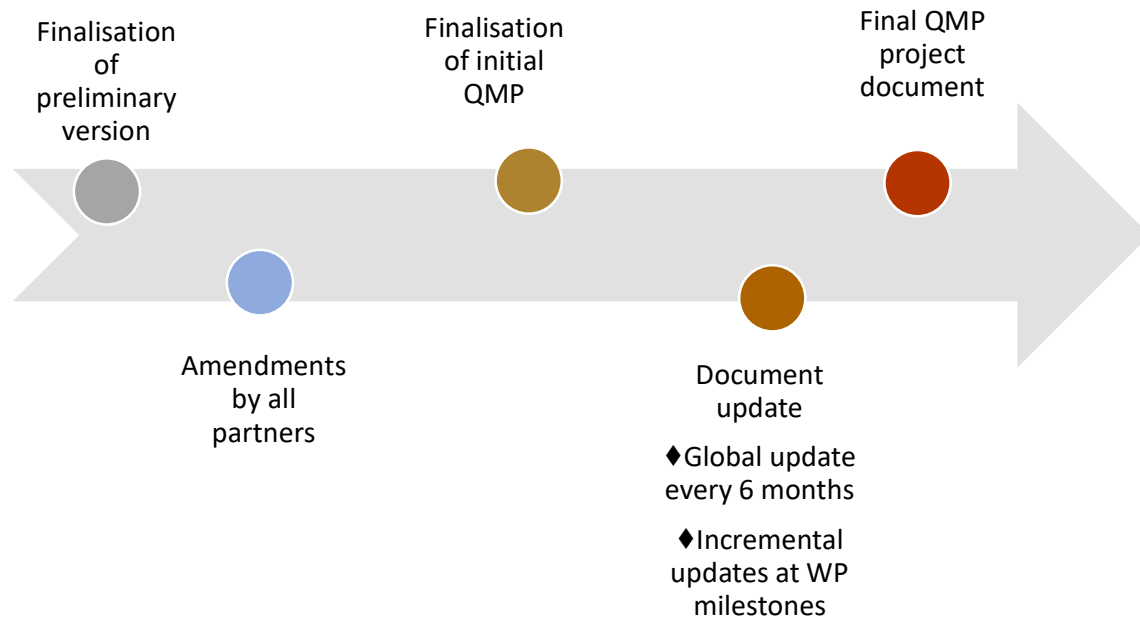


Figure 1: Quality management plan building and update process

The present document will be updated before and discussed during each Steering Committee Meeting and checked during partner meetings (online or physical). Day to day quality management is done by the WPL.

All relevant dates for this building and updating process are listed in the “Document history” section at the beginning of this document.

Once approved by the Steering Committee, the QRMP will be used in daily and overall project management and quality control by all project partners, responsible for preparing and producing actions and deliverables.

### 2.3 Approach used for quality and risk assurance

Quality and risk assurance is a continuous process in projects. The present document describes the different aspects handled in this task in detail. The quality assurance approach is shown in figure 2.

