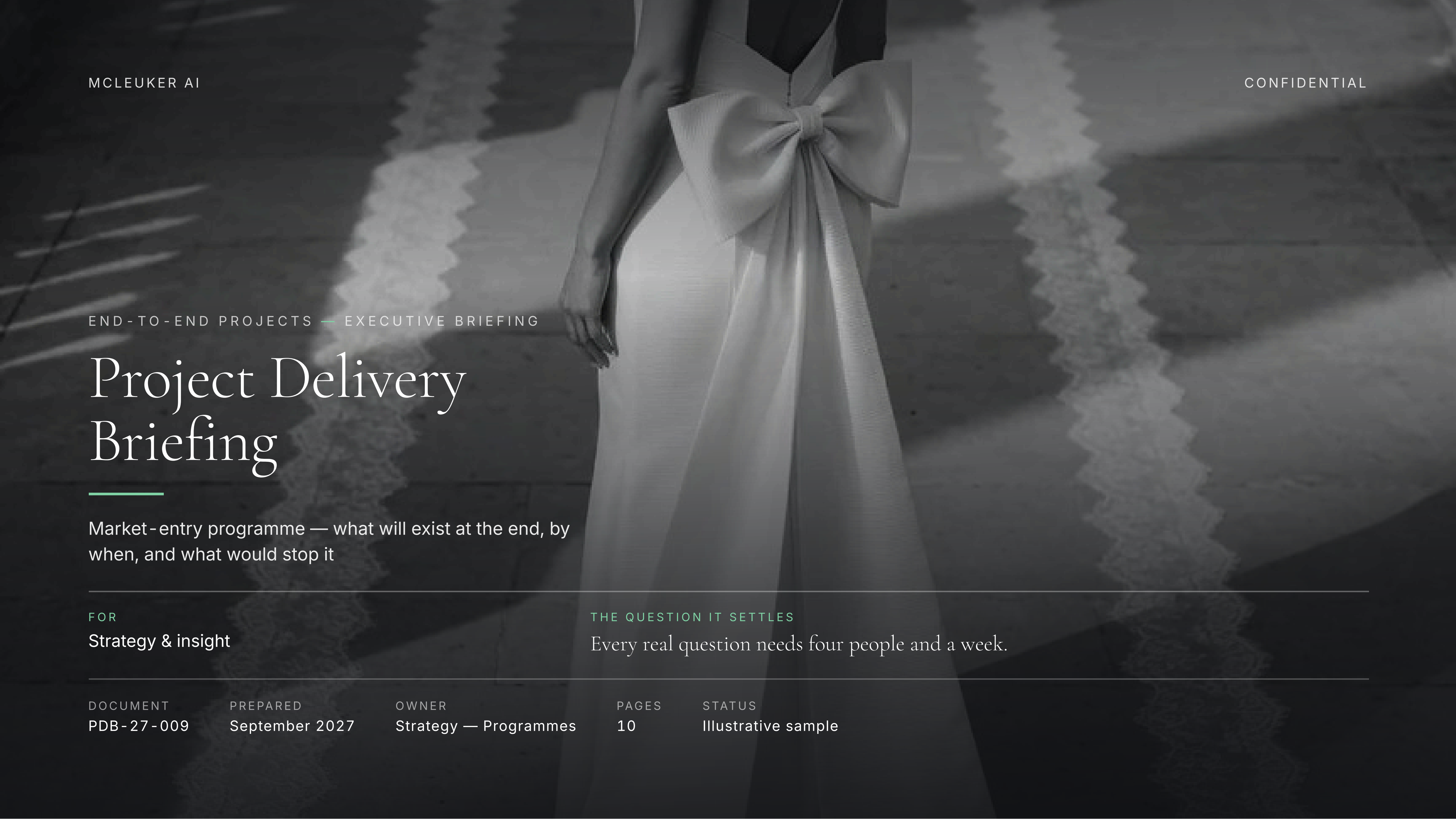


END-TO-END PROJECTS — EXECUTIVE BRIEFING

Project Delivery Briefing

Market-entry programme — what will exist at the end, by when, and what would stop it

FOR

Strategy & insight

THE QUESTION IT SETTLES

Every real question needs four people and a week.

