

# Managing the Technology: Online and New Media Project Management

**Presented by Lawrence Smith, Cabbage Tree Creative**



**So, yesterday we heard about loads of interesting subjects, like social media, SEO etc**

# Yesterday ...

1. Management has to engage & participate
2. 80% use online, is your spending appropriate?
3. Social media – it's a conversation
4. It's not SEO or Adwords. It's both
5. TNZ and the nofollow
6. The market is changing SO fast. Thought leadership is essential.
7. Try it, and fail fast.



**Project Management. Possibly a little less exciting, but equally as important.**

“

Here's a slightly  
*unconventional*  
approach to planning  
and managing new  
media projects for  
destinations.

”



**Lawrence Smith**  
Chief Cabbage



WHY?





Because things **easily** can go wrong

# Top 3 Villains?

1. Mismatch of expectations  
(which directly affects what is, or isn't delivered )
2. Time  
(Allow plenty, incorporate feedback)
3. Cost  
(overruns due to mismatch of expectations and change requests)



**What can you do about it?**



# 1. Have a clear **Vision**

What do you want to achieve, required outcomes?



## 2. Develop a **Plan**

Clearly define what is required and why



**3. Commit To it**  
Internally and externally



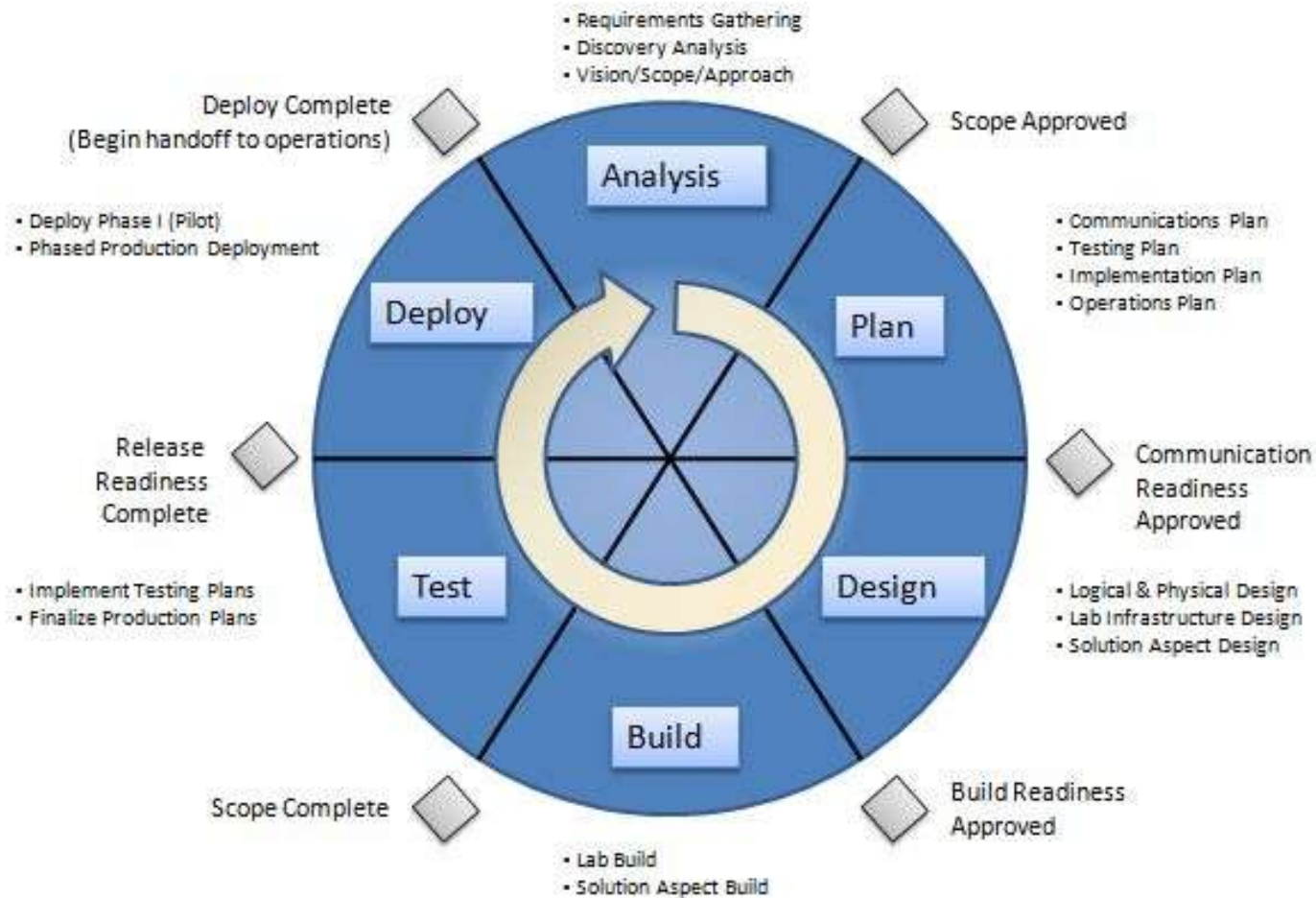
#### 4. Fund and **resource** it adequately

