

PROJECT MANAGEMENT

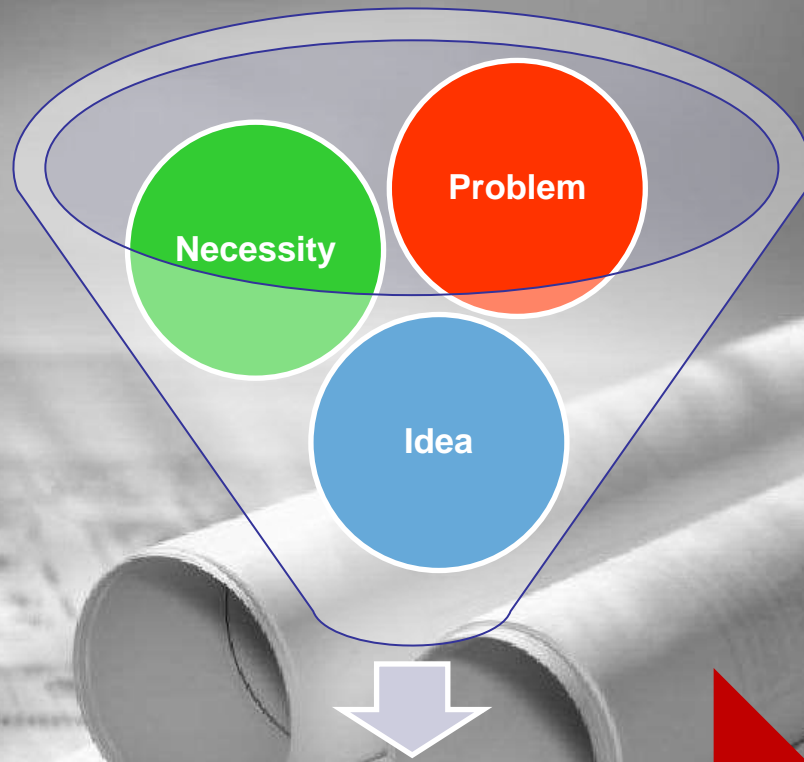
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WHAT IS IT?



A project is any undertaking, carried out individually or collaboratively and possibly involving research or design, that is carefully planned (usually by a project team) to achieve a particular aim.

A sequence of events, a set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.



Project: a simple view

P R O J E C T



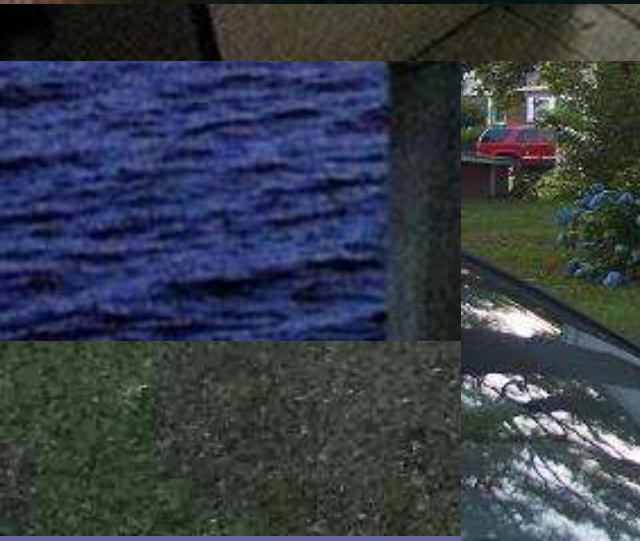
What does a Project attain?

Transform a scenario
into a better one



ANTI CIPA TION

*"Doubt is not a
pleasant condition, but
certainty is absurd"*
Voltaire



Centre de
Normalització
Lingüística de
Barcelona
c/ Carabassa
(B.Gòtic)