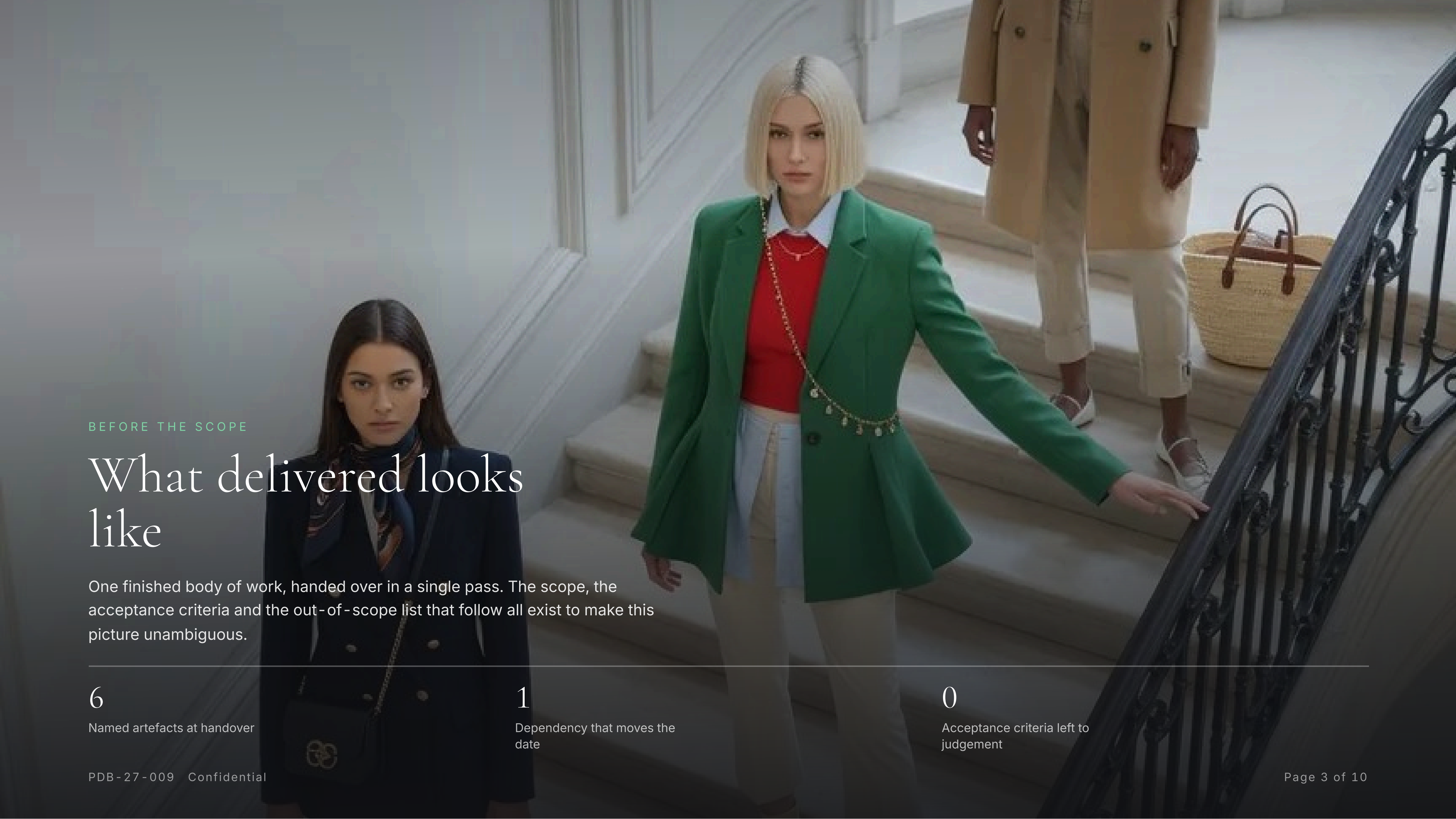
DOCUMENT	PREPARED	OWNER	PAGES	STATUS
PDB-27-009	September 2027	Strategy — Programmes	10	Illustrative sample

The read

Six artefacts, fourteen weeks, one dependency that decides the date. Every artefact is named with the decision it serves, so the programme can be judged on what it leaves behind rather than on what it did.

6	14 wks	1	W6
Named artefacts at completion	From start to final handover	Dependency that moves the date client-side	First artefact lands

SO WHAT A programme defined by its artefacts can be stopped at any point and still leave something usable. One defined by its phases cannot, and that difference is the whole argument for this shape.