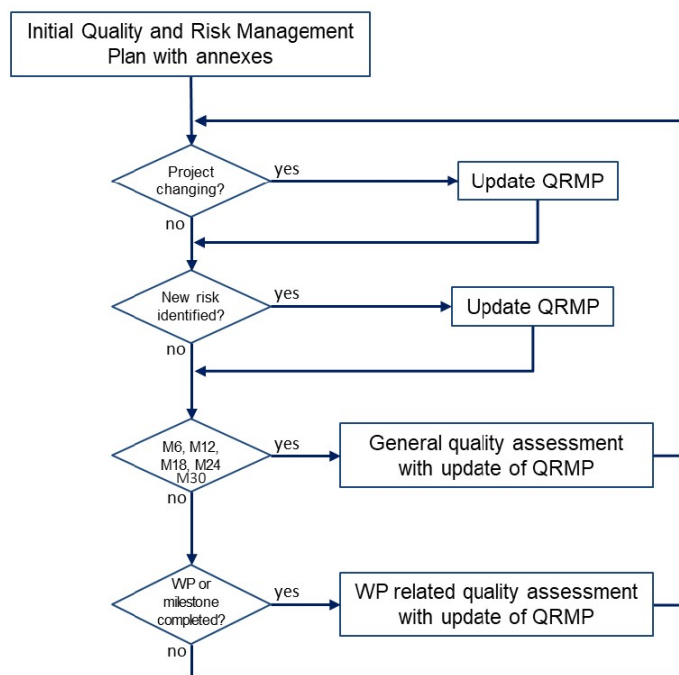


Figure 2: Quality assurance process in RESIST project

### 3 Partner contact information

#### 3.1 Pôle Véhicule du Futur (PVF)

Partner Number	1
Address	Pôle Véhicule du Futur Centre d'affaires Technoland 15 rue Armand Japy 25461 Etupes France
Website	<a href="http://www.vehiculedufutur.com">www.vehiculedufutur.com</a>

#### 3.2 Galician Automotive Cluster Foundation (CEAGA)

Partner Number	2
Address	Av. Citroën 3 y 5 Edificio Zona Franca 1ª planta 36210 Vigo Spain
Website	<a href="http://www.ceaga.com">www.ceaga.com</a>

### 3.3 Association, investigation, development, and innovation in Aragon (iDiA)

Partner Number	3
Address	Calle Eduardo Ibarra s/n portal 6 50009 Zaragoza Spain
Website	<a href="http://www.idia.es/">http://www.idia.es/</a>

### 3.4 Automotive cluster Autoklastr (MSAK)

Partner Number	4
Address	Studentska 6202/17 708 00 Ostrava prouba Czechia
Website	<a href="https://autoklastr.cz/en/">https://autoklastr.cz/en/</a>

### 3.5 Business Upper Austria – OÖ Wirtschaftsagentur GmbH (Biz-up)

Partner Number	5
Address	Hafenstrasse 47-51 4020 Linz Austria
Website	<a href="https://www.biz-up.at/en/">https://www.biz-up.at/en/</a>

## 4 References and related documents

The following reference documents are basis for the QRMP:

- RESIST Grant Agreement 101074204: RESIST (2022) – Grant Agreement.pdf
- RESIST budget: RESIST (2022) – Project budget.xls
- RESIST Communication and dissemination plan RESIST (2022) - D7.1 Communication and dissemination plan (final).pdf
- 

For planning, risks and Key Performance Indicators, MS Excel tables have been used to facilitate data handling and update:

- Planning & Checklist: YYMMDD RESIST – Planning and Checklist (Vx).xlsx
- Risk management Register: YYMMDD RESIST – Risk Management Register (Vx).xlsx
- Key Performance Indicators: YYMMDD RESIST – KPI (Vx).xlsx

All documents, the QRMP and the related Excel table files shall always have the same version number. If one document is updated, version number is also changed for the other ones, even if there is no modification in.

## 5 Document management

### 5.1 Quality of documents and report

#### 5.1.1 Visual identity

All documents and reports produced within the RESIST project are expected to satisfy the following quality criteria:

- To respond qualitatively to objectives set in the Grant Agreement and its Annexes;
- To be delivered within the time frame set in the Grant Agreement and its Annexes;
- To be approved by the SC;
- To satisfy the visual identity requirements, i.e. to be presented in corresponding templates provided in the “RESIST (2022) - D7.1 Communication and dissemination plan.pdf” and use the RESIST project logo.

#### 5.1.2 File naming structure

All official documents related to the RESIST project shall follow the naming structure shown in figure 3:



Figure 3: RESIST File naming structure

#### 5.1.3 Document style

All RESIST deliverables and presentations use the corresponding RESIST templates developed in WP7 and shared via the RESIST Communication Kit to ensure a homogeneous presentation of the project to external persons:

- ❖ Reports: RESIST Project Report Template.dotm
- ❖ Minutes and notes: RESIST Notes template.dotm
- ❖ Presentations: RESIST template.potx

Documents shall be optimised for double faced impression, with a larger frame on the inner side for better legibility.

## 5.2 Meetings

During the RESIST project, several meetings are planned involving different stakeholders and partners. Meetings can therefore be categorised with regard to table 3.