How important is this project to your organisation?



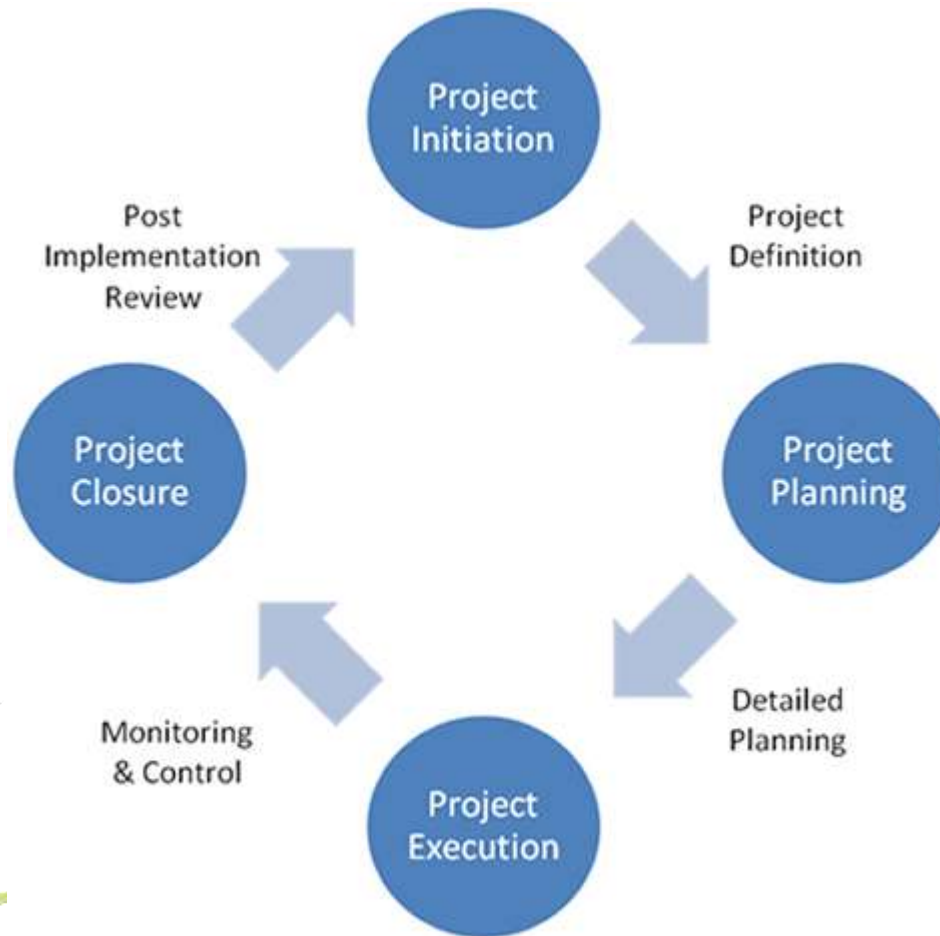
5. Manage and **measure** the outcomes  
Did it work?