BEFORE THE SCOPE

What delivered looks like

One finished body of work, handed over in a single pass. The scope, the acceptance criteria and the out-of-scope list that follow all exist to make this picture unambiguous.

6	1	0
Named artefacts at handover	Dependency that moves the date	Acceptance criteria left to judgement

1 The outcome

ARTEFACTS

ARTEFACT	SERVES THE DECISION	USED BY	LANDS
Market sizing and structure	Whether to enter at all	Board	Week 6
Competitive position map	Where to enter	Commercial	Week 7
Regulatory and trade brief	What entry costs to comply	Legal, Ops	Week 8
Channel and partner shortlist	Through whom	Commercial	Week 10
Entry financial model	At what return	Finance	Week 12
Board entry paper	The decision itself	Board	Week 14

SO WHAT Each artefact names one decision and one user. An artefact that serves no named decision is work the programme should not be doing, and this table is where that gets caught before it starts.

2 Scope

IN SCOPE

01 One market, defined by the country and the two channels named in the brief.

02 Sizing, structure, regulation, channel and the financial case for entry.

03 A shortlist of partners with a first-contact position on each.

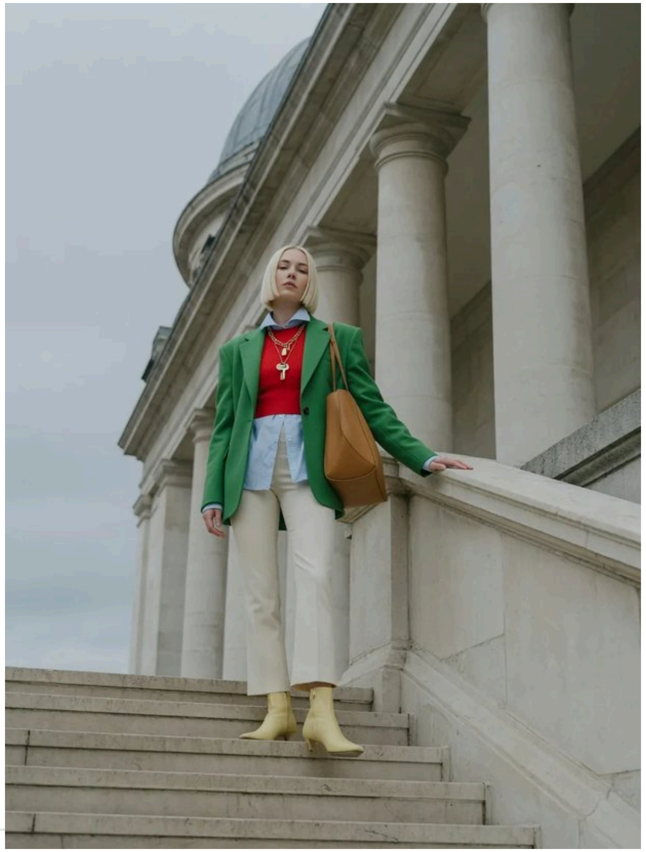
EXPLICITLY OUT OF SCOPE

01 Partner negotiation or any commitment on our behalf.

02 Localisation of product, pricing or brand identity.

03 Any second market, however adjacent it looks at week ten.

The out-of-scope list is the load-bearing half. Every one of these is a thing a programme like this is routinely asked to absorb in week nine, and each would move the date.



