**Project Categories:**

1. Core - Keep Z-plane flying (nondiscretionary, lower risk)
2. Growth – max benefits of existing products/services (discretionary, moderate risk)
3. Venture – innovation – new products/services (discretionary, high risk)

**Life Cycles (project/program & product/service):**

Executing Phase

Planning Phase

Initiation Phase

Formal project kick-off

Start of project life cycle

Operation

Start of product/service life cycle

NOTE: Each update and/or upgrade to product/service is a new and separate project.

End or product/service life cycle

Closing Phase

End of project life cycle

Monitor & Control Phase

Pre-initiation Phase

Input: DRAFT Biz Case

Output: ID PM, refined biz case, DRAFT team members

Project/Program Selection

Input: DRAFT Biz Cases, available resources, etc.

Output: Approved projects, sponsor(s) + many disappointed/angry people

Call for Action = develop ideas to support biz direction

Input: Strategic direction(s)

Output: DRAFT Biz Cases

Strategic Meeting

Input: Biz condition, SWOT analysis, risk tolerance, etc.

Output: Strategic direction(s)