Deplorable statistics

88%

are delivered later or
costed more than
planned

Source: Project Management Institut 2019

Deplorable statistics

189%

is the average overcost

Source: Project Management Institut 2019

Deplorable statistics

222%

is the average delivery time

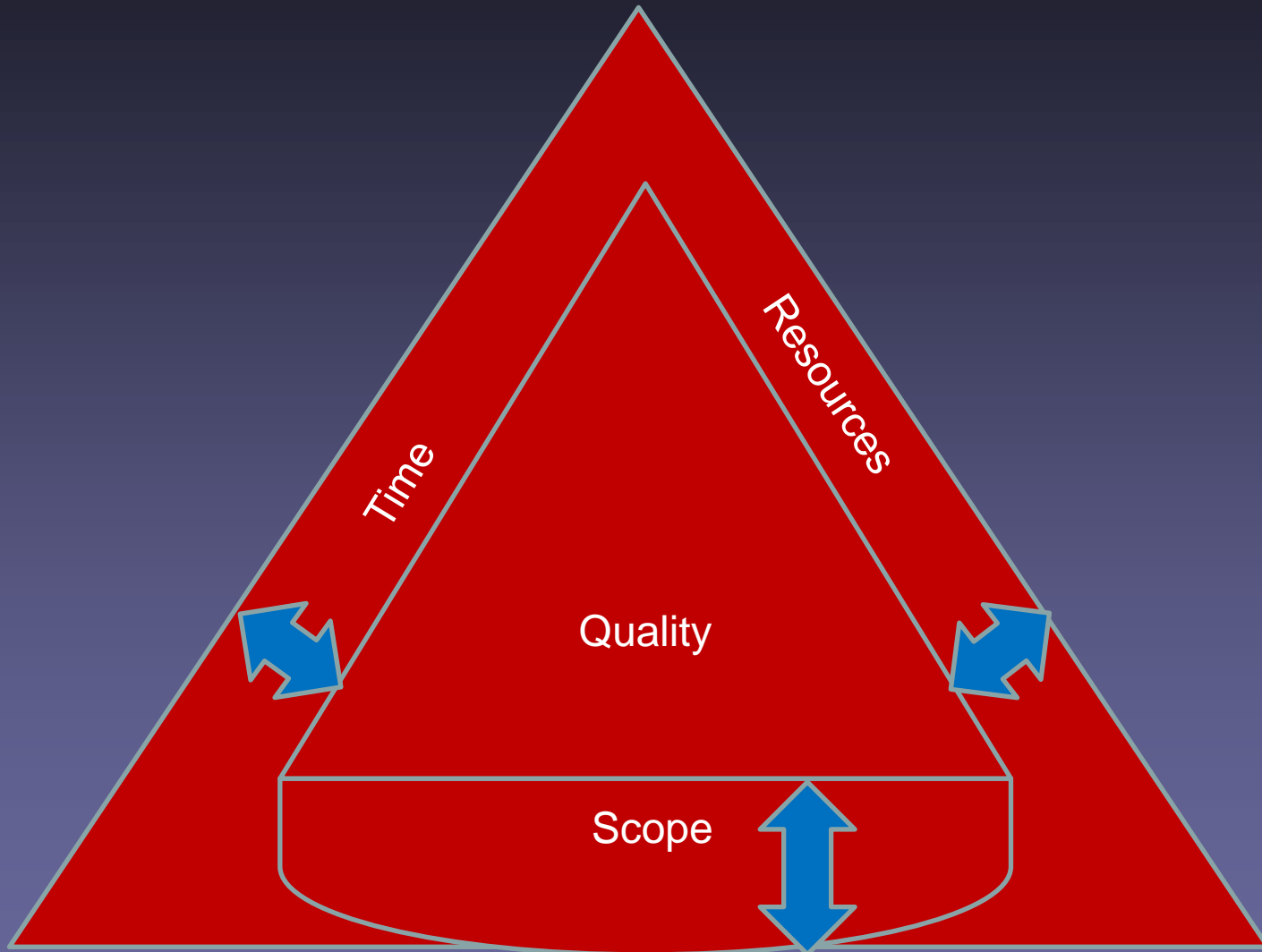
Deplorable statistics

61%

Fail, at least, in one of
their three pillars

Source: Project Management Institut 2019

PROJECT TRIANGLE

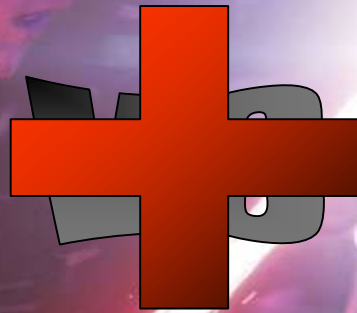


PROJECT TRIANGLE



Project Management Smackdown

Efficiency



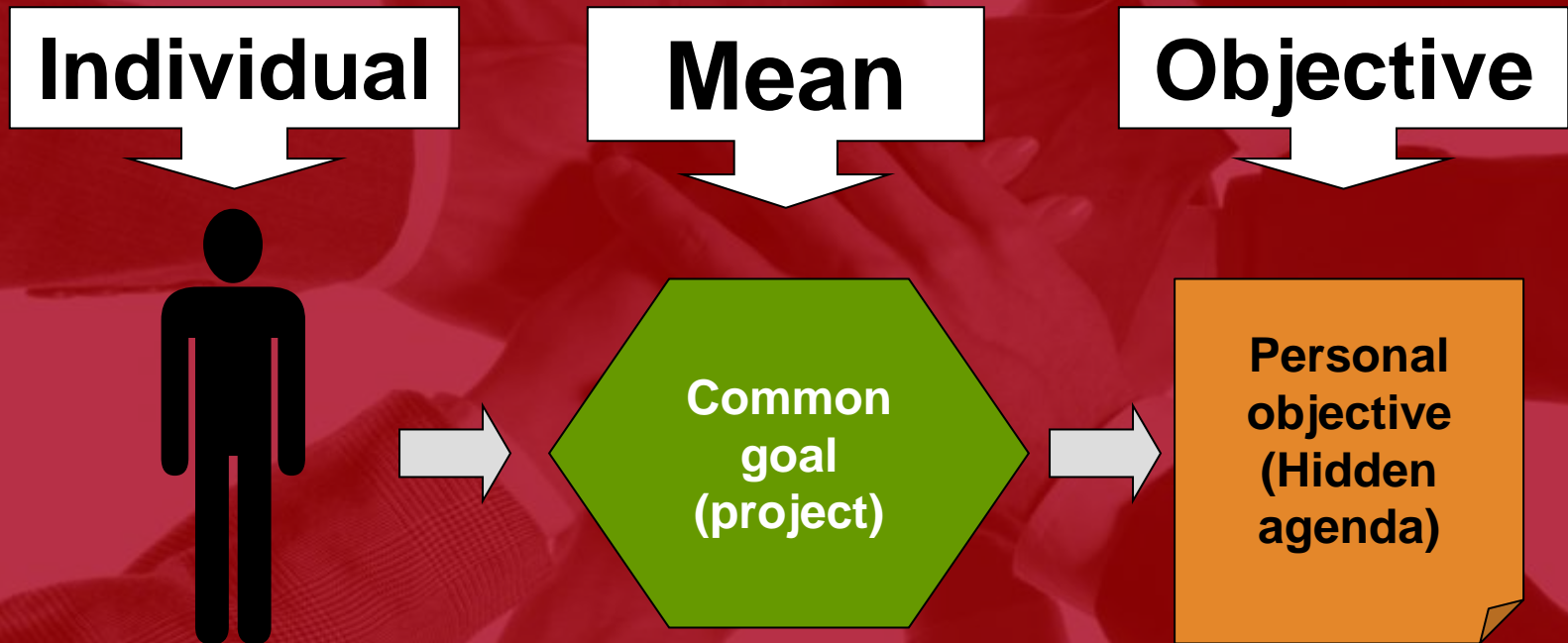
Efficacy
Productivity

project team

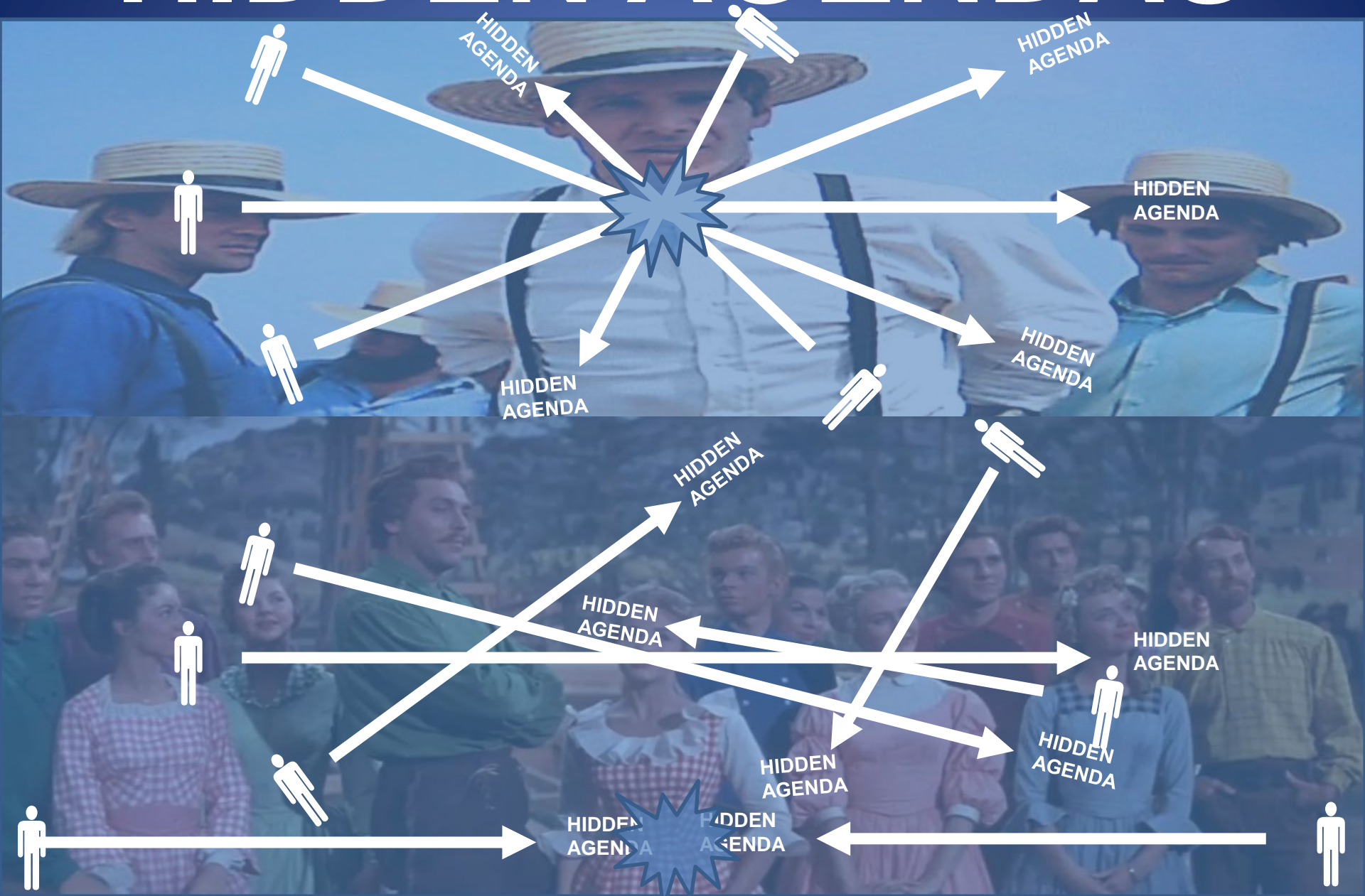


HIDDEN AGENDAS

Everyone who works in a team has (at least) one hidden agenda



HIDDEN AGENDAS



RHIZOME STRUCTURE

CENTRALIZED

DECENTRALIZED

DISTRIBUTED

**WE'RE AS GOOD
PROFESSIONALS AS
POWERFUL ARE OUR
LIAISONS**



MOTIVATION

A portrait of Harry Potter, looking directly at the camera with a serious expression. He is wearing his signature round glasses, a dark sweater over a collared shirt, and a striped tie. The background is a dark, textured grey.

~~“If your part of the project wasn't done,
the project would not succeed.”~~

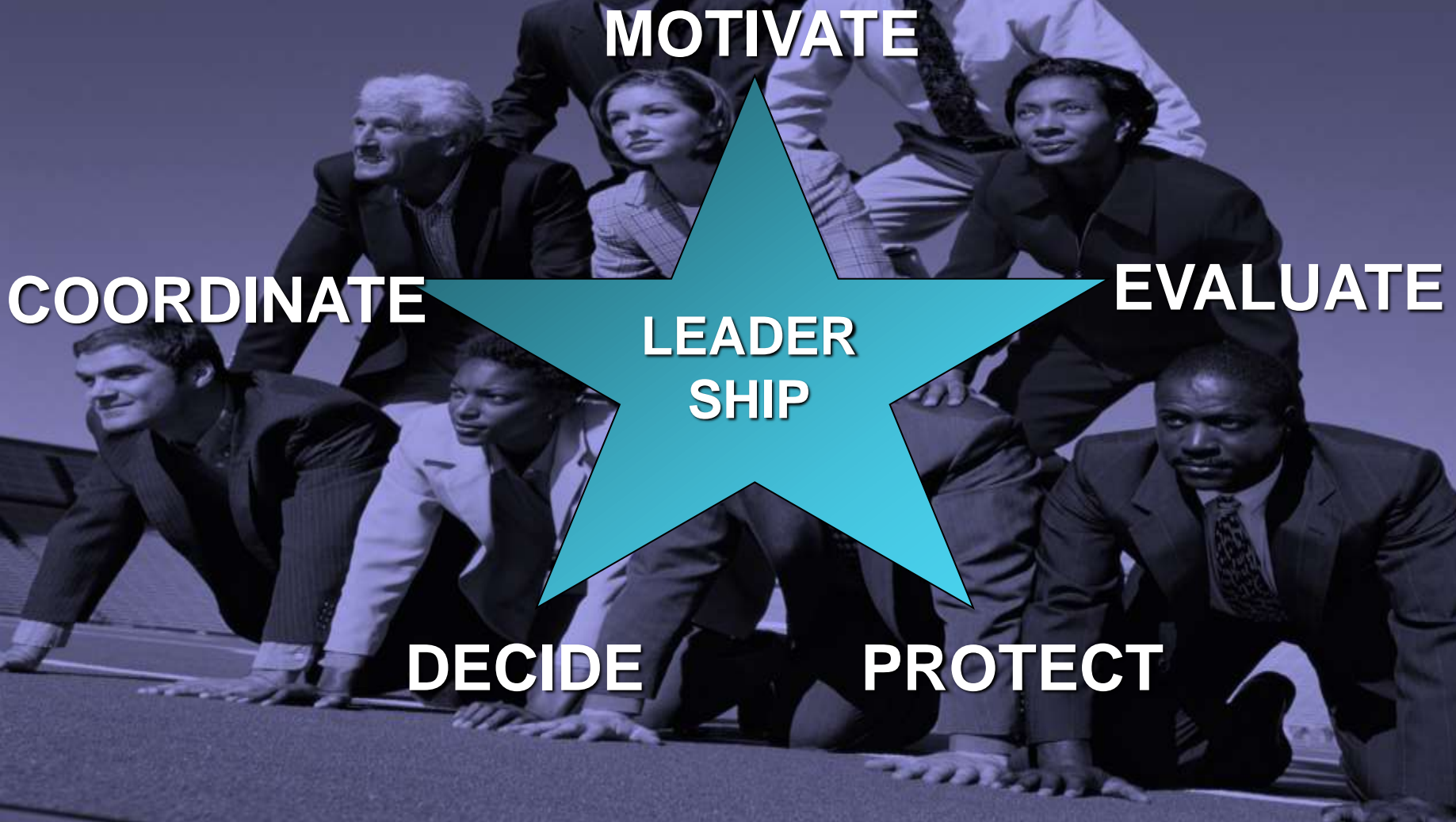
“If it weren't you the one who did that part
of the project, it would not succeed.”

Project Leader: Functions



**Which are the
functions of a
project leader?
Is he/she really
necessary?**

LEADERSHIP: BASIC ACTIONS



Project Management Smackdown

BOSSES

VS

Leaders

Hoard

- Tasks
- Responsibilities
- Information

They're too busy and don't have time to...

Motivate
Evaluate
Decide
Coordinate
Protect
Etc.

Delegate

- Tasks
- Responsibilities
- Information

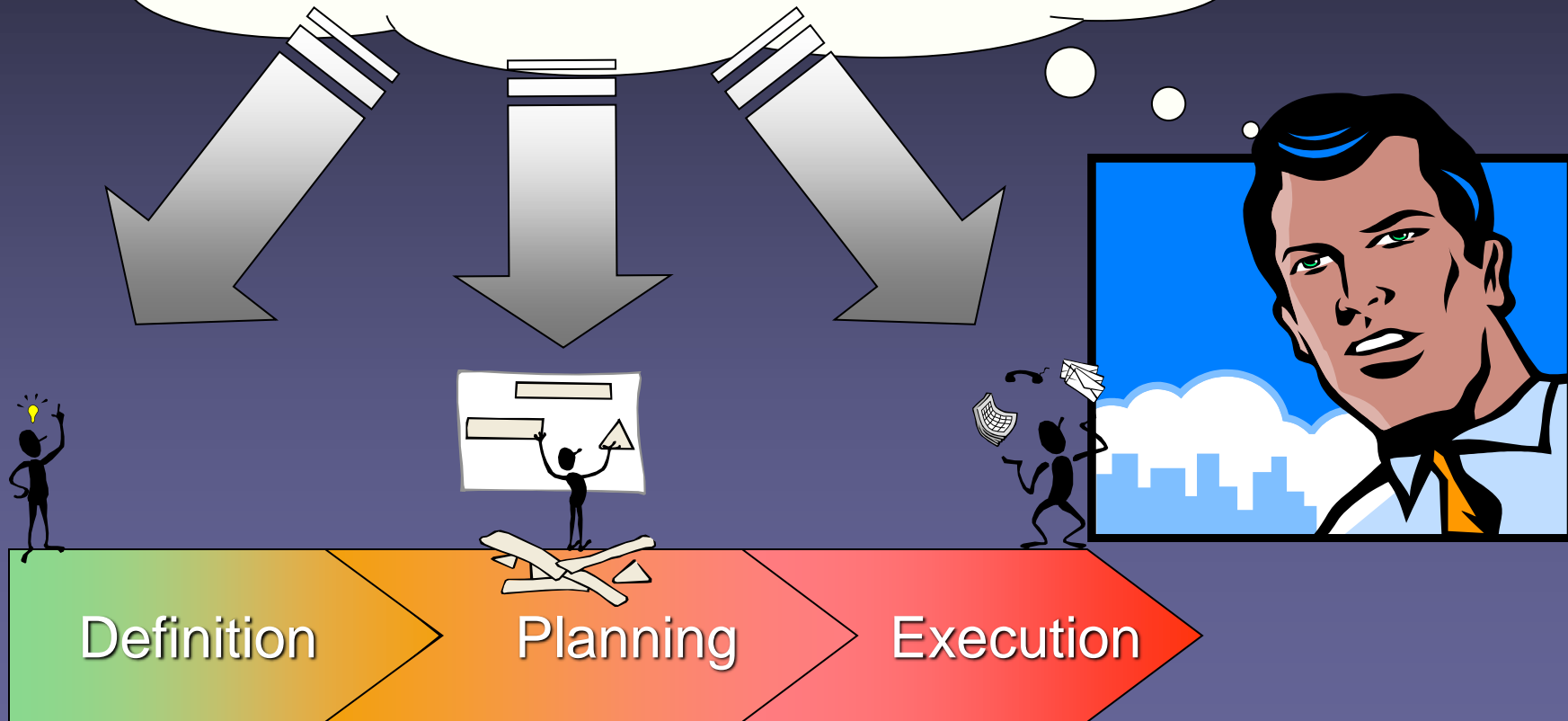
They can spend time to...