The out-of-scope list is the scope

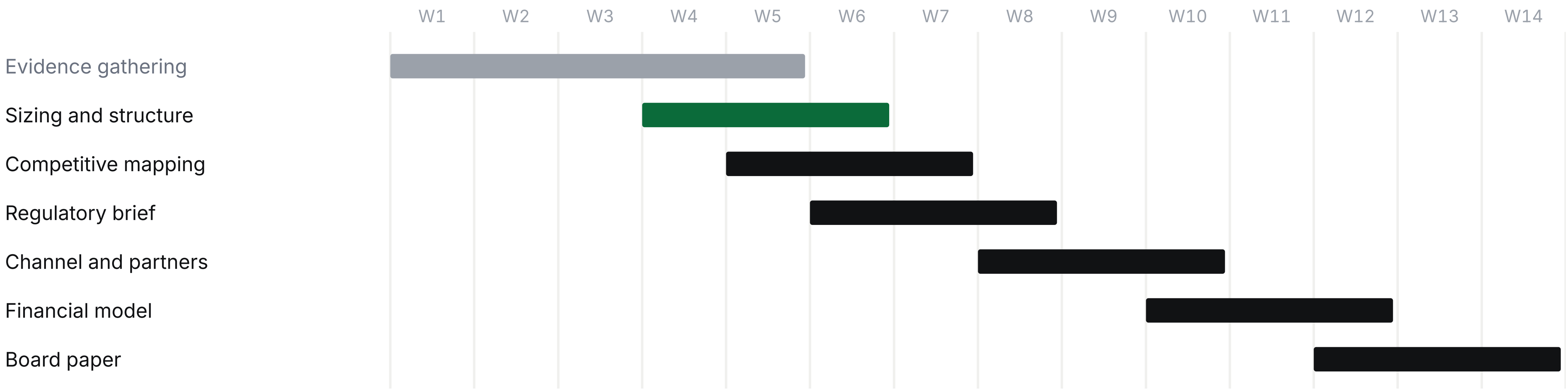
What a project will not do is the half that gets argued about at handover. Naming it now is cheaper than discovering it in week nine.

SO WHAT Naming what will not be done is what protects the fourteen weeks. Scope is not defended by the boundary you drew, it is defended by the one you wrote down.

3 The method

PHASED DELIVERY

Phases overlap by design; each ends where its artefact lands.



SO WHAT Phases overlap because the artefacts are independent of each other until the board paper. That is what compresses fourteen weeks out of twenty-two weeks of work.

4 Evidence

WHERE EACH ARTEFACT'S CONTENT COMES FROM

Share of content across the six artefacts.

The three are kept visibly separate inside every artefact. A modelled number rendered like a sourced one is the single failure that would make the board paper unusable, and it is prevented at the point the artefact is written.

SO WHAT Twelve per cent of the content is modelled, which is where the board's scrutiny should go. Marking it is what lets them find it rather than take the whole document on trust.

5 Quality bar

Pass

Meets the bar. Anyone can check it against the criterion without asking what was meant.

Borderline

Argued in the room and resolved by the criterion, not by seniority.

Fail

Rejected against a written line. A bar nobody can point at is a preference wearing a number.

ACCEPTANCE CRITERIA

ARTEFACT	ACCEPTED WHEN
Market sizing	Every figure carries a source and an as-of year, or is marked as modelled with its basis
Competitive map	Every named player is placed on both axes from observed rather than inferred data
Regulatory brief	Every obligation names its instrument and its date of effect
Channel shortlist	Every partner has a named contact and a stated reason for inclusion
Financial model	Every derived cell is a live formula and every input is documented
Board paper	The recommendation is answerable from the paper alone, without the appendices

SO WHAT Each criterion is something a reader can check in under a minute. A bar written as comprehensive or high-quality cannot be failed, which means it cannot be met either.

6 Risk and dependency

DEPENDENCIES

NEEDED	FROM	BY	IF LATE
Current trading data, 24 months	Finance	Week 1	Financial model slips 1:1
Access to two market advisers	Client	Week 3	Regulatory brief loses primary input
Brand and product positioning statement	Client	Week 4	Competitive map is built on inference
Board paper template and date	Client	Week 10	Final week compresses to three days

The week-one dependency is the one that moves the date. It is listed first for that reason rather than by chronology.

SO WHAT Three of four dependencies are client-side, so the date is jointly owned from the first week. A programme plan that hides that is setting up a conversation in week twelve.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Approve the six artefacts as the definition of done	Programme Sponsor	12 Sep	Scope is judged on activity rather than output
Confirm the out-of-scope list	Programme Sponsor	12 Sep	The fourteen weeks are absorbed by adjacent asks
Release 24 months of trading data	Finance Director	19 Sep	The financial model and the date move one for one
Fix the board date and paper format	Company Secretary	10 Oct	The final week compresses to three days

SOURCES AND BASIS

Artefact definitions and acceptance criteria — agreed with the named users of each.

Timeline — built from the stated phase durations; overlaps are a plan, not an observation.

Evidence split — the planned composition across the six artefacts.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the **Project Delivery Briefing** template, produced to show its structure, exhibit inventory and register. The figures in it are illustrative and are not market intelligence. A real run of this template researches and cites its figures with an as-of year for each, or marks them as modelled and states the basis — the rule the template itself carries.