# Project Management



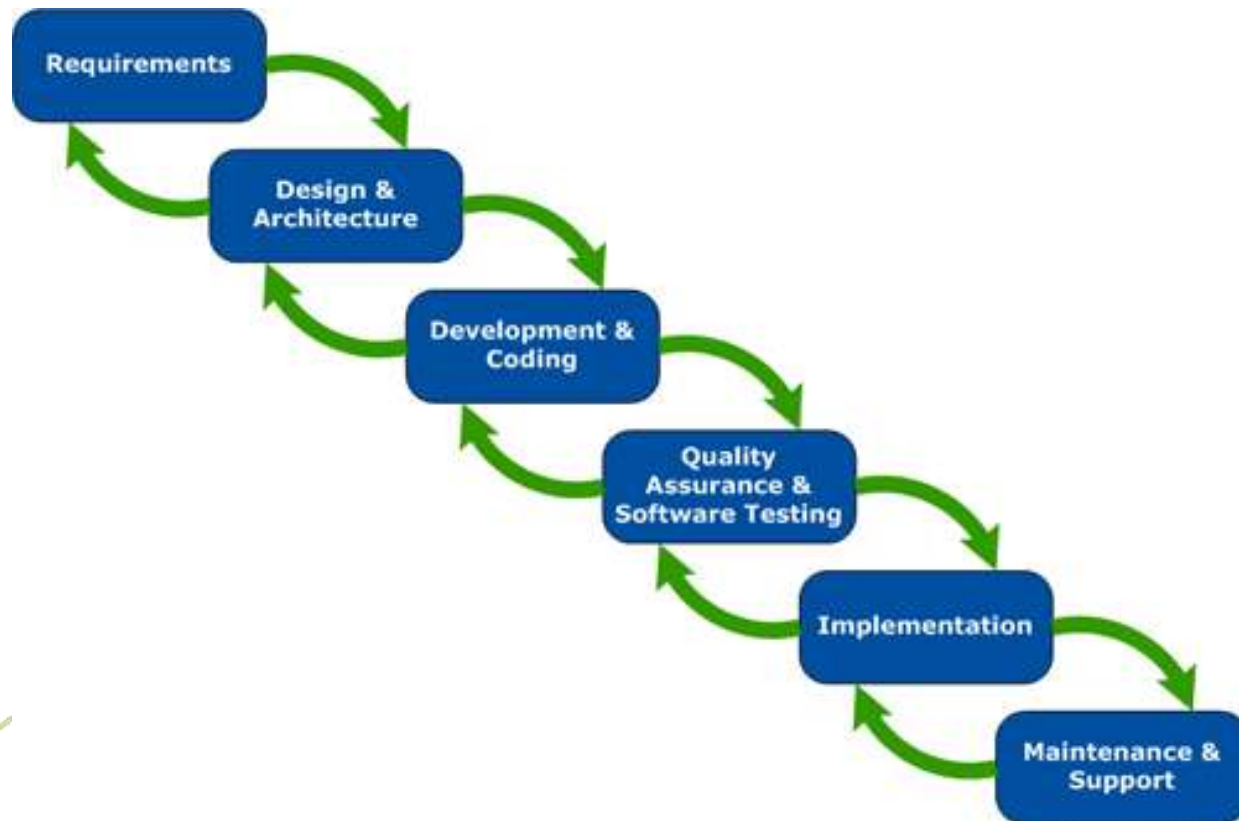
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# Project Management