Basic Stages of a Project

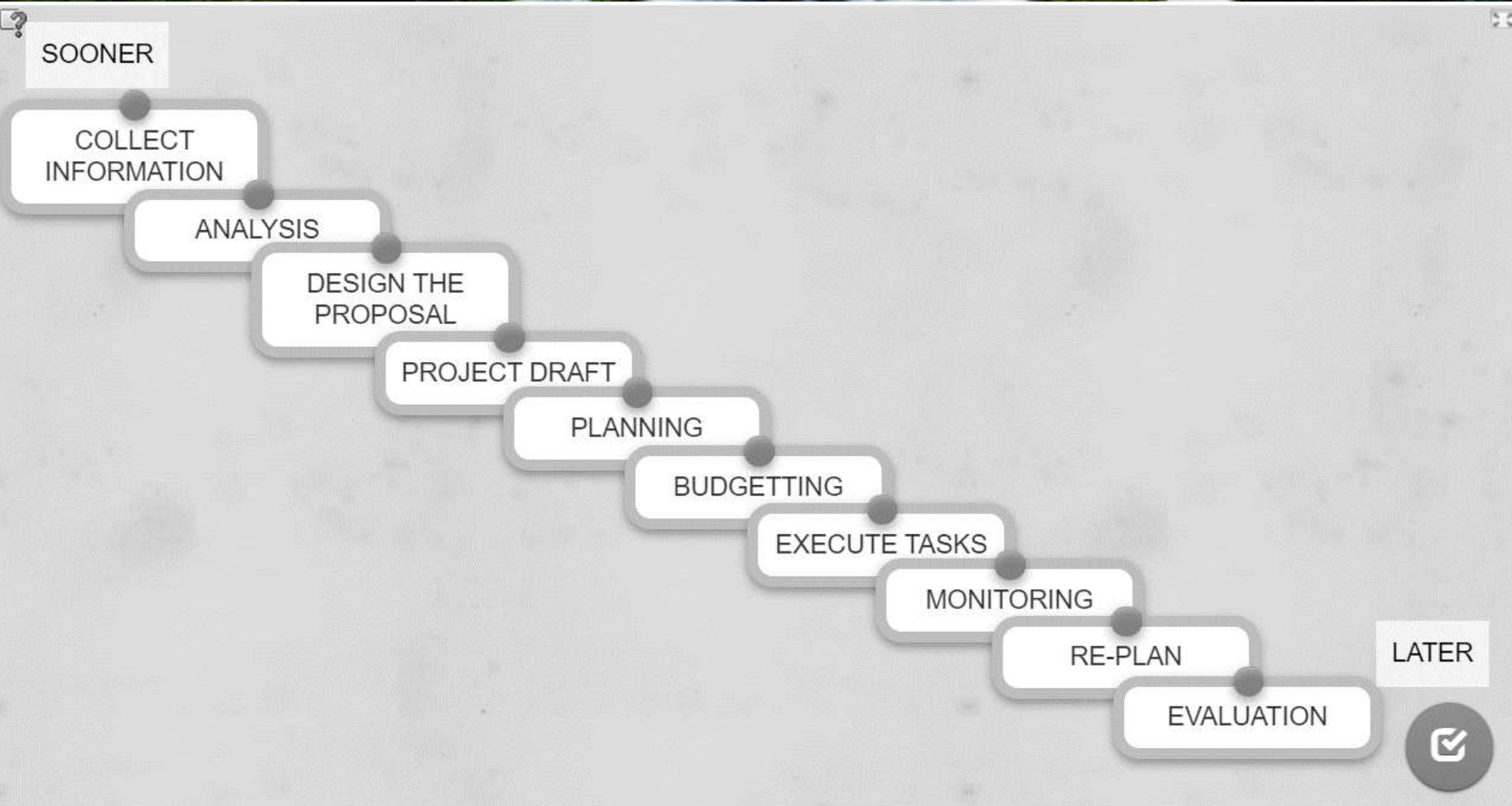


MISTAKES IN A PROJECT

In which part of a project is it worse to make a mistake?




WATERFALL



DEFINITION

It's useful to discover, define and clearly design **WHAT** does our Project do in order to solve the problems, fulfill the necessities or shape the idea that we had.

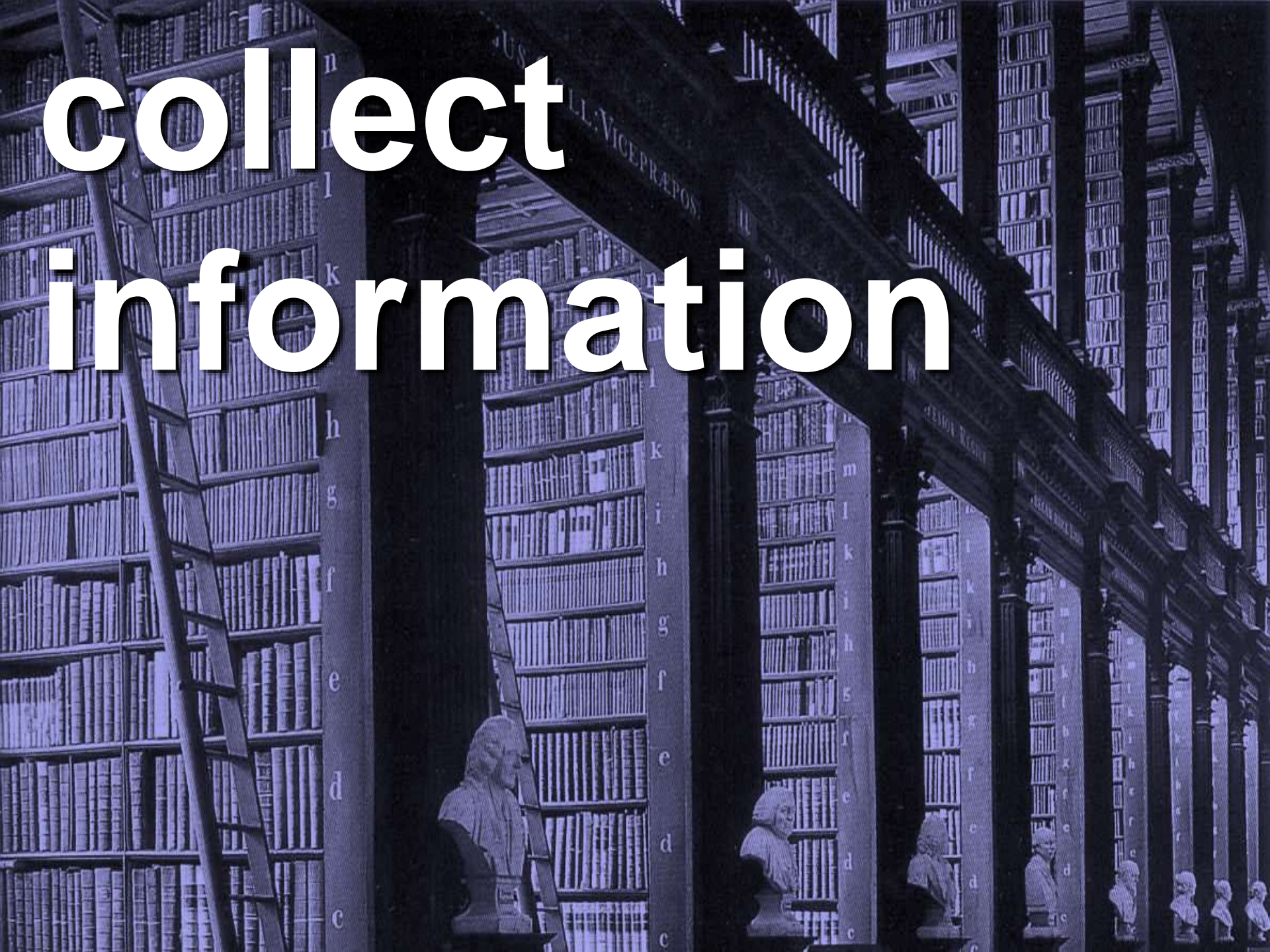


It's the most important part of the project!!!