Meeting type		Responsible organiser	Invitation	Minutes
SCM	Steering Committee Meetings	PL	At least 4 weeks before	max. 14 days after
PTM	Project Team Meeting	PL	At least 14 days before	max. 7 days after
WPM	WP related meetings	WPL	At least 14 days before	max. 7 days after
BM	(Spontaneous) Bilateral meetings	All project members	No official invitation	Depending on discussed results, max. 7 days after

Table 3: Organisation of meeting

SCM, PTM and WPM are organised with an invitation to be send to all participants including

- ❖ The planned agenda
- ❖ The necessary annexes to prepare the meeting
- ❖ A list of known decisions to be taken

This allows that participants well prepare their participation and increase their efficiency.

PTM and WPM mandatorily need minutes to be shared with all participants within two weeks after the meetings maximum. All participants can request amendments and modifications within two weeks after the minutes have been shared. Without reaction within this delay, minutes are considered as accepted by the participant.

As BMs are spontaneous and bilateral, minutes are only requested if the subject is of importance for other project partners. If the decision taken impacts other tasks than the one the BM participants are working on, it must be confirmed by the WPL during the next PM or, if the decision is urgent, by an electronic information of the PL and all WPL with request of confirmation/refusal of the decision.

Whereas PTM, WPM and BM are mainly internal meetings, Steering Committee Meeting shall also serve for external expertise and dissemination of results. Therefore, stakeholders such as representatives from regions, other ESCP partnerships, technology centres and others shall be invited

using the same conditions as for SC members (see table 3). A list with contact persons to be invited will be used to ensure homogenous and complete invitations.

### 5.3 RESIST Conferences and other events

All events planned within the project need to be professionally organised. The organiser/host institution will be responsible for providing the smooth realisation of the event, which includes all necessary arrangements and coordination, preparation of invitation packages (invitation letters, agendas, etc.), details on location, available accommodation, and travel arrangements, etc. The deadline for completing necessary preparation activities depends on the event itself, but it must provide enough time for participants’ registration and travel preparations. Additionally, the host institution will be responsible the elaboration of reports/minutes on the held event upon its completion. Every event planed within the RESIST project must also meet the requirements regarding the structure and the number of target audience set in the Annex 1 Part A and B of the Grant Agreement.

Partners shall search for opportunities to promote the action to a broader public on external conferences and events in line with RESIST D7.1 “Communication and dissemination plan”.

## 6 Planning

RESIST project bases on seven (7) WP, each WP is divided into several tasks which can be continuous tasks for longer periods (e.g. project management) or tasks to be realised within restraint time frames. The global RESIST planning for WPs and tasks is shown in Figure 4.

A more detailed version of the planning has been shifted to the “YMMDD RESIST – Planning and Checklist (Vx.x).xlsx” file for easier handling and updating. This version will be used during regular SCM and WPM to verify that the project is ongoing as planned and described in the Grant Agreement. Day to day verification is done by the respective WPL.

Timetable (projects up to 2 years)																														
<i>Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary. Note: Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.</i>																														
ACTIVITY	MONTHS																													
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24	M 25	M 26	M 27	M 28	M 29	M 30
<b>WP1: Project Management</b>																														
1.1 Consortium coordination and project management																														
1.2 Project start-up, Steering Committee, and project meetings		SC							SC						SC															SC
1.3 Budget and financial management																														
1.4 Quality and risk management																														
<b>WP2: Network to improve resilience of European industrial ecosystems and value chains and their interlinkages</b>																														
2.1 Impact of future challenges on SMEs from automotive and vehicle...																														
2.2 Implementation and management of a One-Stop Shop				MS 1																										
2.3 Enhance cooperation between SMEs to enhance cooperation...								MS 2	MS 3					MM 4																
2.4 RESIST Policy Brief																														
<b>WP3: Innovation for efficient, sustainable, and resilient automotive SMEs</b>																														
3.1 Resilience preparedness/Business continuity and action plan scheme																														
3.2 Administrative and financial preparation of Open Calls																														
3.3 Launch and follow up of OpenCalls									MS 5						MS 6															
3.4 Best practice guide for preparedness/ business continuity plans																														
3.5 Project Showcase																														MS 7
<b>WP4: Adaptation of technologies and processes along the automotive value chain to foster sustainability and digitalisation</b>																														
4.1 Digitalization and sustainability as driver for adaption...																														
4.2 Preparation of coaching and mentoring services...																														
4.3 Support for SMEs on their path to digital and green transition...									MS 8	MS 9																				
<b>WP5: Upskilling and Reskilling of the Workforce</b>																														
5.1 Personal Upskilling & Reskilling for cluster manager and employees																														
5.2 Training needs for green & digital transition and resilience preparedness																														
5.3 Development of MOOC											MS 10																			
5.4 Organising advanced training for SME employees															MS 11															