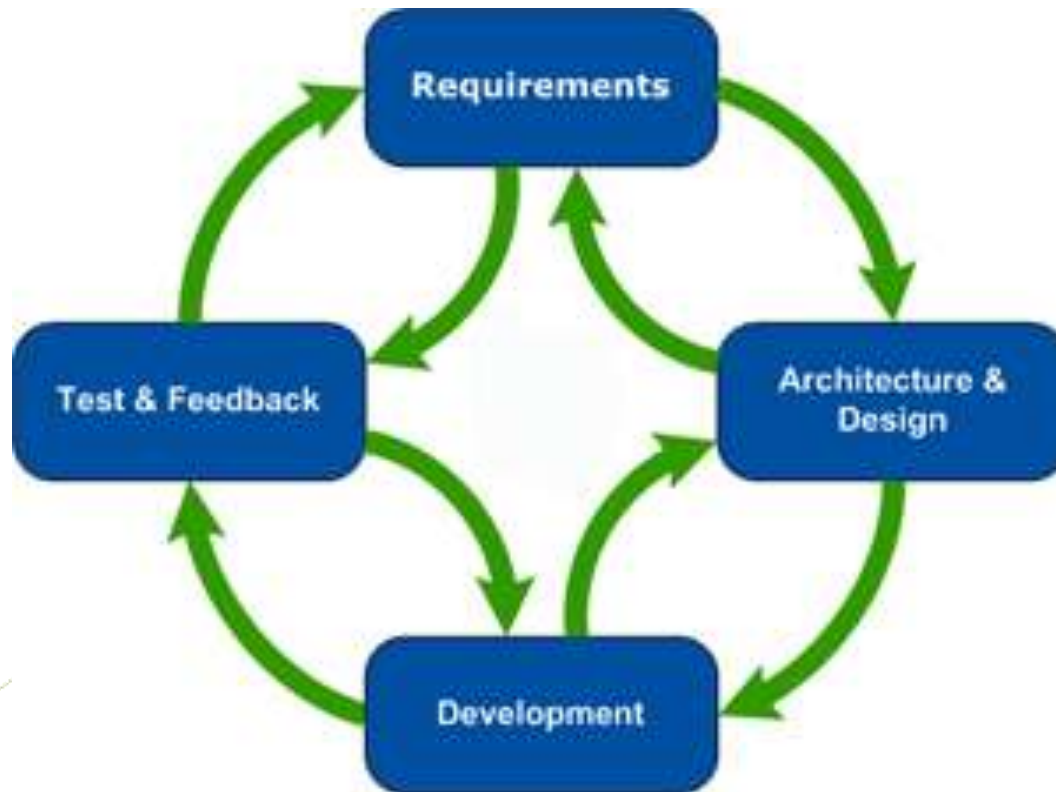
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# Project Management – Waterfall



<http://www.managedmayhem.com/category/project-management/>

# Project Management - Agile



<http://www.managedmayhem.com/category/project-management/>

# Agile Suits the Web

1. It's an on-going cycle
2. There might be a start, but there is no end
3. Constant iteration and deliverables
4. Innovation
5. Msoft vs Facebook
6. The ability to adapt and change – Vital!



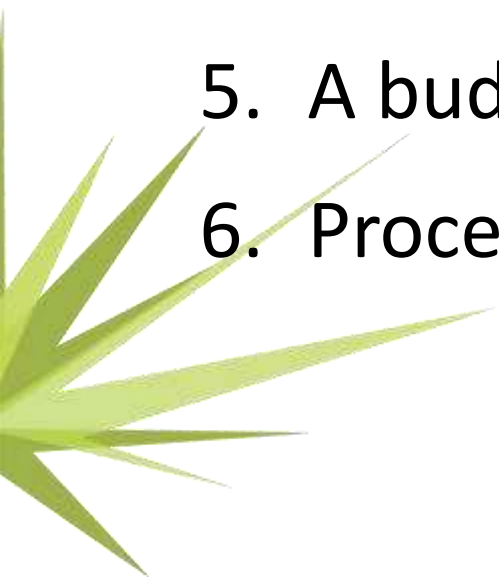
# Common Elements?