Steps in the Definition phase



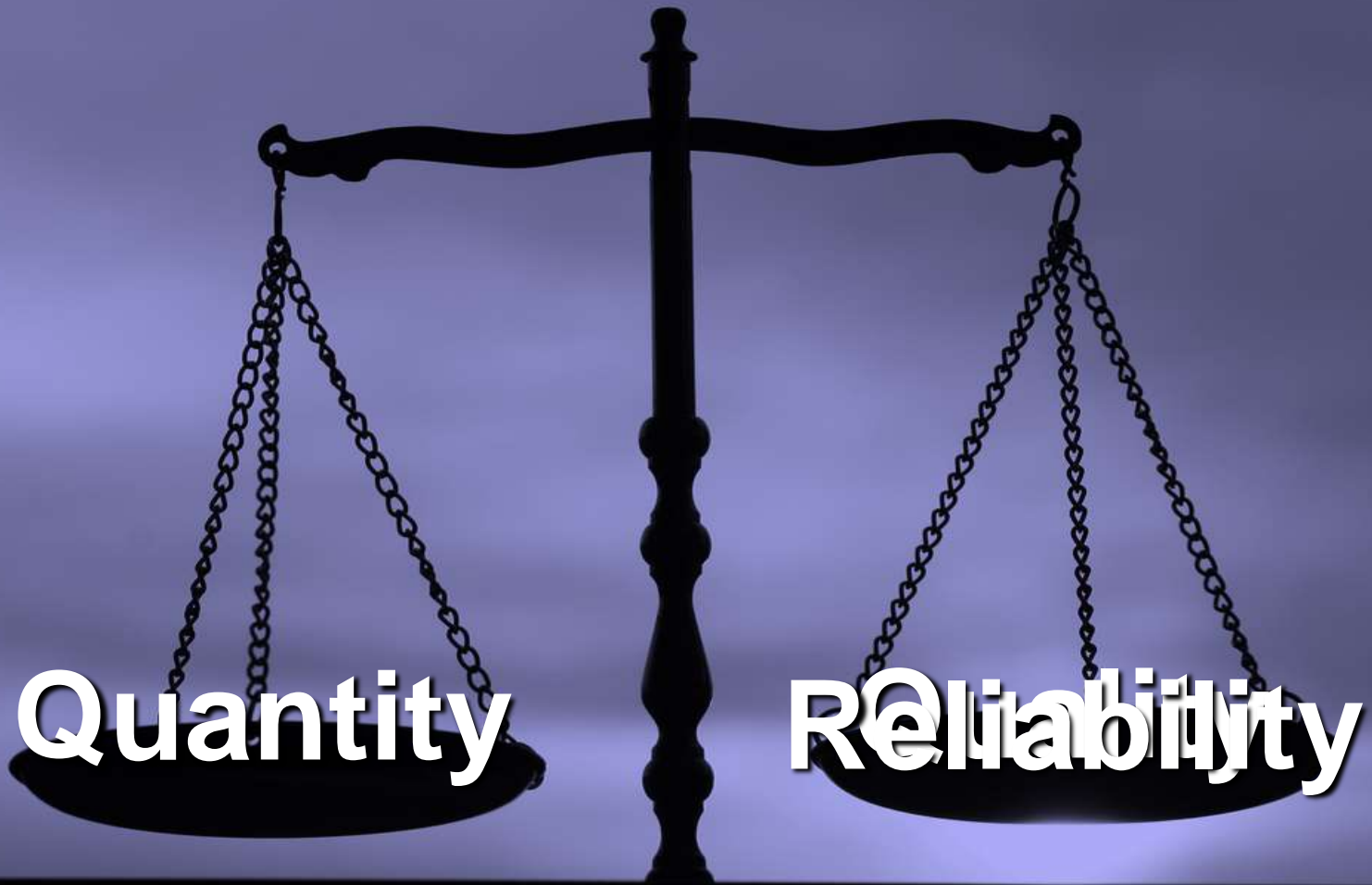
- 1. Collecting Information**
(Investigation, Market research, Surveys, etc.)
- 2. Scenario analysis** (SWOT, Stakeholder Analysis, Problem Tree, etc.)
- 3. Proposal / idea creation**
(Brainstorming, Mindmaps, Goal Tree, etc.)
- 4. Feasibility study/
Project draft** (Economical analysis, Investment, Profitability, Draft plan, Performance, Indicators, etc.)



**collect
information**

COLLECTING INFORMATION

They're the foundations of our project



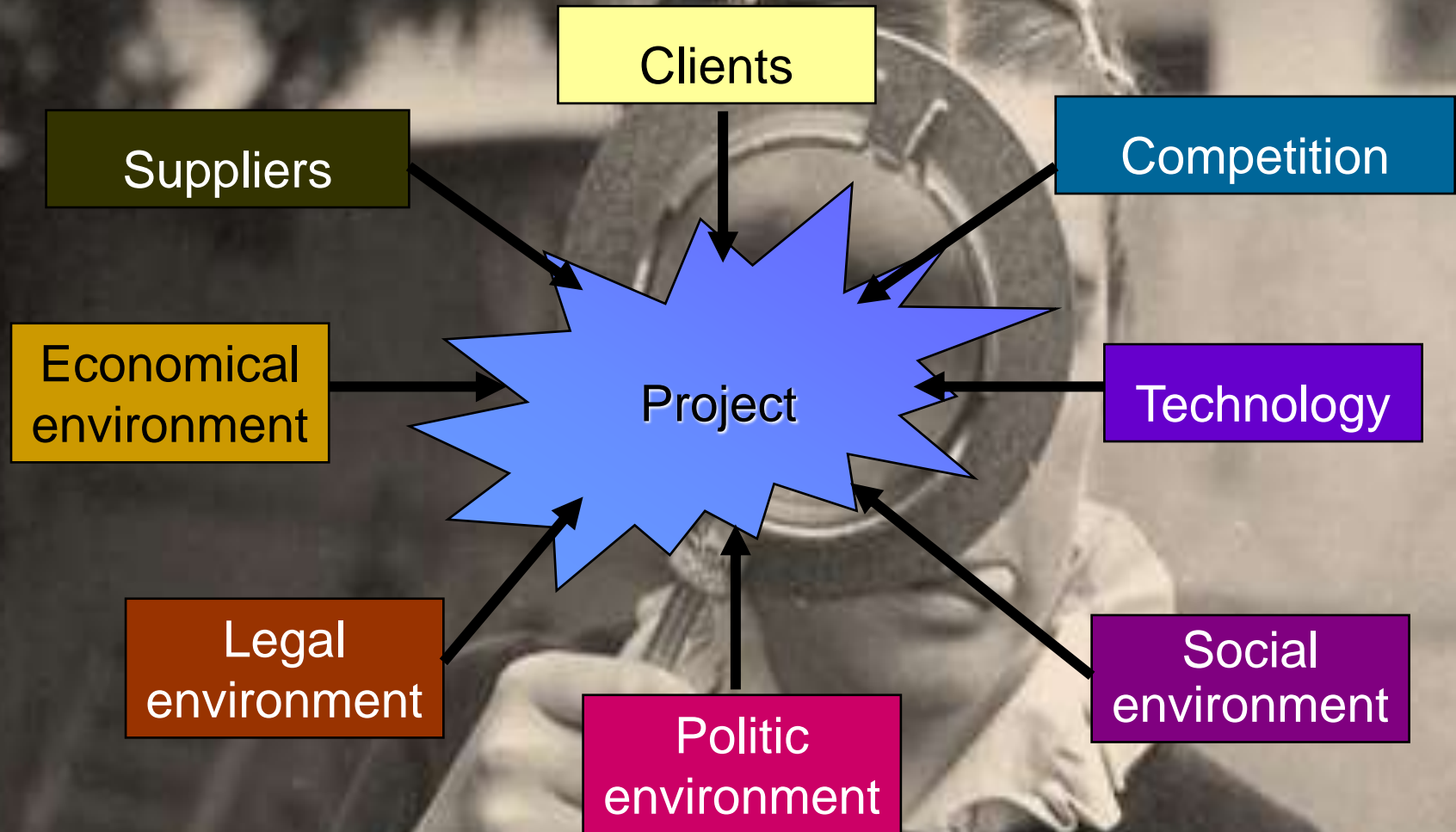
COLLECT INFORMATION



Goal:

Improve the customer service

INFLUENCE AREAS



Steps in the Initiation phase



1. Collecting Information

(Investigation, Market research, Surveys, etc.)

2. Scenario analysis (SWOT, Stakeholder Analysis, Problem Tree, etc.)

3. Proposal/idea creation

(Brainstorming, Mindmaps, Goal Tree, etc.)

4. Feasibility study/

Project draft (Economical analysis, Investment, Profitability, Draft plan, Performance, Indicators, etc.)

analysis



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ANALYSIS

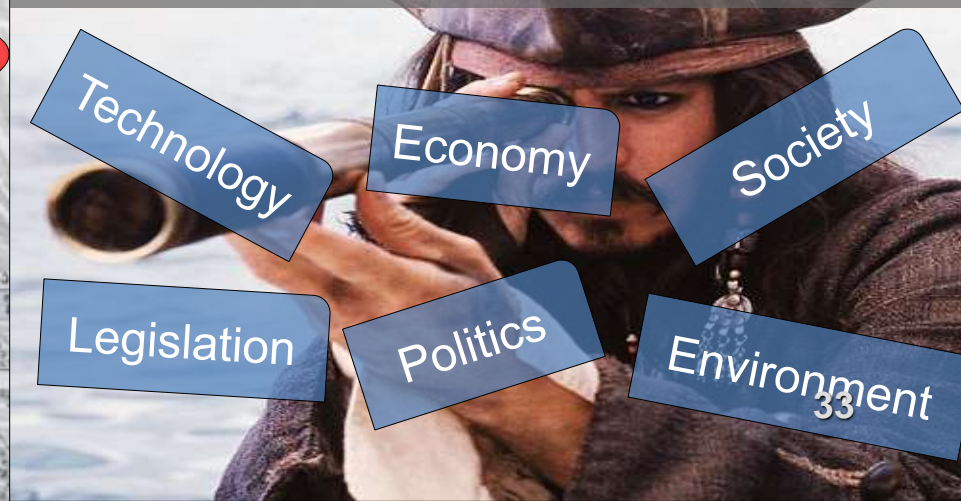
INTERNAL



EXTERNAL



CONTEXT



SWOT ANALYSIS



Intern Analysis

Weaknesses

Negative intern and contemporary aspects

Strengths

Positive intern and contemporary aspects

Extern Analysis

Threats

Negative extern and future aspects

Opportunities

Positive extern and future aspects

WEAKNESSES

- High degree of demotivation
- Little resources due to cutbacks
- Lack of specialists in new technologies
- Obsolete facilities

STRENGTHS

- Flexible structure and easy-to-adapt to changes
- High degree of efficacy in the last projects
- Multidisciplinary team
- I+D Department well prepared
- Young team

THREATS

- Users unsatisfied with our last actions
- Economic crisis
- Suppliers' network extremely fragmented
- Restrictive legislation
- Ever-changing technology

OPPORTUNITIES

- Local government supports our kind of projects
- To offer a good service
- Suppliers' network price war
- To do a communication campaign through our website
- Permissive legislation
- Ever-growing market

SWOT'S COMMON MISTAKES



- TOO SPECIFIC OR GENERIC ENTRIES
- NOT DECISION-ORIENTED
- MISTAKE OPPORTUNITIES WITH THINGS W
COULD DO, WISHES, GOALS, ACTIONS
- UNCLEAR BORDER BETWEEN INTERNAL
AND EXTERNAL



SWOT ANALYSIS

USEFUL FOR:

- PROJECTS TRYING TO IMPROVE SOMETHING THAT ALREADY EXISTS
- GENERAL OVERVIEW
- SEE HOW THE INTERNAL CAN HELP US FACE THE EXTERNAL

NOT USEFUL FOR:

- STARTUP PROJECTS (UNLESS YOU WANT TO CONSIDER THE TEAM AND ONLY THE TEAM AS INTERNAL)

ACTORS' MAP: ANALYSIS

Disaggregate
and don't forget
any actor

Very detailed, not only general
things, get psychological, emotional
(hidden agendas)

Actor	Goals, motivations and interests	Power (on us)	Interest (for us)	Actions or strategies	Etc.
Families with children	Safe controlled environment / Children area / Diversity of offer	High	High	Children's menu / Clerks that take care of children / Etc	...
Parents	Relaxing ambience	High	High	Reserved areas for romantic gatherings	...
City Council (Tourism Dept.)	Boost local economy / Visibility	Moderate	High	Ask for economical support	...
Retailers' Association of the area	Visibility / ensure the little retailers endurance	Low	Low	Ask for Word Of Mouth	...
Etc...