ACTIVITY	MONTHS																													
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24	M 25	M 26	M 27	M 28	M 29	M 30
<b>WP6: Support SMEs in unlocking international markets</b>																														
6.1 Intelligence gathering from SMEs on internationalisation opportunities																														
6.2 Acceleration services for SMEs and entrepreneurs																														
6.3 Collaboration Agreements with Clusters and Innovation Networks...																														
6.4 Joint internationalisation strategy for the partnership																														
<b>WP7: Communication and dissemination</b>																														
7.1 Communication planning and set-up																														
7.2 Communication and dissemination management																														
7.3 Marketing plan to attract and engage SMEs in the project																														
7.4 RESIST high-level events																														

Figure 4: RESIST overall planning

## 7 Risk management

### 7.1 Introduction

Risk management is one of the most important factors of project control processes and aims at ensuring the proper management of a project. It consists in the constant description, classification and discussion of the risks associated with the execution of the various activities. The objective of this section is to define the strategy to manage project-related risks such that there is acceptable minimal impact on costs and schedule, as well as on operational performance.

### 7.2 Definitions

Risk management standard defines a risk and risk management as stated in Table 4.

Table 4: Definition of risk and risk management

<p><b><u>Risk</u></b></p> <p>Risk is characterised by potential events and consequences.</p> <p>Risk is the consequence of an event and the associated likelihood of occurrence.</p> <p><b><u>Risk management</u></b></p> <p>To ensure quality assurance and timely implementation of actions, Risks are updated for each SC Meeting on an excel table (see Figure 5)</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



# Risk management plan

I(mpact): 0 = risk does not exist any more; 1 = very low ... 5 = very high impact  
 P(robabilty): 0 = risk does not exist anymore; 1 = very unlikely ... 5 = very likely

Comments	M6/P	M6/I	M6/C	Comments	M12/P	M12/I	M12/C	Comments
			0				0	
			0				0	
			0				0	

Figure 5: Excel table of the Steering Committee

The risk management of the RESIST project only applies on project level and does not consider potential risks during the long-term exploitation of the project results, especially on supported joint collaborative and investment projects or RESIST enlargement.

### 7.3 Methodology

The purpose of this risk management (RM) section is the establishment of an approach allowing identifying, assessing, responding to, monitoring, and controlling risks throughout the life of the RESIST project.

RM is an ongoing process that continues through the life of the entire project, the RESIST RM will therefore be regularly updated throughout the project lifecycle as new risks can be identified at any time, and as they can change their criticality during project lifetime or becoming obsolete at a specific moment.

RESIST RM is based on four steps:

1. Risk Identification An initial and continuous effort to identify, quantify and document risks.
2. Risk Assessment An initial and continuous operation to evaluate identified risks during the project life cycle.
3. Risk Response / Mitigation Establish an action plan/response action to mitigate non-tolerable risks or to prepare actions to be conducted in case of occurrence of those risks.
4. Risk Monitoring and Control Define who checks and monitors the risk and when.

## 7.4 Risk identification

Risk identification focusses on those impacting the three factors of the project management triangle, Figure 6. The building of the Risk Management Register (document in which Risk Analysis is done by partners) follows a multiple step process shown in Figure 7.

