



Project Management in the New Economy"

Technische Universität München
21. Dezember 2000



Agenda

- **Who's Viant and what do we do**
- Your experiences
- What's project management
- Project phases
- Project roles and tasks
- Our experiences
- Open discussion



Viant has transatlantic presence through **organic growth**



- **founded 1996 in Silicon Valley**
- **Office München opened in März 2000**
- **10 locations in the USA and Europe**
- **600+ employees worldwide**
- **25 permanent employees in München, growing fast**



Viant attracts **talented professionals** from diverse backgrounds

Strategy

 **Bain & Company**

 **Booz Allen Hamilton**

 **Ernst & Young**

 **Gemini Consulting**

 **McKinsey**

 **Pricewaterhouse Coopers**

 **Strategic Decisions Group**

Creative

 **Agency.com**

 **DDB**

 **Disney**

 **DreamWorks**

 **Ogilvy & Mather**

 **Saatchi & Saatchi**

 **Young & Rubicam**

Technology

 **Andersen Consulting**

 **Cambridge Technology Partners**

 **EDS**

 **Cap Gemini Ernst & Young**

 **IBM**

 **Oracle**

 **Sun**



Our clients span many **vertical** sectors

Financial Services

	Allianz
	Consors
	Deutsche Bank
	American Express
	Bank Boston
	Charles Schwab
	JP Morgan
	WIT Capital

Media & Entertainment

	Sony Pictures
	Universal Music
	emap
	Primedia
	eCast
	Live Planet
	ReplayTV
	Sputnik 7

Sonstige

	Cisco
	Compaq
	Lucent
	Diageo
	General Motors
	Kinko's
	Polaroid
	Sears

- **325+ completed client engagements**
- **Senior executive and board-level client relationships**
- **98% client satisfaction**

Unabhängige Studie von CIMA, Dezember, 1999



Viant has integrated processes for designing, building & growing digital ventures

ACTIVITIES

Strategy

Assess Market Context
Perform Digital Diagnostic
Develop Economic Model

Creative

Conduct Brand/experience Audit
Develop Experience Architecture
Develop Experience Brief

Technology

Identify Tech Trends
Conduct Capabilities Assessment
Develop Component Map

Outcome

Appropriate Digital Venture

Strategy

Perform Operational Analysis
Validate Prototype
Conduct Market Testing

Creative

Develop Gui & Info Architecture
Develop Brand Identity
Build Sensory Mock-up
Conduct Market Testing

Technology

Develop Prototype
Test Tools and Architecture

Outcome

Understanding of Digital Venture

Strategy

Review Strategy
Redesign Processes

Creative

Develop Communication Plan
Implement Experience &
Brand Components

Technology

Code and Test System
Conduct Knowledge
Transfer & Training

Outcome

Appropriate Digital Venture

Strategy

Initial Assessment
Growth Management
Business Acceleration
Business Analytics
Developing strategies for attracting and retaining profitable customers
Seeking out or reacting to new market opportunities

Creative

Refine the GUI based on user behaviour and feedback
Increasing market share through on- and off-line marketing program

Technology

Application management services
Infrastructure services

Outcome

Success of Digital Venture



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Your experiences until now ...

... with project management

- University
- Internship
- Software development
- Team work
- ...



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What is project management ?

- Out of which discipline is the project manager ?
- Project management deals with **responsibilities**
- Does **not** have to be **hierarchical**
- **Leadership** is necessary

What is project management ?

- Process Management
 - Workstreams
 - Deliverables
 - Dependencies
 - Resources
- People Management
 - Logistics
 - Meetings
 - Norming
 - Evaluation
 - Expenses
- Risk Management
 - Scope
 - Potential risks
 - Market developments
- Content Management
 - Quality Assurance
 - Level of Detail
 - Overview
 - Integration
- Client Management
 - Expectation
 - Scope
 - Digital Agenda
 - Client Understanding
 - Company, external: industry, market
 - People, internal: power structure, politics

What is project management ?