ACTORS' MAP'S COMMON MISTAKES



- **FORGETTING IMPORTANT (EVEN IF SECONDARY) ACTORS**
- **NOT DISSAGREGATING**
- **SECOND COLUMN TOO GENERIC, NO DETAIL, NO PRECISION**
- **SECOND COLUMN FILLED WITH GOALS, MOTIVATIONS AND INTERESTS THAT COULD BE THE SAME FOR ANY OTHER PROJECT**



ACTORS' MAP



USEFUL FOR:

- ANY PROJECT THAT INVOLVES DIFFERENT “PLAYERS”
- BUILDING A PROJECT BASED ON PEOPLE’S NEEDS
- BUILDING A VERY PERSONALIZED PROPOSAL
- BUILDING A PROJECT THAT PERFECTLY FITS IN A PARTICULAR SCENARIO

NOT USEFUL FOR:

- IT WORKS FOR MOST OF THE PROJECTS, ACTUALLY

PESTEL ANALYSIS



Politics



Economical



Socio-cultural



Tecnological



Environmental



Legislation

PESTEL ANALYSIS

	FACTORS TO CONSIDER	IMPORTANCE			TIME FRAME			OPPORTUNITY	THREAT	PRIORITY		
		HIGH	MED	LOW	SHORT	MID	LONG			HIGH	MED	LOW
POLITICAL	Support policies of the government	X				X		X			X	
	Strategic plan 2022-2027		X				X	X			X	
	Government grants		X		X			X		X		
	Etc.			X	X				X			X
ECONOMIC	Less home savings since 2008		X		X				X		X	
	Sector decreasing volume	X				X			X		X	
	Signs of slow recovery		X		X			X			X	
	Etc.			X			X		X			X
SOCIO-CULTURAL	Digital breach		X		X				X	X		
	Radicalization		X		X				X		X	
	Entrepreneurial spirit			X	X			X				X
	Social movements on the rise	X			X			X				X
	Etc.	X				X		X				X
TECHNOLOGICAL	Evergrowing diversity in technologies	X			X				X	X		
	Constant technological novelties		X			X			X	X		
	Need for cybersecurity		X		X				X			X
	Open Data on the rise			X	X			X			X	
	Etc.			X			X		X		X	
ENVIRONMENTAL	Pandemic changes priorities		X			X		X				X
	Sector not very sensitive to these matter	X				X			X			X
	Pollution on the rise		X				X	X				X
	Acoustic pollution not taken care of		X			X			X		X	
	Etc.		X		X			X		X		
LEGAL	Regulations on the rise		X				X	X				X
	New measures			X		X		X			X	
	Unforseen new measures		X		X				X	X		
	Lots of sanctions		X		X				X	X		
	Etc.			X	X				X	X		

PESTEL ANALYSIS' COMMON MISTAKES



- FORGETTING IMPORTANT FACTORS**
- ADDING FACTORS THAT ARE NOT RELEVANT TO THE PROJECT WE'RE DOING**
- ADDING THE FACTOR BUT NOT DETAILING (OR EXPLAINING) HOW IT AFFECTS OUR PROJECT**



PESTEL ANALYSIS



USEFUL FOR:

- ANY PROJECT PROPOSAL THAT YOU WANT TO INTEGRATE INTO A GIVEN SCENARIO IN A VERY SMOOTH WAY, MAKING IT VERY ADAPTATIVE TO THE CONTEXT FACTORS**

NOT USEFUL FOR:

- IT WORKS FOR MOST OF THE PROJECTS, ACTUALLY**

PORTER 5 FORCES



PORTER 5 FORCES' COMMON MISTAKES



- **FORGETTING IMPORTANT FACTORS**
- **ADDING FACTORS THAT ARE NOT RELEVANT TO THE PROJECT WE'RE DOING**
- **ADDING THE FACTOR BUT NOT DETAILING (OR EXPLAINING) HOW IT AFFECTS OUR PROJECT**
- **FORGETTING TO ASSES EVERY FORCE (HIGH, MED, LOW...)**



PORTER 5 FORCES

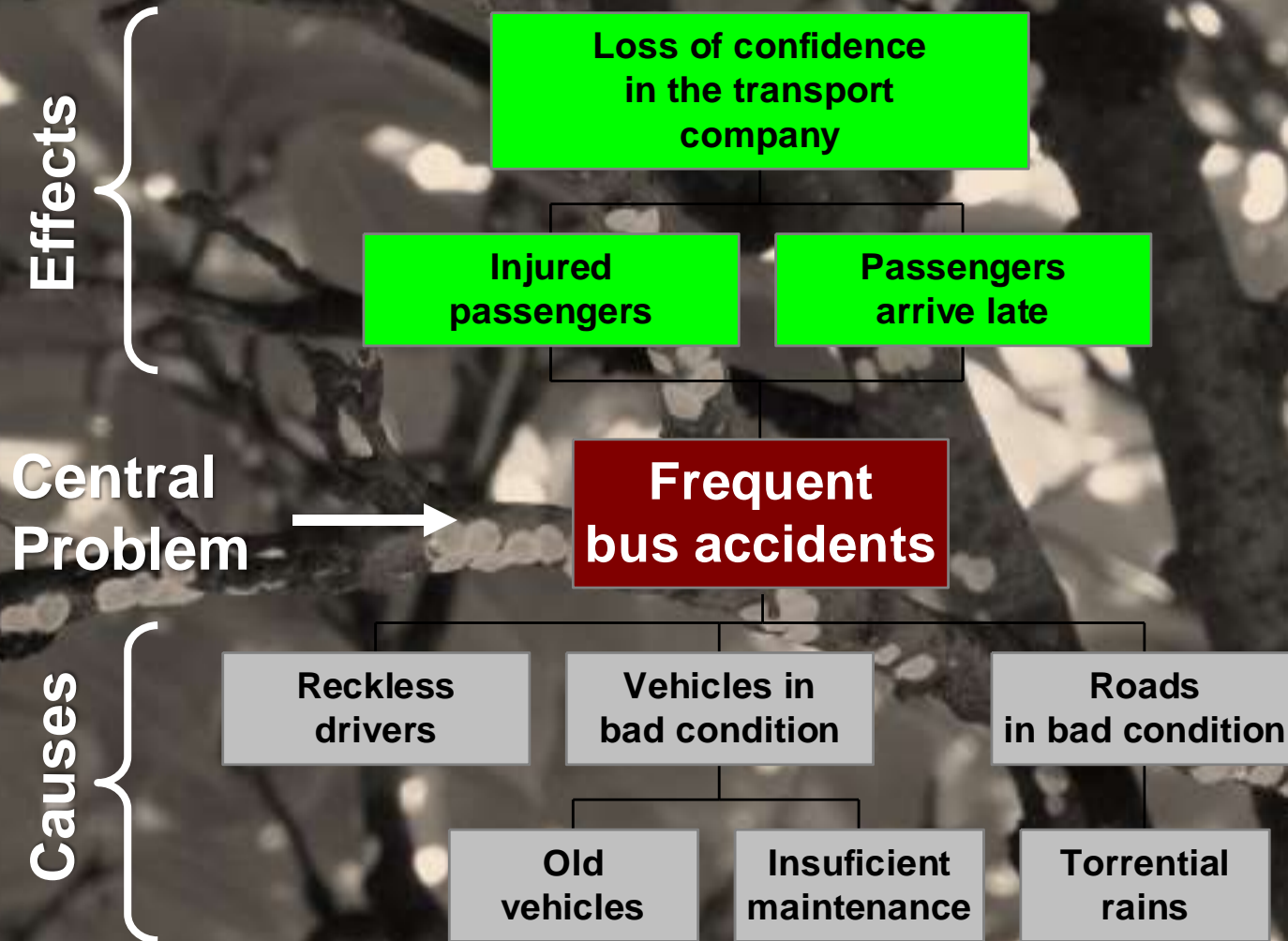
USEFUL FOR:

- STARTUP PROJECTS**
- LAUNCHING NEW PRODUCTS OR SERVICES**

NOT USEFUL FOR:

- IMPROVEMENT KIND OF PROJECTS**

PROBLEM TREE



PROBLEM TREE'S COMMON MISTAKES



- **DEFINING PROBLEMS AS THE “LACK OF”**
- **DEFINING PROBLEMS IN A GENERIC WAY (“ECONOMIC PROBLEM”)**
- **INCLUDING PROBLEMS FROM THE PAST (WE MUST INCLUDE THE EFFECTS OF THOSE THAT WE ARE SUFFERING NOW, BUT NOT THE PAST ONES)**
- **FORGETTING IMPORTANT PROBLEMS**
- **NOT LINKING THE PROBLEMS RIGHT**



PROBLEM TREE

USEFUL FOR:

- PROBLEM-SOLVING PROJECTS

NOT USEFUL FOR:

- NON PROBLEM-SOLVING PROJECTS

TYPICAL MISTAKE

The background of the slide is a photograph of ocean waves. The water is a deep blue, and the waves are breaking, creating white foam and spray. The lighting is bright, suggesting a sunny day, with the sun reflecting off the water's surface.

SUPERFICIALITY

SUPERFICIALITY

**CAN COME FROM TWO
PLACES:**

LACK OF ANALYSIS

LACK OF INFO

A PACT?



**“WE WON’T CALL IT
‘ANALYSIS’ IF IT IS
NOT DEEP.”**

CONSEQUENCES



ANALITICAL BLINDNESS

SWOT

ACTORS,
MAP

PESTEL

PORTER

PROBLEM
TREE

ETC.





**... AND CHOOSE
THEM WISELY**

SWOT

PESTEL

PROBLEM TREE

**PROFICIENT PROJECT
MANAGER**

5 FORCES PORTER

ACTORS' MAP

**THE KEY IS IN
KNOWING MANY...**

Steps in the Definition phase



1. Collecting Information

(Investigation, Market research, Surveys, etc.)

2. Scenery analysis

(SWOT, Stakeholder Analysis, Problem Tree, etc.)