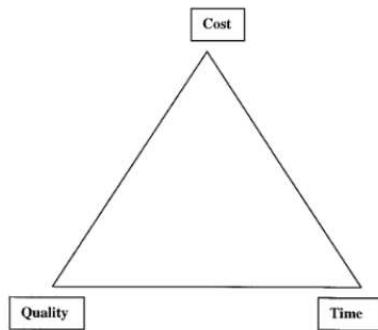


Figure 6 : Project Management Triangle

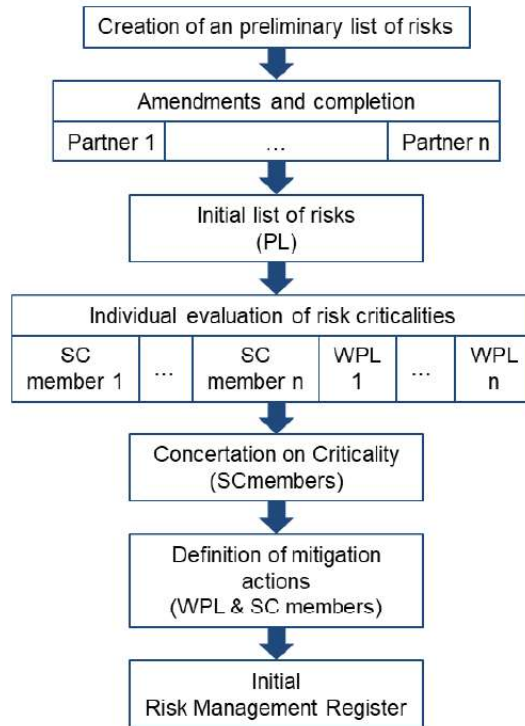


Figure 7 : Risk management Register Building process

The first step includes an analysis of existing documents such as project description, grant agreement or budget to identify potential events/occurrences influencing the planned project. This analysis is completed by a global reflexion allowing determining other risks, e.g. linked but not restricted to human non-availabilities. This phase is ensured by the SCM as well as the WPL.

In a second step, the elaborated risk analysis is transferred to all SC members for completion and annotation. This second phase will permit to finalise the initial RESIST risk list.

This list is then individually evaluated on Impact I and Probability of occurrence P by the SC members and all WPL. A concertation will allow a final attribution of a commonly accepted Criticality C.

The Risk Management Register is then completed by mitigation actions for those risks where mitigation is requested.

Within the Risk Management Register, each risk is described by the following information:

- ❖ A unique Risk Identifier staying unchanged during the whole project duration
- ❖ A short Risk Description
- ❖ The related WP
- ❖ Responsible WPL
- ❖ Date of initial risk identification
- ❖ Impact on
  - Cost
  - Duration
  - Quality
  
- ❖ Date, impact category, probability of occurrence level and criticality at
  - First risk identification date (as average of SCM evaluations)
  - periodic update dates
  - Event related update dates (e.g. when a WP is completed)

The third step consists of a continuous update of the list when new risks are identified by a partner during the project life cycle.

## 7.5 Risk Assessment

Risk Assessment is done using the qualitative approach of the Failure Modes, Effects and Criticality Analysis method (FMECA), allowing the classification of identified risks by criticality, and thereby the identification of non-tolerable risks.

The FMECA method foresees the attribution of two indicators to each risk:

- ❖ An impact category I
- ❖ A probability of occurrence level P

Each indicator consists of different categories/levels with related values. The product of the values of both indicators results in the Criticality C:

$$I * P = C$$

Each risk is evaluated to determine its impact and its probability of occurrence. Each risk is also examined to determine its relationship to other identified risks. The evaluation of impact and probability of occurrence are done by the SCM members as well as the WPL.

### Impact categories in RESIST

Within the RESIST project the five impact categories shown in Table 5 are applied.

Impact value I	Impact category	Impact description
0	Not (anymore) existent	Exists not (anymore) only in combination with P = 0
1	Very low	Risk that has a little impact on the project cost and time
2	Low	Risk that has relatively little impact on the project cost, quality, scope, time
3	Medium	Risk that has the potential to slightly impact on the project cost, quality, scope, time
4	High	Risk that has the potential to greatly impact on the project cost, quality, scope, time
5	Very high	Risk that has the potential to generate a standoff situation on the project

Table 5: RESIST Impact categories

#### RESIST probability of occurrence levels

As for the impact categories, five probabilities of occurrence levels are applied within this project in table 6.

Probability of occurrence P	Probability of occurrence level	Probability of occurrence description
0	Not (anymore) existent	Exists not (anymore), only in combination with I = 0
1	Very low	<= 10% probability of occurrence
2	Low	> 10% and <= 30% probability of occurrence
3	Medium	> 30% and <= 50% probability of occurrence
4	High	> 50% and <= 80% probability of occurrence
5	Very high	> 80% probability of occurrence

Table 6: impact categories

On a scale of 0 to 5, we define the probability of occurrence and the impact of a risk. The average of both determines the warning level and criticality of the risk.