Finding the right balance between

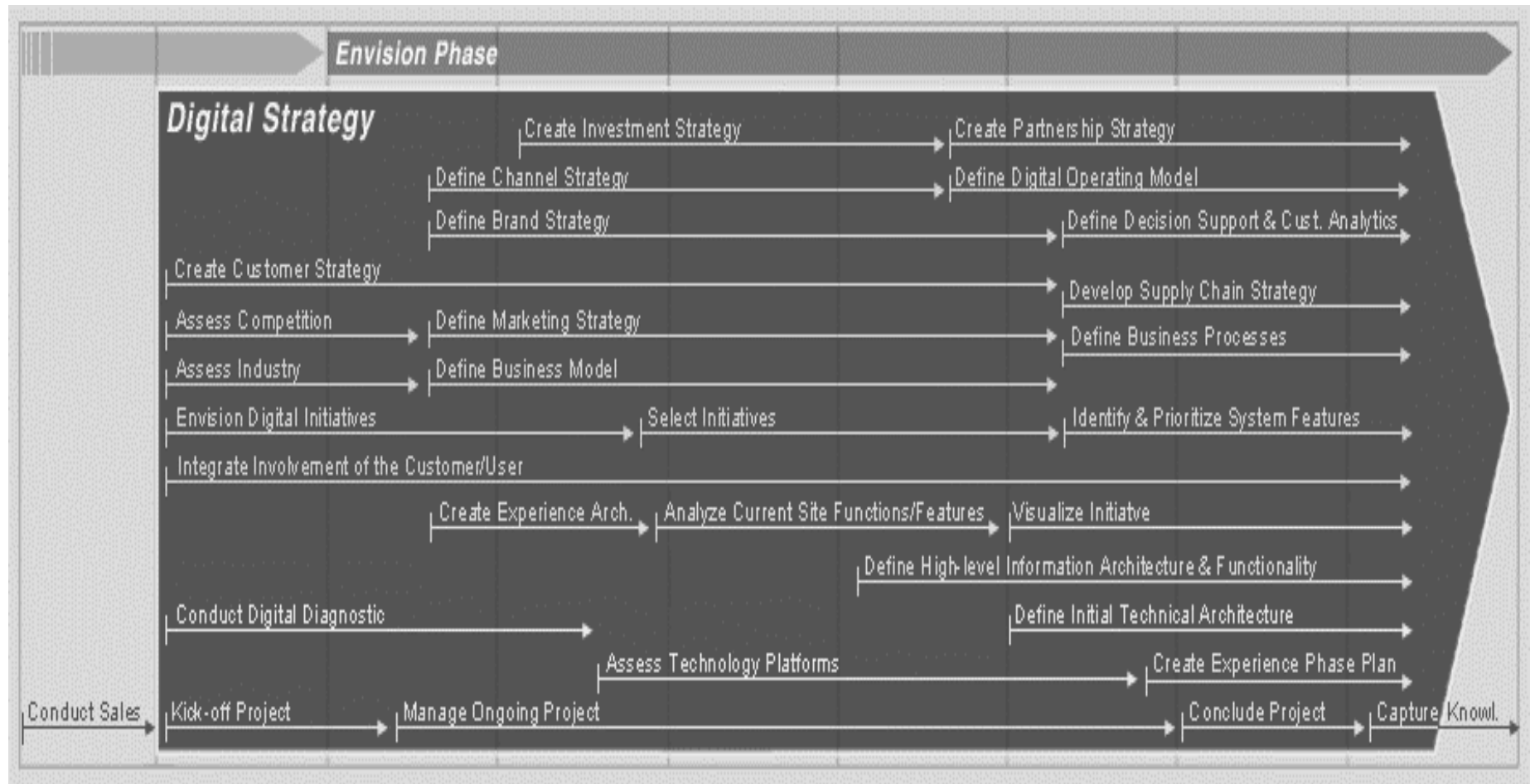
- **Formal**
 - Organization structure
 - Status reports
 - Deadlines
 - Deliverables
 - Organization structure
 - Standing committees
- **Informal**
 - Personal contacts, networks
 - Emergent roles
 - Fostering communication
 - Team spirit
 - Strong culture
 - Based upon trust
- **Structured**
 - Strategic planning
 - Reporting & performance evaluation
 - "cascading" project planning
 - Individual tasks
- **Chaotic**
 - Alternative generation
 - Uncertainty coping
 - Iterative project planning
 - Group dynamics