1. Discovery/ Research (Why)
2. Planning/Specification (How)
3. Design & Development
4. Monitoring/Control
5. Testing & Review
6. Release/Support



# All Projects Require ...

1. A plan
2. A team
3. A leader
4. A timeline
5. A budget
6. Processes





**You need a great team, but leadership is vital**

# First Step: Determine what to do?



1. Copy competitors
2. Your own vision
3. Your boards ideas
4. Your managers ideas
5. Latest trends online?



# Best Approach? Organisational Goals



1. Meet stakeholder requirements & specifically those of the customer
2. Develop a plan
3. Have a clear goal and set of deliverables that you can measure success against





Sounds like a  
construction project?

You really need a  
plan. **Really!**

# A Typical Construction Process?

1. Take your ideas to an architect
2. Negotiate (for months)
3. Give the plans to a builder to price
4. Manage the project (architect?)
5. Wait a few more months
6. Lots of change requests (!)
7. Inspect and fix issues (bugs)
8. Approve





**Here's an approach we like ...**

# A More Agile Approach

1. Project outline, definition of organisational goals

Internal

2. Stakeholder research

External

3. User testing and design

4. Final requirements document

Internal

5. Technical specification

External

6. Costing – RFQ, or existing partner ...

Outcomes are not predefined.

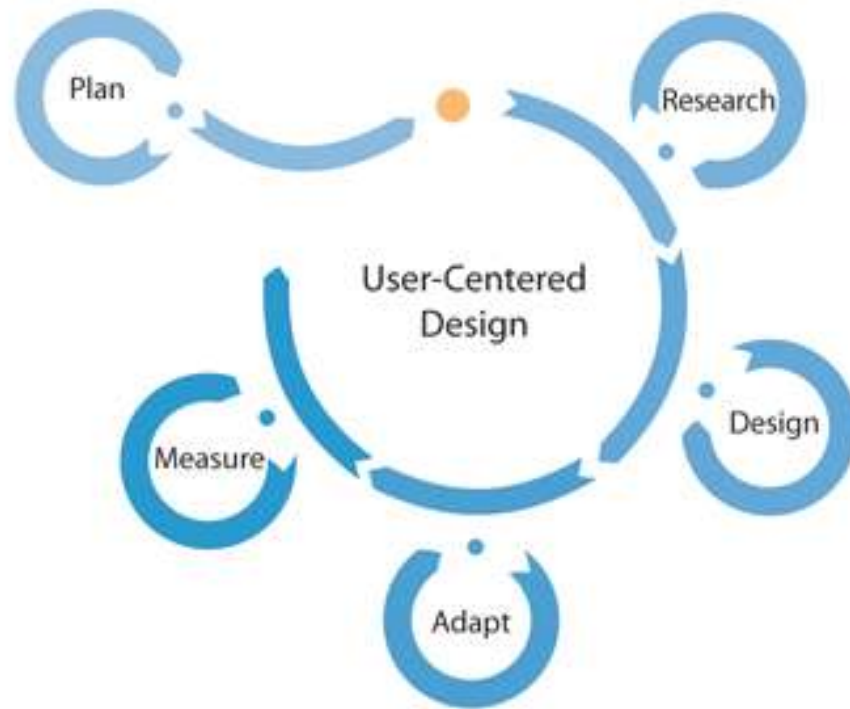
They are determined through the course of the project

# UCD is Agile



## User Centred Design

(in lieu of a structured project management methodology ... )



# Plans are Centred Around Users



## User Centred Design - Core Principals

1. Focus on the users and their tasks
2. Measure the usage  
(via analytics and online behaviour)
3. Iterative design: repeat cycles of design, test and redesign