M I/Probability	M I/Impact	M I/Criticality
1	4	4
2	5	10
3	0	0

Figure 8: Risk Management plan

Risk classification and presentation

Once an Impact category and a Probability of occurrence attributed to each risk, their criticality is calculated by using the above shown formula.

The Criticality C allows

- ❖ classifying all risks depending on their criticality
- ❖ representing all risks in a 5 \* 5 matrix for easily interpretation of their criticality

<b>Impact</b>	<b>VH</b>	5	5	10	15	20	25
	<b>H</b>	4	4	8	12	16	20
	<b>M</b>	3	3	6	9	12	15
	<b>L</b>	2	2	4	6	8	10
	<b>VL</b>	1	1	2	3	4	5
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
			<b>VL</b>	<b>L</b>	<b>M</b>	<b>H</b>	<b>VH</b>
			<b>Probability of occurrence</b>				

Figure 9: RESIST Risk assessment matrix (example)

The four different risk categories as well as conducted actions where necessary are shown in Table 7.

Values	Colour	Description
0	Green	Risk does not exist anymore and is not anymore represented in the matrix.
1-5	Green	Risks classified as acceptable without further mitigation, will be routinely tracked. Value '5' only if impact is very low and probability of occurrence is very low.
5-9	Orange	Risks which may require mitigation. For these risks, alternative dispositions will be identified, and trade-offs conducted to determine the mitigation required. Value '5' only when probability of occurrence is very low, and impact is very high.
10-25	red	Items classified as red are considered primary risk drivers. For these items, mitigation options will be developed

Table 7: risk categories

The impact is more considerable than the probability.

Mi/Probability	Mi/Impact	Mi/Criticality
1	5	5
5	1	5

Figure 10: RESIST Risk Criticality

For each identified risk worth of mitigation, a response/action is defined in concertation between the WPL and the SC members. This applies to all risks classified as orange or red following Table 7.

Mitigation activities are documented in the Risk Management Register and reviewed as described in the following section.

## 7.6 Risk monitoring and control

The purpose of Risk Monitoring and Control is to regularly monitor the listed risks and to identify, analyse, and plan potential new risks, including their integration in the Risk Management Register. Risk monitoring and control ensures the execution of the risk plans, evaluates their effectiveness in reducing risks and, if needed, updates the organisational process assets.

Risk Monitoring and Control are conducted as follows:

1. WPL continuously monitor and control risks related to their WP. They immediately inform the SC members when events or risks occur, or when mitigation actions are considered as not sufficiently efficient.
2. The SC members monitors the entire Risk Management Register on a regular cycle of six months during the Steering Committee Meetings starting from the project start, meaning in M2, M8, M14, M22 and M28 and updates Impact categories, probability of occurrence levels and thereby criticalities of all listed and still risks existing risks
3. The SC members and the corresponding WPL update the Risk Management Register event related when
  - a new risk has been identified, including assessment and mitigation plan when needed,
  - a WP has been completed, all WP related risks are set to I = 0 and P = 0, they are not anymore considered in further evaluations.

## 8 Planning, Deliverables, Milestones and Key Performance Indicators

### 8.1 Planning

For each Steering Committee a planning is settled to help checking the activities and tasks progress as shown in figure 11.

RESIST Planning and check list											
green = done light blue = 60 days left dark blue = 30 days left red = delayed											
Involved partners											
Source	Resp	PVF	CEAGA	IDIA	Biz-up	Autoklastr	Start date	End Date	Done Date	Place	Result
WPI Project management											
WP	PVF	x	x	x	x	x	01/09/2022			Online	
SC	PVF	x	x				06/09/2022				
SC	PVF	x	x	x	x	x	20/09/2022	20/09/2022		Vigo	
SC	PVF										

Figure 11: Planning and checklist table

### 8.2 Deliverables

Project deliverables are described in the RESIST project description and listed again in Table 8. The dissemination levels are according to EISMEA reporting the following:

- ❖ **PU** = public
- ❖ **PP** = Restricted to other programme participants (including Commission services and project reviewers).
- ❖ **CO** = Confidential, only for members of the consortium (including Agency and Commission services and project reviewers).