3. Proposal / idea creation

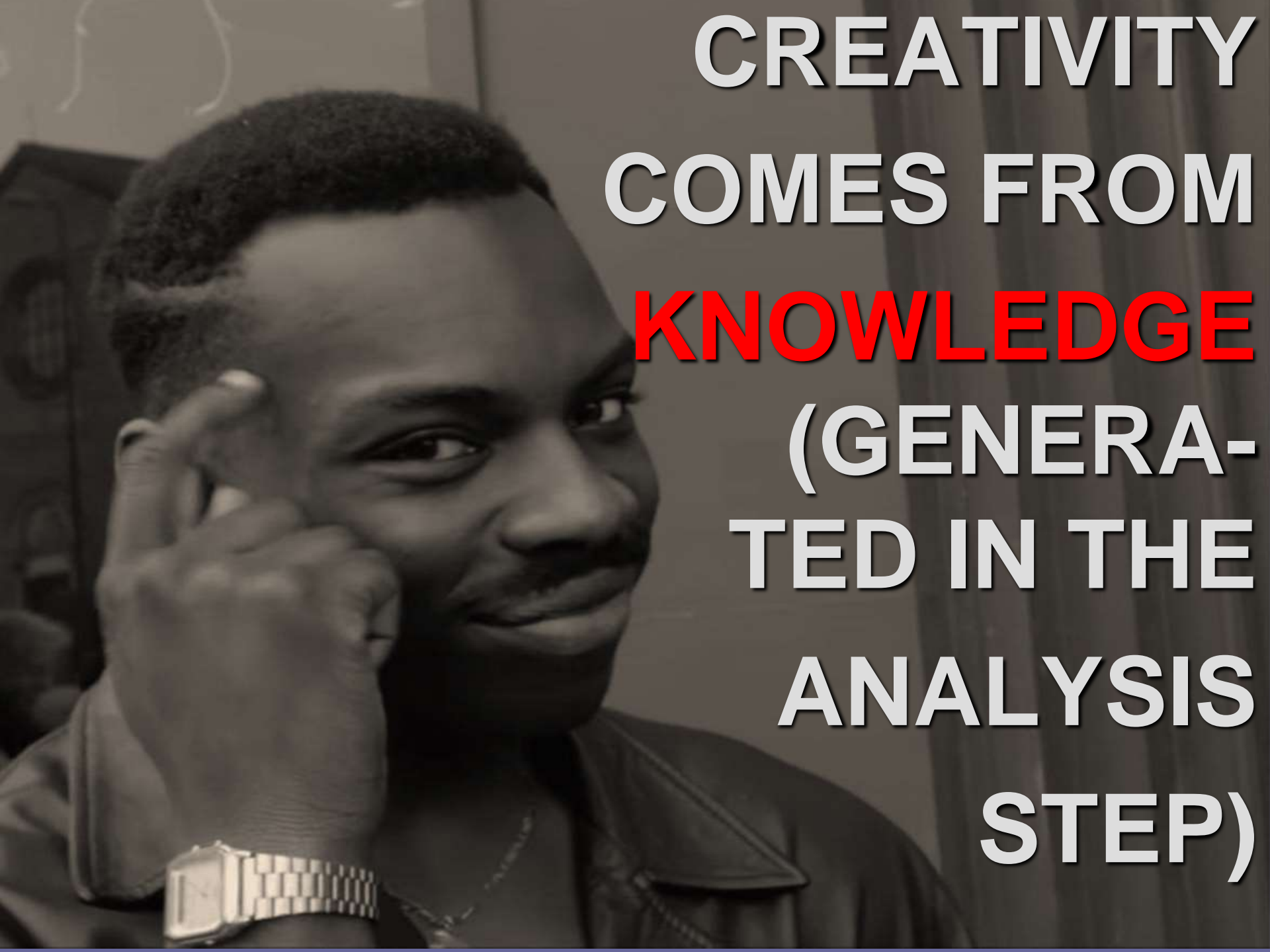
(Brainstorming, Mindmaps, Goal Tree, etc.)

4. Feasibility study/

Project draft (Economical analysis, Investment, Profitability, Draft plan, Performance, Indicators, etc.)

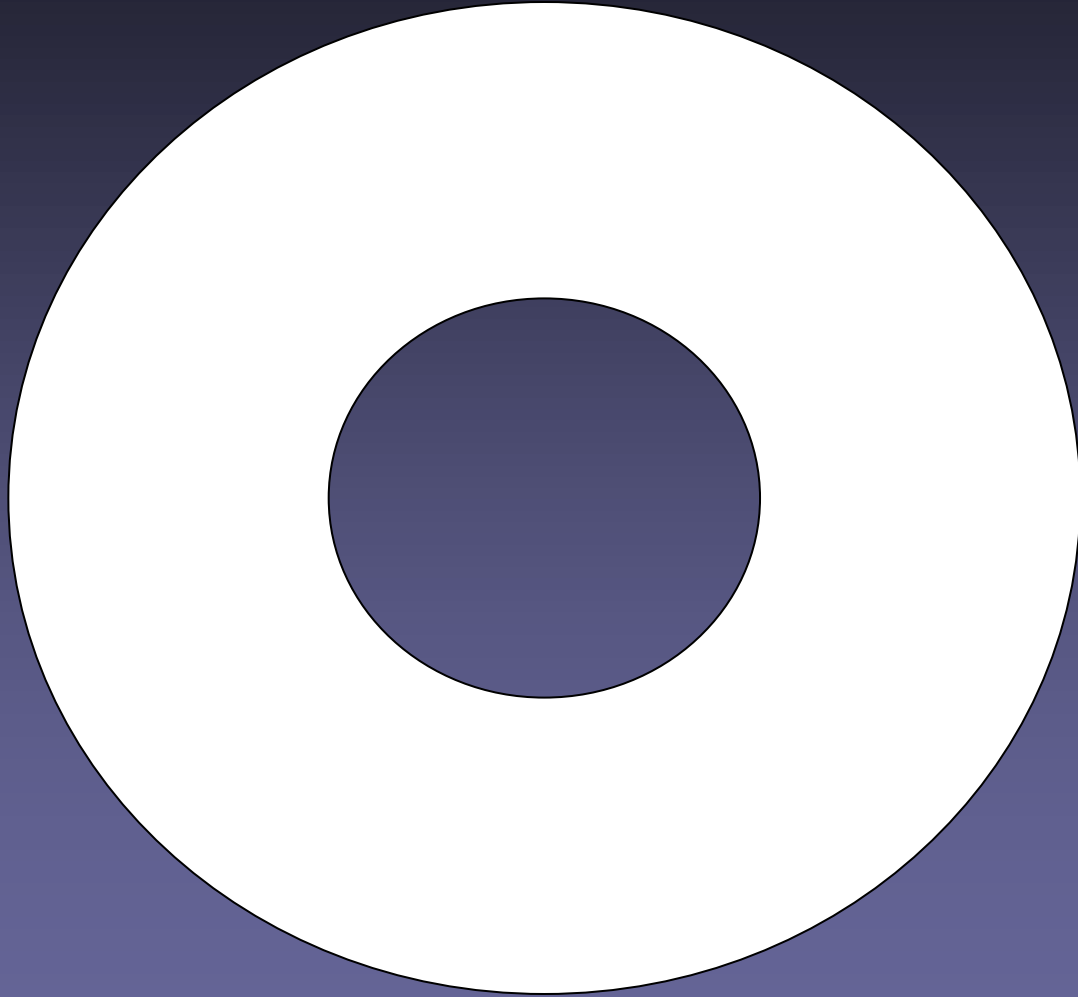
PROPOSAL DESIGN





**CREATIVITY
COMES FROM
KNOWLEDGE
(GENERATED IN THE
ANALYSIS
STEP)**

CREATIVITY



BRAINSTORMING



COLLECT IDEAS IN FREEDOM

CLASSIFY IDEAS

SELECT IDEAS

DECISION TAKING

BRAINSTORMING'S COMMON MISTAKES



- JUDGING, VERBALLY OR NOT, THE IDEAS IN THE FIRST STEP
- NOT HAVING PEOPLE IN THE ROLES OF 'SECRETARY' AND 'MODERATOR'
- FALLING INTO ONE OF THE 6 CREATIVITY OBSTACLES: CONFIRMATION BIAS, MENTAL BIAS, POORLY DEFINED PROBLEMS, UNNECESSARY LIMITATIONS, FUNCTIONAL FIXATION, AND GIVING IN TO FRUSTRATION

A thumbs up hand on the left and a thumbs down hand on the right, both pointing towards the word 'BRAINSTORMING'.

BRAINSTORMING

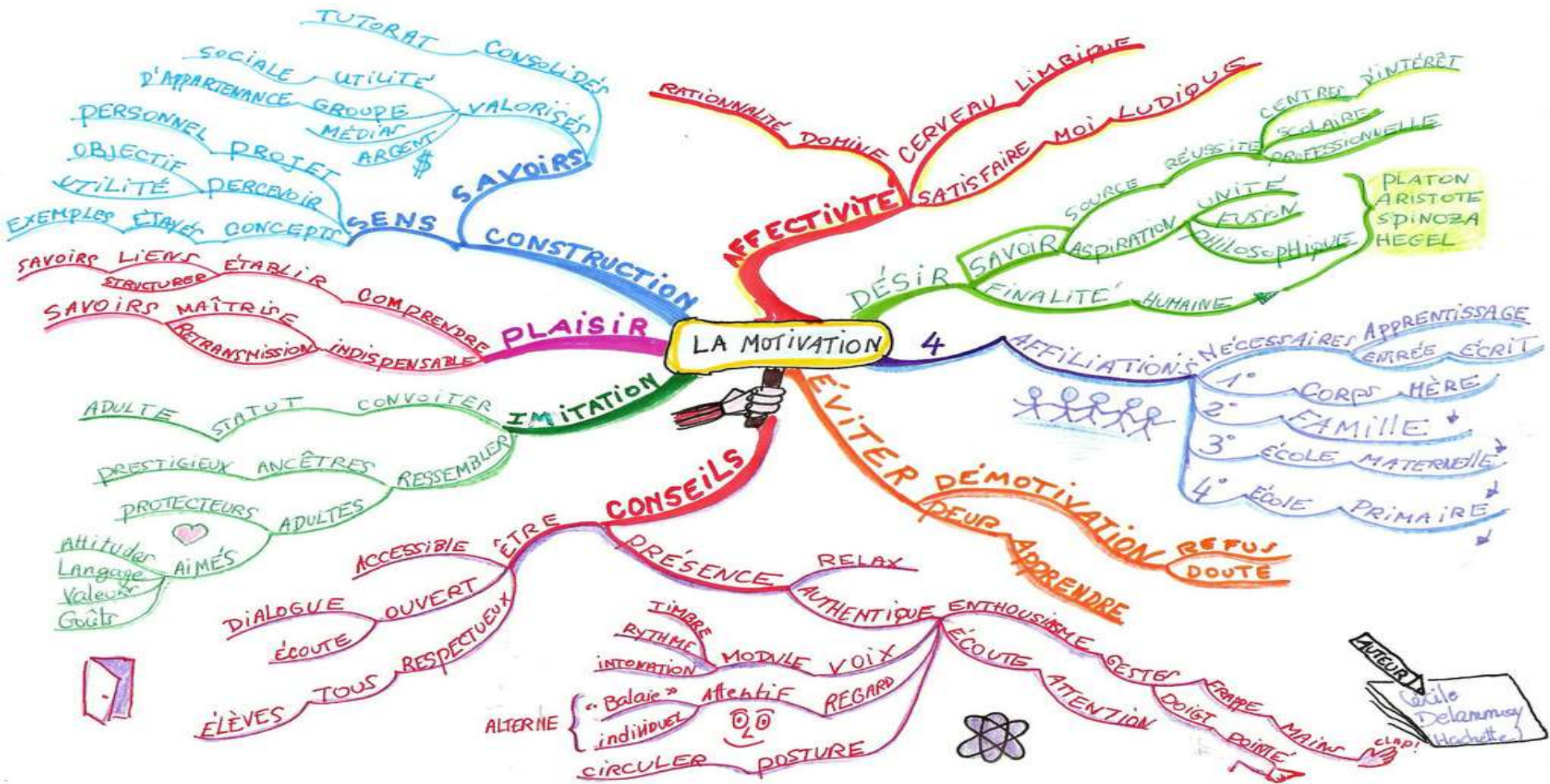
USEFUL FOR:

- PRECISE, CONCRETE SOLUTIONS**

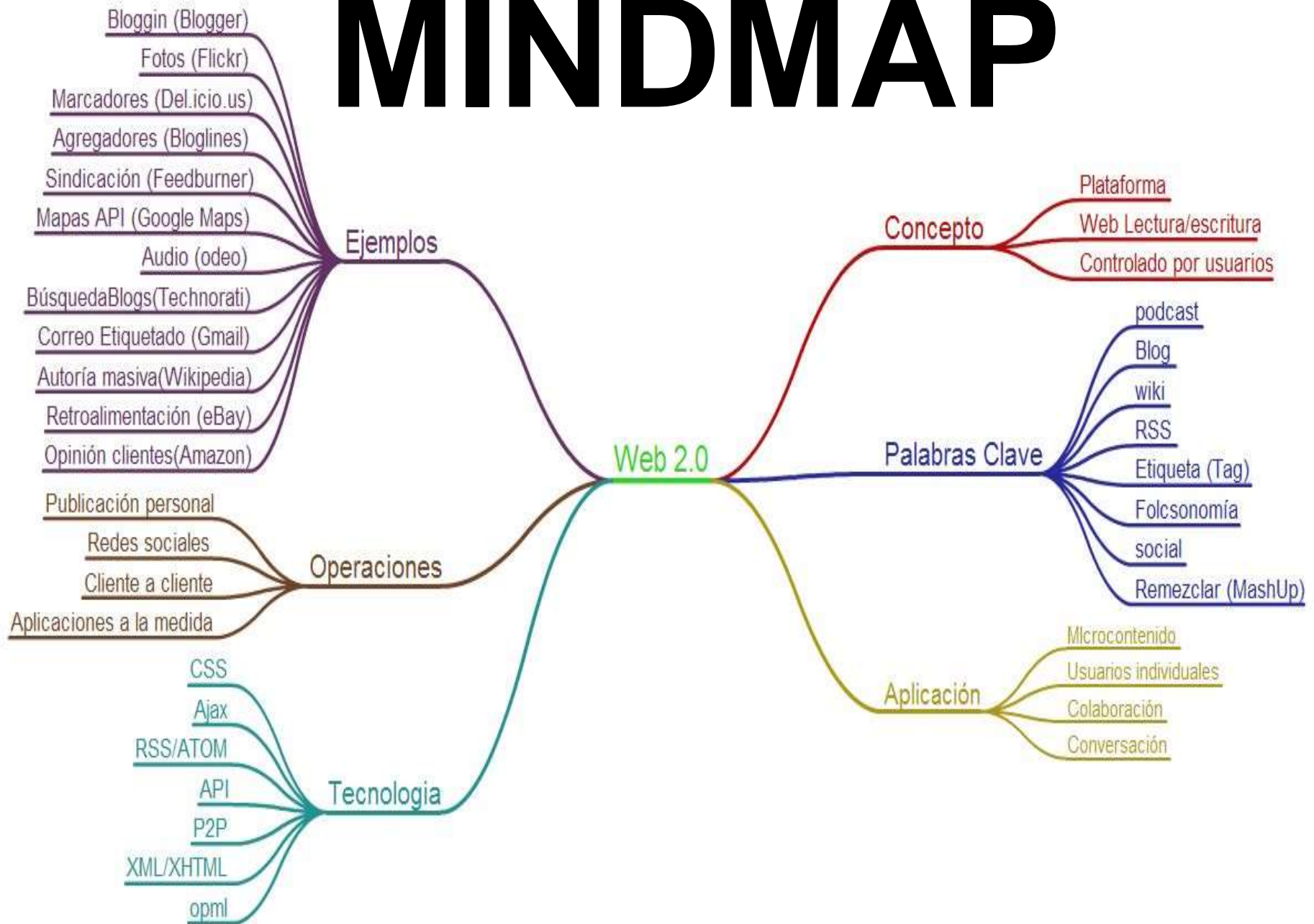
NOT USEFUL FOR:

- DEFINING OR CREATING WIDE-RANGE STRATEGIES**

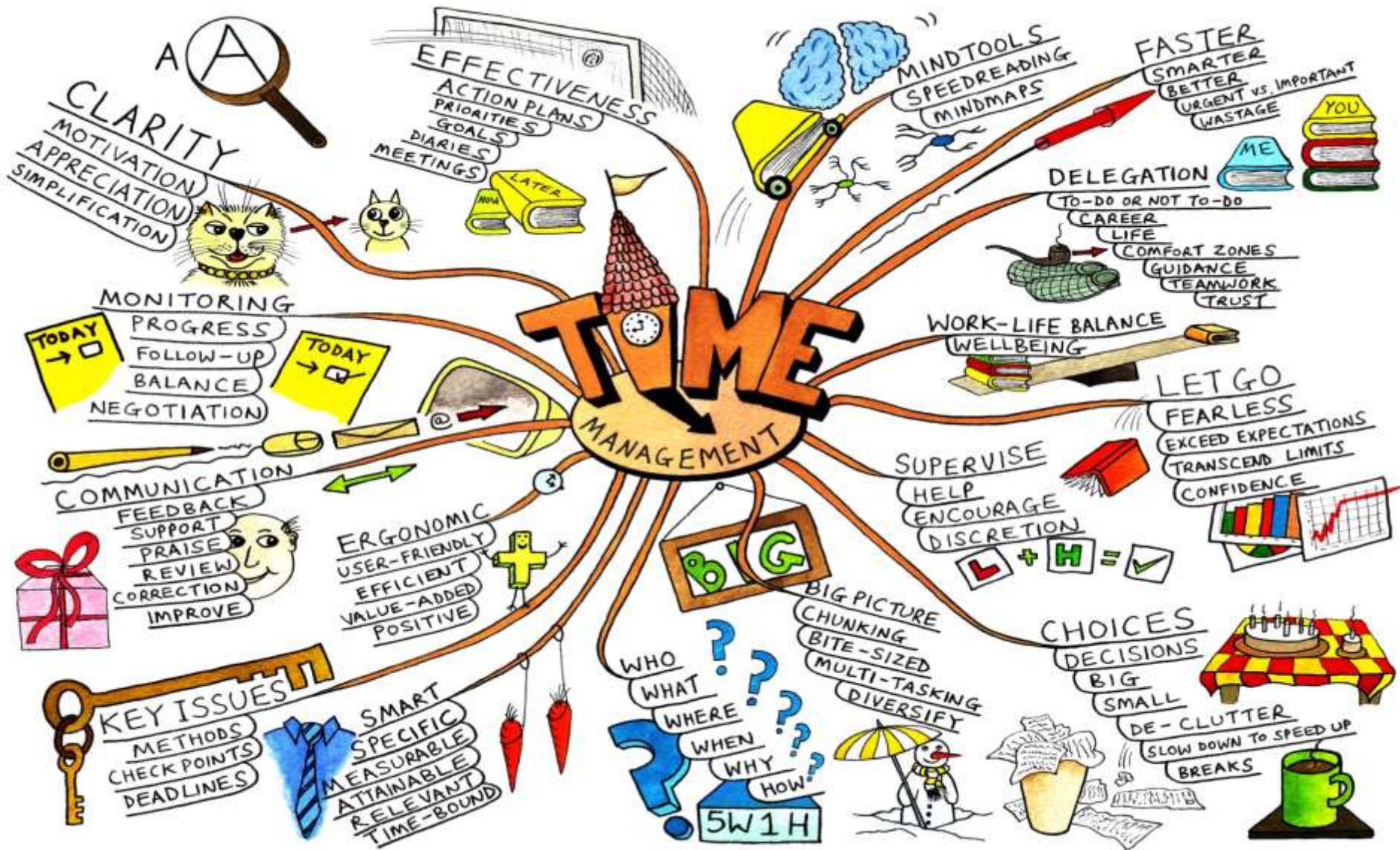
MINDMAP



MINDMAP



MINDMAP

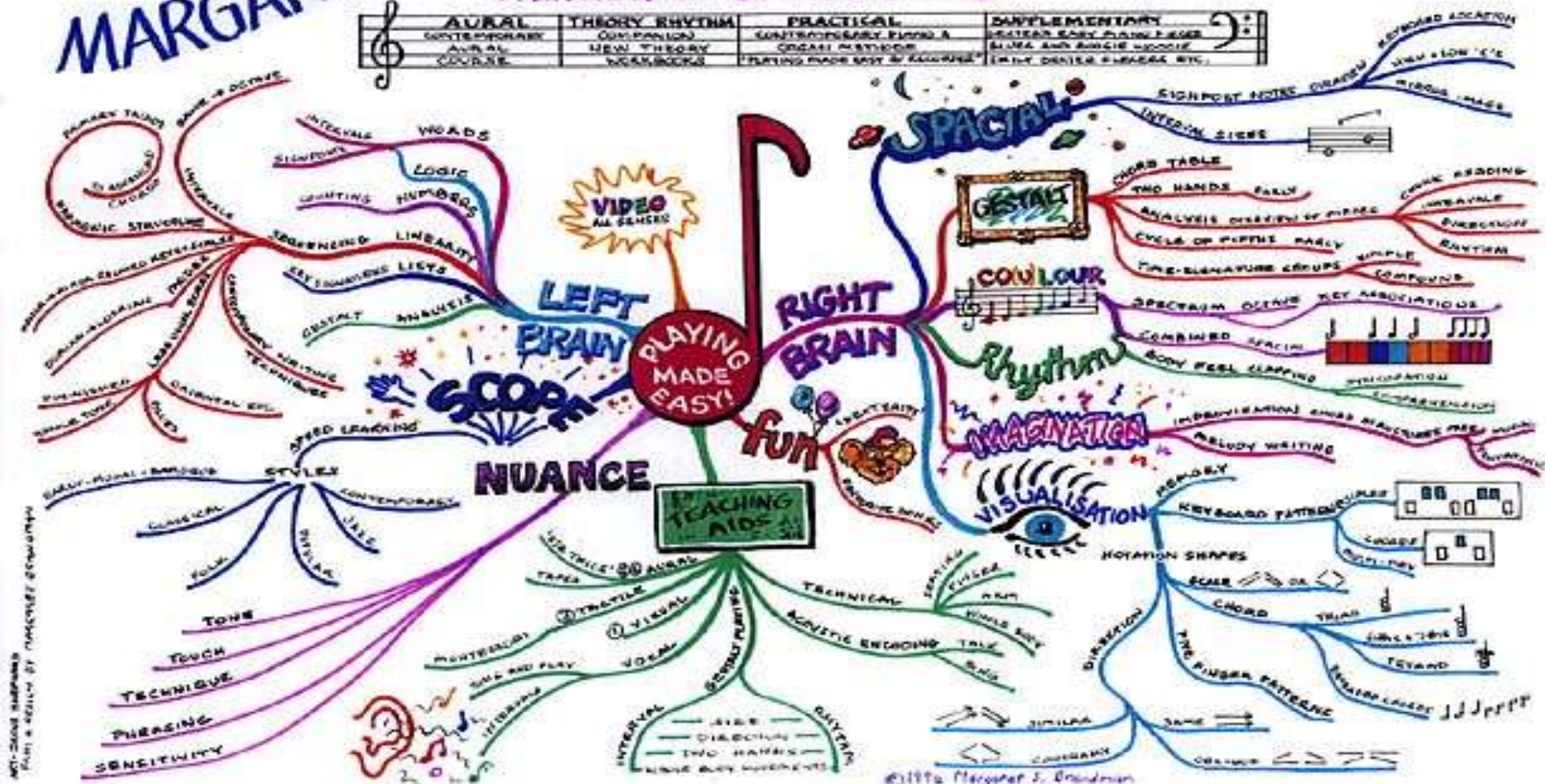


MINDMAP

MARGARET BRANDMAN'S 'PLAYING MADE EASY!'