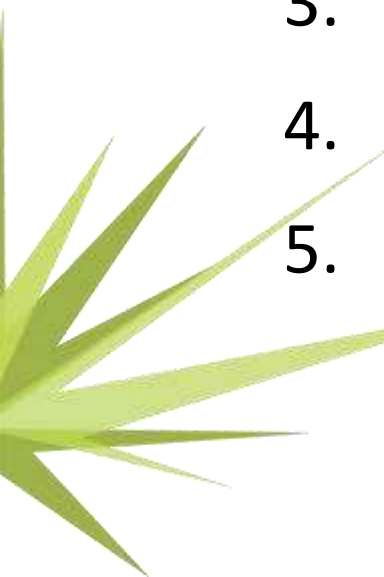


# UCD is Solution Focussed



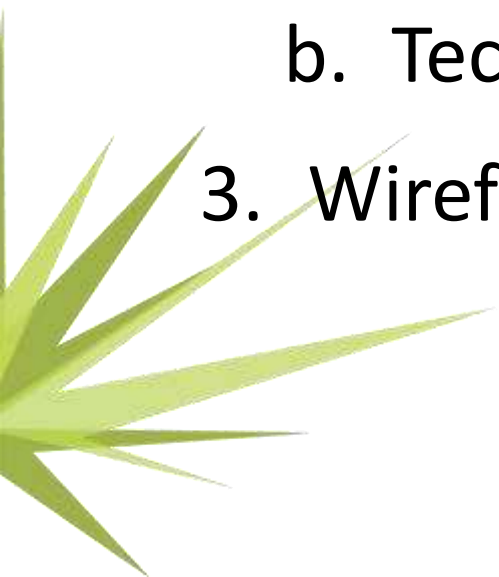
## User Centred Design - Approach

1. Understand the need and context for use (Goals)
2. Specify the requirements
3. Create design solutions
4. Evaluate designs
5. Carried out by a UX expert, in collaboration with your team



# Outcomes

1. A clear plan based on objective research and fact, as opposed to personal opinion
2. Requirements documentation, including
  - a. Functional Spec
  - b. Technical Spec
3. Wireframes/Paper Prototypes





**You can now get a price!**

**The other approach ...**



# Typical Approach

1. Preconceived ideas, often driven by stronger personalities
2. An RFP, seeking ideas (and least cost)
3. Time and cost constraints
4. Little or no user input
5. Decisions based on personal opinion, rather than research

**A few decisions you will have to make ...**



# RFP vs RFQ

## RFP (Proposal)

1. Often a loose outline (maybe a functional spec)
2. “Come up with some good ideas”
3. Tell us how much it will cost

## RFQ (Quote)

1. Ideas already defined (probably a technical specification)
2. Tell us how much



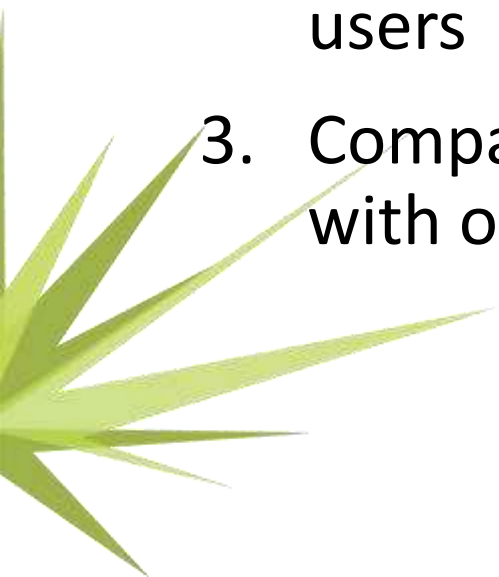
# RFP vs RFQ: Problems?