Deliverables are integrated in the detailed planning in the “YMMDD RESIST – D1.3 – Planning and Checklist (Vx.x).xlsx” file which will be used during the continuous and cyclic QRMP update sessions.

ID	Title	Deadline/date	Publishing manner	Diss. level
D1.1	Project partnership agreement	M1	E-report	CO
D1.2	Quality and Risk Management Plan	M3	E-report	PU
D1.3	1 <sup>st</sup> mid-term technical report and presentation on the progress implementation of actions	M13	E-report	CO
D1.4	2 <sup>nd</sup> mid-term technical report and presentation on the progress implementation of actions	M25	E-report	CO
D1.5	Final technical and financial report	M30	E-report	CO
D2.1	Future challenges for SMEs in automotive, transport, and mobility vehicle production and their manufacturing suppliers	M6	E-report	PU
D2.2	RESIST Networking activities for enhanced cooperation between industrial ecosystems and SMEs	M28	E-report	PU
D2.3	Field report on RESIST OneStop-Shop functioning and impact	M30	E-report	PU
D3.1	Resilience preparedness/ Business continuity and action plan scheme for automotive SMEs	M6	E-report	PU
D3.2	RESIST Innovation Project Open Call document set	M7	E-report	PU
D3.3	RESIST Innovation Project results	M20	E-report	CO
D3.4	Best practice guide for the development of preparedness/ business continuity plans of Automotive-Transport-Mobility and Manufacturing companies	M29	E-report	PU
D3.5	Business process innovations and New-to-firm products & services: Results from RESIST Innovation projects and Coaching and Mentoring Services	M30	E-report	PU
D3.6	Project Showcase feedback report	M30	E-report	PU
D4.1	Green & Digital Best Practice Report	M6	E-report	PU
D4.2	RESIST Coaching and Mentoring Service documents	M6	E-report	PU
D4.3	Pool of digitalisation and sustainability experts	M9	E-report	PU
D4.4	Resumé of coaching and mentoring services	M30	E-report	PU
D5.1	Training scheme for skilling cluster employees in green and digital transition	M6	E-report	PU
D5.2	Individual upskilling training plans from cluster employees	M26	E-report	CO
D5.3	Cluster Manager Training in RESIST	M24	E-report	PU
D5.4	Portfolio of RESIST Upskilling Services for SMEs	M6	E-report	PU
D5.5	RESIST MOOC	M14	E-report	PU
D5.6	Lessons learnt from upskilling with RESIST MOOC and advanced trainings	M29	E-report	PU



D6.1	RESIST service portfolio for internationalisation actions	M5	E-report	PU
D6.2	Internationalisation opportunities for SMEs in automotive-transportmobility and manufacturing	M6	E-report	PU
D6.3	Joint internationalisation strategy for the RESIST partnership	M29	E-report	PU
D6.4	Internationalisation actions in RESIST project	M29	E-report	PU
D7.1	RESIST Communication and Dissemination Plan	M2	E-report	PU
D7.2	RESIST Webpage (initial version)	M4	Webpage	PU
D7.3	RESIST Communication Kit	M4	E-report	PU
D7.4	Communication activity outreach	M30	E-report	PU

Table 8: List of RESIST deliverables

Public deliverables will be published via the RESIST project website.

### 8.3 Milestones

Project milestones are described in the RESIST project description and listed in Table 9.

ID	Title	Lead partner	Deadline/ date	Description
MS1	One-stop-shop	CEAGA	M4	The One-Stop-Shop is the main entry point to the various and multiple project services and activities.
MS2	Open Call Networking	CEAGA	M4	Allowing SMEs connecting between each other, identifying partners for joint projects, or discussing common business agreements.
MS3	1st Match Making	CEAGA	M8	Allowing SMEs connecting between each other, identifying partners for joint projects, or discussing common business agreements.
MS4	2nd Match Making	CEAGA	M14	Allowing SMEs connecting between each other, identifying partners for joint projects, or discussing common business agreements.
MS5	1st Open Call Cut-off launch	PVF	M8	Preparing the launch and follow-up of the OpenCall for M8
MS6	2nd Open Call Cut-off launch	PVF	M14	Preparing the launch and follow-up of the OpenCall for M14
MS7	Project Showcase	PVF	M28	Project Showcase event with OpenCall project exhibition and pitches, presentations, and Matchmaking session with funding institutions
MS8	Publication of Open Call for Coaching and Mentoring Services	Biz-up	M7	Preparation of coaching & mentoring OpenCall documents (contracts, evaluation grid, publication information...).
MS9	Pool of digitalisation and sustainability experts is available	Biz-up	M9	Publication of experts list