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Project phases



Phases of a project

- Conduct Sales
 - Client meetings
 - RFI / RFP
 - Proposal
 - Statement of Work
- Pre Kick-off
 - Financials
 - Staffing
 - Project Set-up
 - Client Set-up
- Kick-off Project
 - Roles & Responsibilities Discussions
 - Team Norming
 - Project Orientation
 - Client Kick-off & Norming
- Manage Ongoing Project
 - Meetings
 - Project Planning
 - Logistics
- Conclude Project
 - Sunset Review
 - Get Sign-off
- Capture Knowledge
 - Project Quicksheet
 - Sanitize Assets



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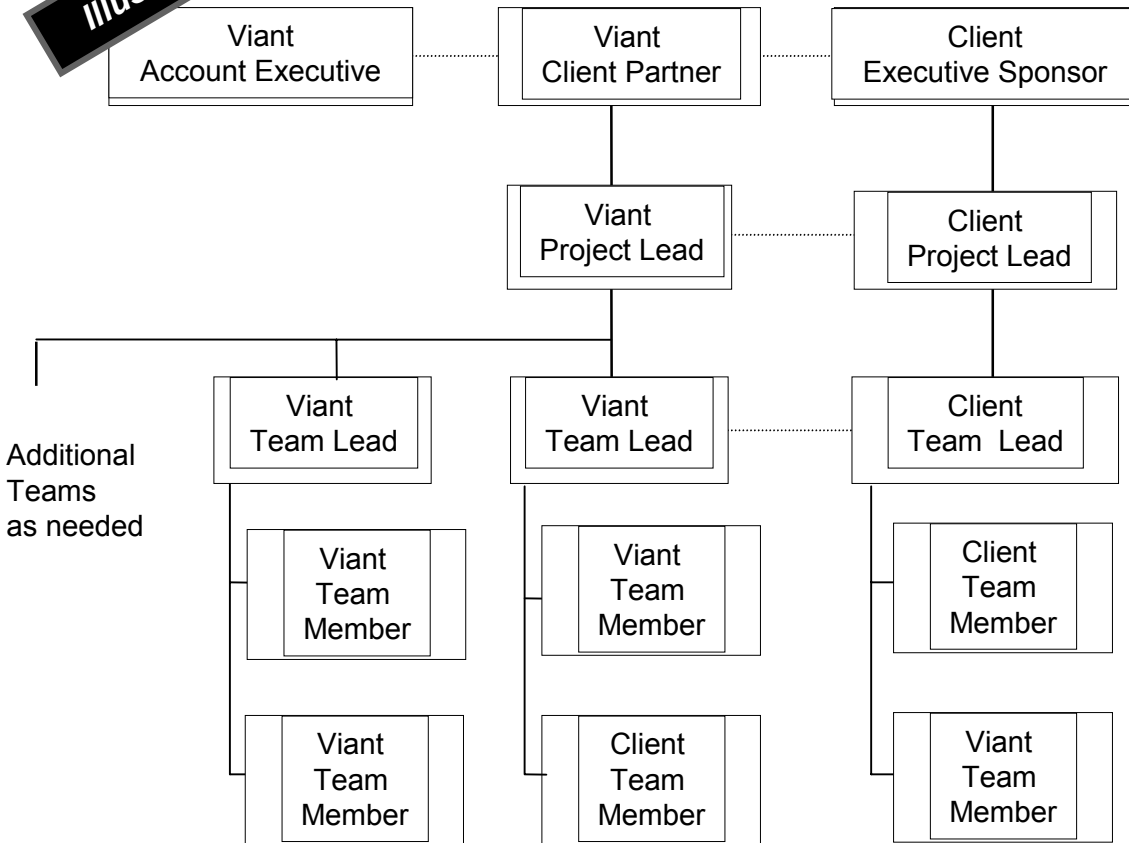
Roles on a project

- Example roles:
 - **Client partner**
 - **Project manager**
 - Technical Lead
 - Creative developer
 - Business analyst
 - etc.
- Roles are contextual - they are tied to specific units of work (Activities, Workstreams, etc.)