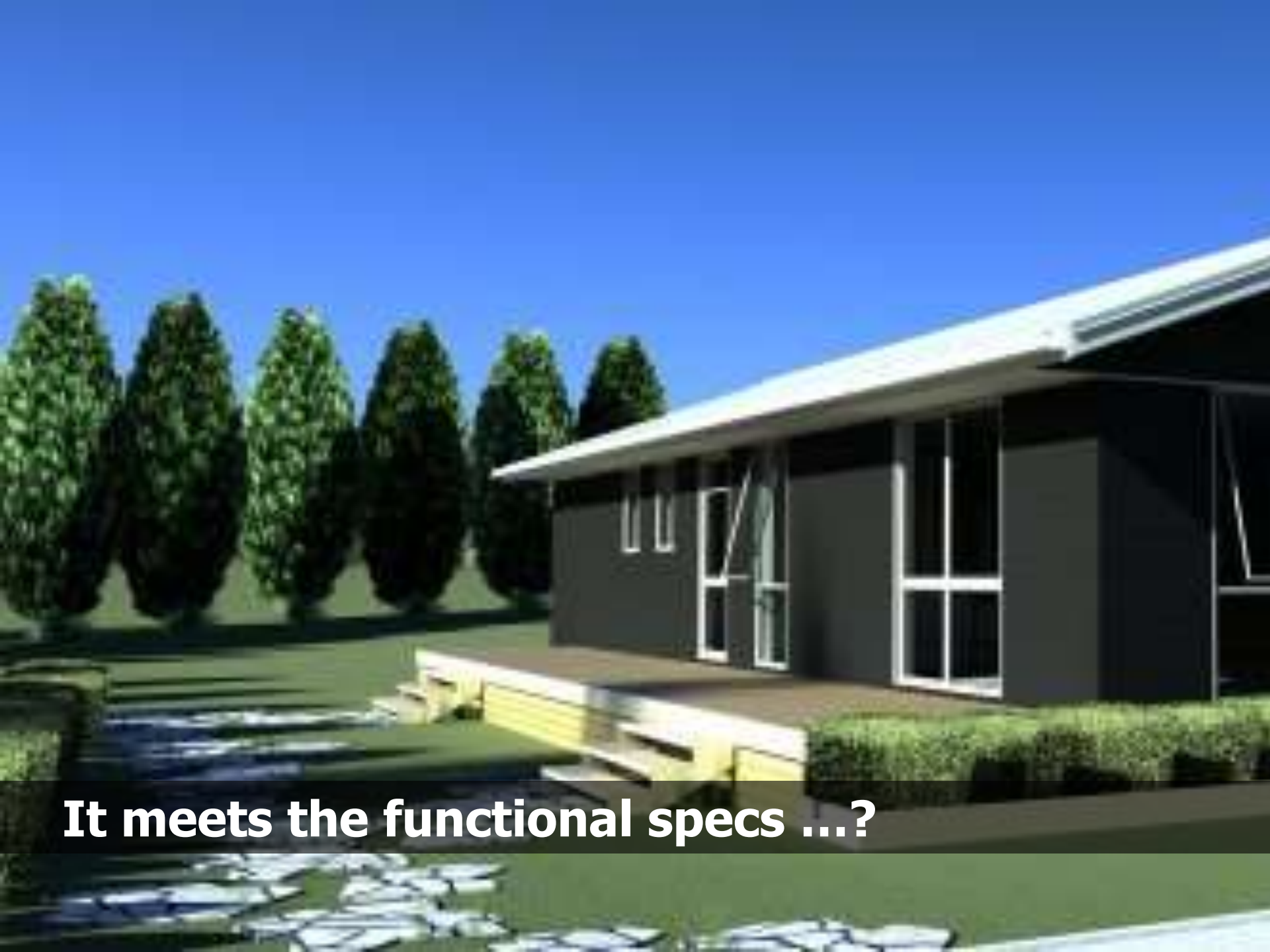
## RFP (Proposal)

1. Time consuming
2. Innovation, but without context of stakeholders and/or actual users
3. Comparing apples with oranges?

## RFQ (Quote)

1. Constrained thinking, less innovation
2. Price driven, but can you tell where and how, and what impacts the inevitable shortcuts will have?





**It meets the functional specs ...?**



**But does it communicate how you are different?**

# Decisions: In-house vs Outsourced?

1. Do you have the skills internally?
2. If yes, can they afford the time?
3. Can they be objective?
4. Are they aware of industry trends and opportunities?
5. Can they provide the thought leadership?