MS10	MOOC 1-5	MSAK	M10	1 <sup>st</sup> set of 5 MOOC on topics for sustainable production in ATM and manufacturing SMEs
MS11	Training Open Call	MSAK	M13	Publication of the OpenCall for training vouchers
MS12	Acceleration Services Open Call	IDIA	M7	Launch of the OpenCall for acceleration services for internationalisation activities

Table 9: Project milestones

## 8.4 Key Performance Indicators (KPI)

Key performance indicators are presented for Steering Committee meetings with the information as shown in table 10

KPI title	Target Value	Current value	Unit	Results
Number of resilience preparedness/ business continuity plans	60		Resilience plan	
Number of SMEs trainings	37		SMEs	
Number of SMEs accessing market information	80		SMEs	
Number of policy papers addressing key value chain constraints submitted to regional, national and EU authorities	1		Policy paper	

Table 10: KPI's information

Overall and WP related KPI are listed in Table 11 and Table 12:

Title	Brief description	Target(quantity)
Number of SMEs developing greener, more digital, and more flexible production solutions directly benefitting from the action through Open Calls	Accompany the development of new manufacturing processes and tools supporting green and digital transition of automotive and manufacturing SMEs.	15
Number of resilience preparedness/ business continuity plans through a resilience check and the set-up of action plans	Engage and support SMEs in setting up a strategy and an action plan to prepare themselves to future mayor incidents	60
Number of SMEs supported through coaching and mentoring services		37

Number of SMEs accessing market information	Offer SMEs access to dedicated market information (market evolution, international markets...)	80
Number of policy papers addressing key value chain constraints submitted to regional, national and EU authorities	Summarise project results in form of recommendations for policy makers to improve political support to SMEs from automotive and manufacturing in addressing market evolutions, constraints, and mayor risks	1
Number of SMEs participating in cross-sectoral MatchMaking events	Help SMEs opening new markets (eg. automotive goes manufacturing, international) through networking	80
Number of identified new-to firm products/services	Support SMEs in preparing their business, production, and/or products/services to adapt to future market evolution	10
Number of SMEs supported which undertook business process innovation tied to technological adoption leading to higher sustainability and digitalisation	Engage SMEs in developing new solutions to improve sustainability, resilience, and flexibility of the production as part of the action plan of their resilience preparedness/business continuity plan	30
Number of SMEs that benefited from internationalisation services (direct beneficiaries with FSTP, more SME have indirect benefits through webinars, Coaching a& Mentoring Services, and benefits after project end through collaboration agreements...)	Support SMEs aiming at initiating or strengthening their international development through internationalisation services	15
Number of SMEs directly supported and coming from regions and countries different from those of individual Euroclusters' partners		12
Number of new collaboration agreements signed with actors in third countries	Strengthen collaboration between PP and stakeholders outside EU	3
Number of employees in cluster organisations which received trainings	Set-up and implementation of re-/upskilling plans for PPs' employees for a better understanding and improved advice to cluster members	25
Number of re-/upskilling training plans for clusters employees		25
Number of SMEs investing in skill development of their employees in the scope of the project	Contribute to re-/upskilling of employees from the automotive and manufacturing industry trough trainings, e.g., on green engineering or digitalisation of production and processes	40
Number of participants from ATM and manufacturing that received training as a		60

result of joint project activities (webinars, MOOC, adv. Trainings)		
Participants in skills need analysis		80
Survey to collect concrete data on opportunities, challenges and needs of SMEs on internationalisation	survey to collect concrete data on opportunities, challenges and needs of SMEs on internationalisation for concrete opportunities	1
Number of Social Media followers (per Social Media channel used)		
a. Website visitors		1000
b. LinkedIn followers		300
c. Twitter followers		150
d. Youtube views (all uploaded videos together)		500

Table 11: Overall RESIST KPI