Leading and controlling a project is important – our team structure emphasizes collaboration

Illustrative



Role descriptions

Client Partner

- Primary Viant contact
- Structures overall effort (based on past experience and Viant service model)
- Responsible for client satisfaction, deliverables, team guidance and issue resolution

Account Executive

- Facilitates contracts; refines scope
- Solicits independent assessment of client satisfaction

Project Lead

- Responsible for day-to-day project management, orchestrates activities and deliverables
- Facilitates status and deliverable review
- Assists in issue resolution
- Contributes extensively to development of all deliverables

Team Leads

- Responsible for day-to-day activities of major independent project workstreams
- Leads production of significant deliverables in keeping with project plan
- Provides primary support to team members

Client Partner

extern

- Client relationship management
- Scope and expectation management
- Thought leadership
- Team leadership
- Project planning

Project Manager

intern

- Project planning
- Team management and organization
- Meetings
- Process management
- Team development
- Consulting craft



PM – Project Planning

- Generate and manage project plans
- Collaborate with leads to create changes in project plans
- Keep plans on track; tasks completed
- Incorporate training time into project plan
- Ensure team meets deliverables within time frame with quality
- Plan for transition from one phase to next
- Provide QA on each project deliverable



PM – Team Management & Organization

- Sets priorities and direction of the effort
- Lead team norming sessions
- Communicate roles and responsibilities to team members
- Interact with and manage team on day-to-day basis
- Provide staff training as needed
- Plan sunset review in conjunction with people cultivator



PM - Meetings

- Schedule and hold regular status meetings
- Run formal milestone reviews
- Run a sunset review for other teams
- Make sure inexperienced staff “dry-run” their presentations



PM – Process Management

- Ensure the organization of all logistics associated with the project and get client support for executing them
- Work with staffing captain to appropriately staff project
- Encourage team to use catalyst
- Assure that meeting notes are completed and published
- Be aware of the roles of all on your team



PM – Team Development and Consulting Crafts

- Construct an effective and complete team based on a deep understanding of staff member skills and project needs
- Establish clear guidelines for:
 - Project analysis
 - Interviewing
 - Presentation writing
 - Presentation skills



PM - Client and Scope Management

- Manage scope, including changes in scope
- Raise a red flag when there is trouble on the project
- Say “no” to scope challenge (fight for the team)
- Get sign-off on deliverables and on each phase from the client
- Run formal milestone reviews with the client



Shared tasks between CP and PM

- Tracks expenses; approves expense reports
- Manages financials
- Keeps Pro-Forma up-to-date
- Communicates with the client, prepare proposals
- Works with Vendors and partners
- Shares QA
- Provide input for quick sheets
- Manages staff



CP – Client Relationship Management

- Establish deep, trusted relationships with key decision makers in the client organization
- Position Viant as their principal guide for digital venture issues and directions
- Understands the context of the project and how it fits into the clients business
- Creates happy referenceable clients
- Contact person between Viant and client
- Discusses issues around money or time extensions with client



CP – Scope and Expectation Management

- Tries to create win-win situations for the client when managing scope
- Sets and manages client expectations
- Be proactive communicating: Risks, Issues, Achievement
- Foster a sense of joint ownership of the project work



CP – Thought Leadership

- Set the client's project agenda
- Actively determine the focus and direction of their expectations from the project



CP – Team Leadership

- Provide leadership that fosters broad ownership of the work
- Encourage team innovation
- Build credibility with the client
- Coaches and partners with the project manager
- Guides and positions the Viant team
- Participates in weekly office status meetings
- Meets regularly with the General manager



CP – Project Planning

- Figures out utilization, realization, what is in the Proforma (calculation and estimation tool)
- Works with Finance to correctly invoice clients
- Does QA reviews of big deliverables
- Gets contract signed
- Works with clients to identify additional opportunities



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Our Experience

“Old Economy”

- hierarchical
- very formal
- Strong structure
- Top-Down

“New Economy”

- no hierarchy
- more informal
- chaotic
- networking
- Strong Corporate Identity / Culture



Open discussion

- All kinds of questions are allowed!
- Please ask questions or raise issues!
 - Project management
 - Viant
 - 3 disciplines
 - Experiences on “New Economy” engagements