# Change Requests

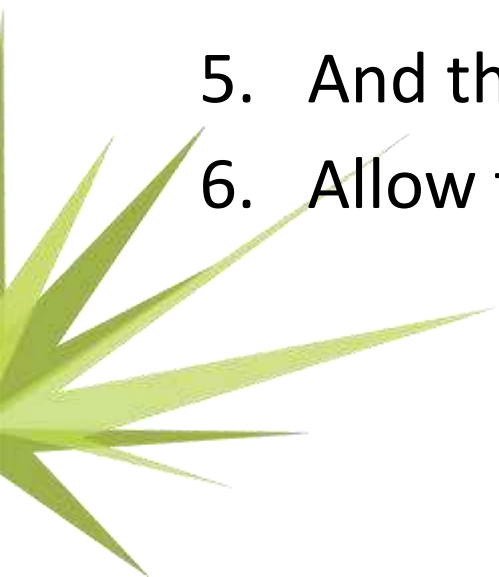
1. Bugs, usability issues, new ideas
2. Triage the issue. Is it within or outside existing scope
3. If outside, park for now
4. Important to capture new ideas, but focus on delivering what you can now



# Bug and pre-launch testing ?



1. A development or staging site is required
2. Test plans can be good, but they can limit what is actually tested
3. Instead, test against key activities or actions. Are they bug free, usable, logical. Capture ideas.
4. Test everything, and then test again
5. And there will still be bugs, it's fact of life
6. Allow time, especially post launch to remedy





**OK, keeping it all on track ...**

**Clear communication within the team**

**NO TRESPASSING  
TRESSPASSERS SHOT  
SURVIVORS SHOT AGAIN**

# Monitor and manage milestones & deliverables



**Manage change**



# Success?

1. Measure against your stated goals
2. Develop a set of KPIs
3. Link measurement to business objectives, rather than raw numbers
4. Your measurement needs to change also as your goals, users or marketplace change,



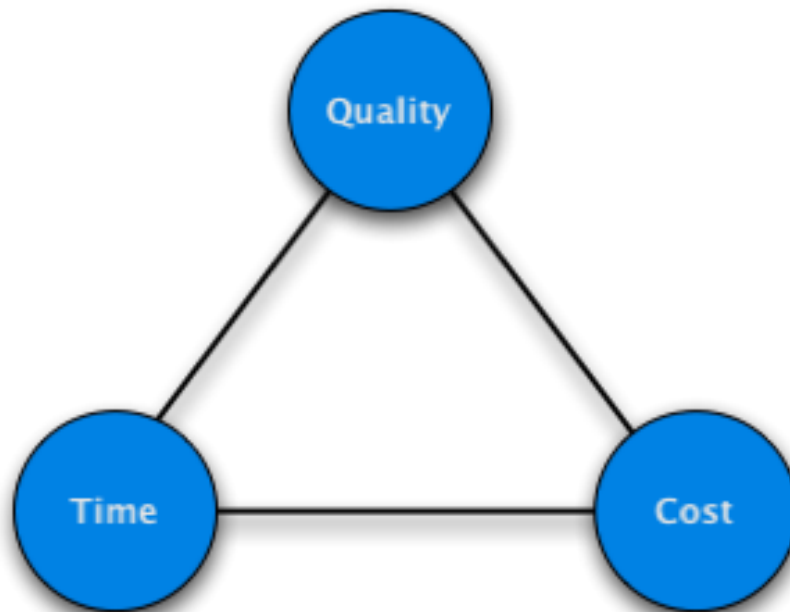
# A few thoughts ...

1. Plan, plan, and then plan some more
2. The technology choice is almost irrelevant, delivering on business goals is
3. You will identify opportunities along the way. Be prepared to change, allow time and budget for this (agile)
4. It will always take longer than expected
5. It will never be complete, plan on iterative improvement  
Take small steps and deliver regularly
6. Use experts to provide thought leadership and challenge / extend your thinking. Choose great partners.

# The Project Triangle

Pick any two ...

[http://en.wikipedia.org/wiki/Project\\_triangle](http://en.wikipedia.org/wiki/Project_triangle)



Images sourced from our partner:

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*think global, act local, get the picture*

<http://www.photonewzealand.com>





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