OVERVIEW OF COURSE SKILLS

AURAL	THEORY RHYTHM	PRACTICAL	SUPPLEMENTARY
CONTEMPORARY AURAL COURSE	COMPOSITION NEW THEORY WORKBOOKS	CONTEMPORARY PIANO & ORGAN METHOD PLAYING MADE EASY & EASYPIANO	WESTERN EARLY PIANO PIECES JAZZ AND JARGON VOCALISE EARLY DIGITAL SINGERS ETC.



MINDMAP'S COMMON MISTAKES



- LOOKING FOR FINAL SOLUTIONS FROM THE BEGINNING**
- NOT HAVING PEOPLE IN THE ROLES OF 'SECRETARY' AND 'MODERATOR'**
- FALLING INTO ONE OF THE 6 CREATIVITY OBSTACLES: CONFIRMATION BIAS, MENTAL BIAS, POORLY DEFINED PROBLEMS, UNNECESSARY LIMITATIONS, FUNCTIONAL FIXATION, AND GIVING IN TO FRUSTRATION**



MINDMAP



USEFUL FOR:

- DEFINING OR CREATING WIDE-RANGE STRATEGIES

NOT USEFUL FOR:

- PRECISE, CONCRETE SOLUTIONS



BBB METHOD

B E D

B U S

B A T H

BBB METHOD'S COMMON MISTAKES



- NOT GIVING ENOUGH TIME (DAYS) TO LET THE UNCONSCIOUS CREATIVITY WORK
- NOT IMPLEMENTING A WAY FOR IDEAS TO BE PROPERLY SAVED AND STORED UNTIL THE REGROUP MEETING
- FALLING INTO ONE OF THE 6 CREATIVITY OBSTACLES: CONFIRMATION BIAS, MENTAL BIAS, POORLY DEFINED PROBLEMS, UNNECESSARY LIMITATIONS, FUNCTIONAL FIXATION, AND GIVING IN TO FRUSTRATION



BBB METHOD



USEFUL FOR:

- GETTING RID OFF THE PRESSURE
- DISRUPTIVE CREATIVITY

NOT USEFUL FOR:

- WHEN YOU ARE IN A RUSH

DELPHI TECHNIQUE



Separated creativity



Specialists



Slow in results



Very efficient

DELPHI'S COMMON MISTAKES



- NOT GIVING ENOUGH TIME (DAYS) TO LET PEOPLE THINK
- FAILING TO MAKE THIS AN ACTUAL TECHNIQUE AND LETTING PEOPLE NOT TAKE IT SERIOUSLY
- FALLING INTO ONE OF THE 6 CREATIVITY OBSTACLES: CONFIRMATION BIAS, MENTAL BIAS, POORLY DEFINED PROBLEMS, UNNECESSARY LIMITATIONS, FUNCTIONAL FIXATION, AND GIVING IN TO FRUSTRATION



DELPHI METHOD



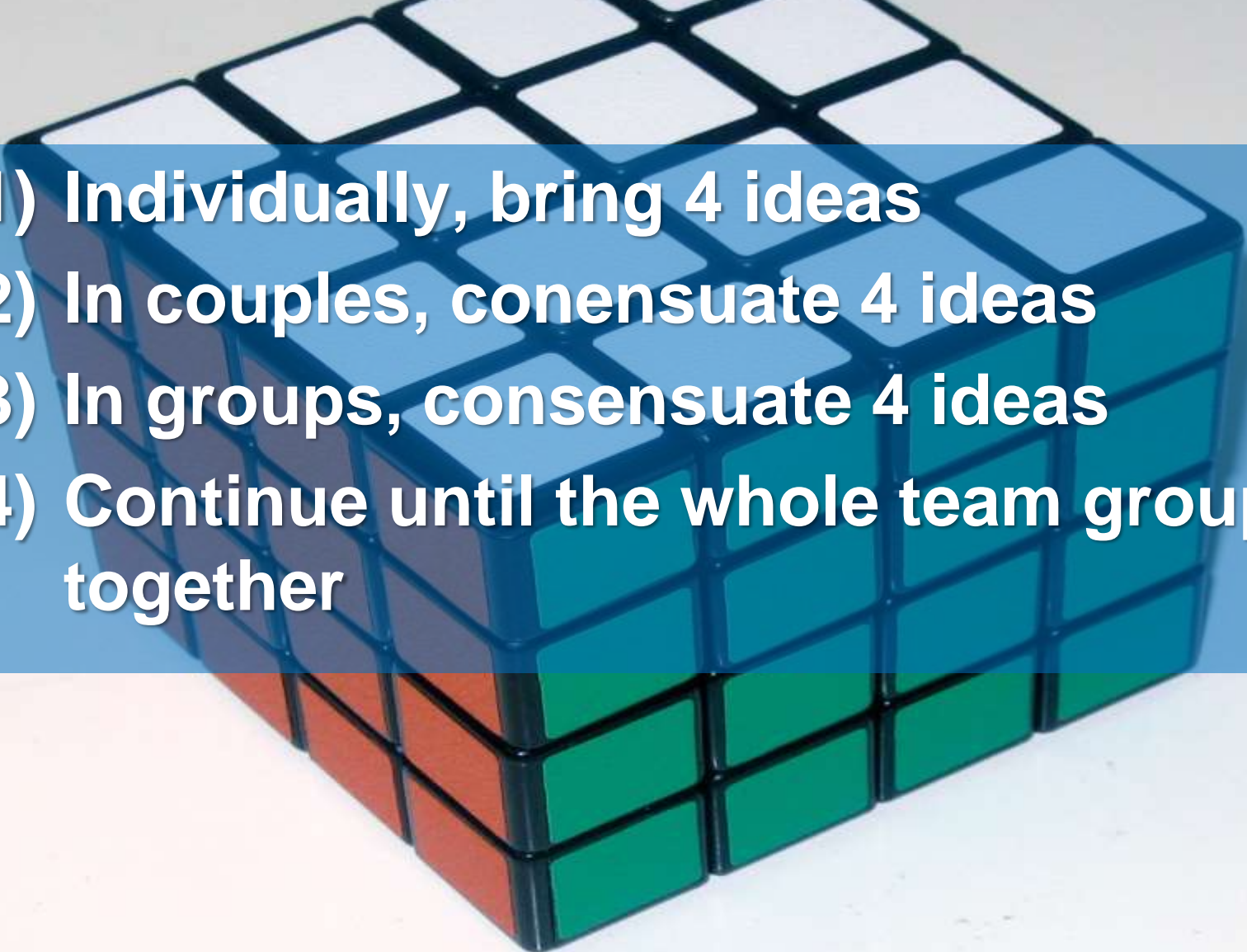
USEFUL FOR:

- WHEN YOU HAVE SPECIALISTS FROM DIFFERENT AREAS**
- WHEN YOU WANT TO AVOID MISCOMMUNICATION**
- WHEN YOU WANT TO AVOID PERSONAL CONFLICT**

NOT USEFUL FOR:

- THOSE SESSIONS WHERE 'MOMENTUM' AND EXCITATION COULD BE HELPFUL**

4x4X4

- 
- 1) Individually, bring 4 ideas
 - 2) In couples, conensuate 4 ideas
 - 3) In groups, consensuate 4 ideas
 - 4) Continue until the whole team groups together

4X4X4'S COMMON MISTAKES



- USE IT WHEN THE TEAMS ARE SMALL
- NOT GIVE PEOPLE ENOUGH TIME IN THE FIRST ROUND TO COME UP WITH REALLY GOOD IDEAS
- FALLING INTO ONE OF THE 6 CREATIVITY OBSTACLES: CONFIRMATION BIAS, MENTAL BIAS, POORLY DEFINED PROBLEMS, UNNECESSARY LIMITATIONS, FUNCTIONAL FIXATION, AND GIVING IN TO FRUSTRATION



4X4X4



USEFUL FOR:

- FINDING CONSENSUS
- WHEN YOU WANT IDEAS TO BE TESTED OVER AND OVER ON THE SAME MOMENT WHEN THEY ARE GENERATED

NOT USEFUL FOR:

- WHEN TEAMS ARE SMALL

6 THINKING HATS METHOD



The de Bono Hats system (also known as "Six Hats" or "Six Thinking Hats") is a thinking **tool** for group discussion and individual thinking. Combined with the idea of parallel thinking which is associated with it, it provides a means for groups to think together more effectively, and a means to plan thinking processes in a detailed and cohesive way. The method is attributed to **Dr. Edward de Bono** and is the subject of his book **Six Thinking Hats**.

6 THINKING HAT'S COMMON MISTAKES



- LET PEOPLE GET OUT OF THE CHARACTER POINTED BY THE HAT THAT IS ON
- FALLING INTO ONE OF THE 6 CREATIVITY OBSTACLES: CONFIRMATION BIAS, MENTAL BIAS, POORLY DEFINED PROBLEMS, UNNECESSARY LIMITATIONS, FUNCTIONAL FIXATION, AND GIVING IN TO FRUSTRATION

6 THINKING HATS

USEFUL FOR:

- WHEN YOUR TEAM MEMBERS ARE VERY OPINIONATED
- WHEN PREJUDICES ARE STRONG
- WHEN INITIAL POSITIONS ARE ALREADY TAKEN

NOT USEFUL FOR:

- WORKS FOR ALMOST ANY OCCASION

PROBLEM INVERSION

Certainty

- I deliver soap and the client gives me money

Inversion

- I give money and the client gives me soap

Illumination

- Bring the soap from our competitors and we give you money to buy mine

Certainty

- The more soap used, the cleaner the clothes

Inversion

- The less soap used, the cleaner the clothes

Illumination

- Concentrated soap

PROBLEM INVERSION'S COMMON MISTAKES



- GOING TO THE ILLUMINATION WITHOUT GOING THROUGH THE INVERSION
- NOT GETTING SEVERAL INVERSIONS FROM EVERY CERTAINTY
- FALLING INTO ONE OF THE 6 CREATIVITY OBSTACLES: CONFIRMATION BIAS, MENTAL BIAS, POORLY DEFINED PROBLEMS, UNNECESSARY LIMITATIONS, FUNCTIONAL FIXATION, AND GIVING IN TO FRUSTRATION



PROBLEM INVERSION

USEFUL FOR:

- WHEN LOOKING FOR VERY DISRUPTIVE AND INNOVATIVE IDEAS**
- WHEN THE PROFILE OF THE PARTICIPANTS IS VERY PRAGMATIC**

NOT USEFUL FOR:

- WORKS FOR ALMOST ANY OCCASION**

MARKETING MIX (4Ps)

INTERRELATED



BASED ON ANALYSIS

MARKETING MIX'S COMMON MISTAKES



- FORGETTING TO USE IT AS A WHOLE STRATEGY, NOT 4 DIFFERENT AND INDIVIDUAL ONES
- NOT BEING THOROUGH ON EVERY “P”
- THINKING THAT PROMOTION IS ONLY RELATED TO ADVERTISEMENT AND SUCH (AND THUS FORGETTING ABOUT PUBLIC RELATIONS, PRESS COVERAGE, ETC.)



MARKETING MIX



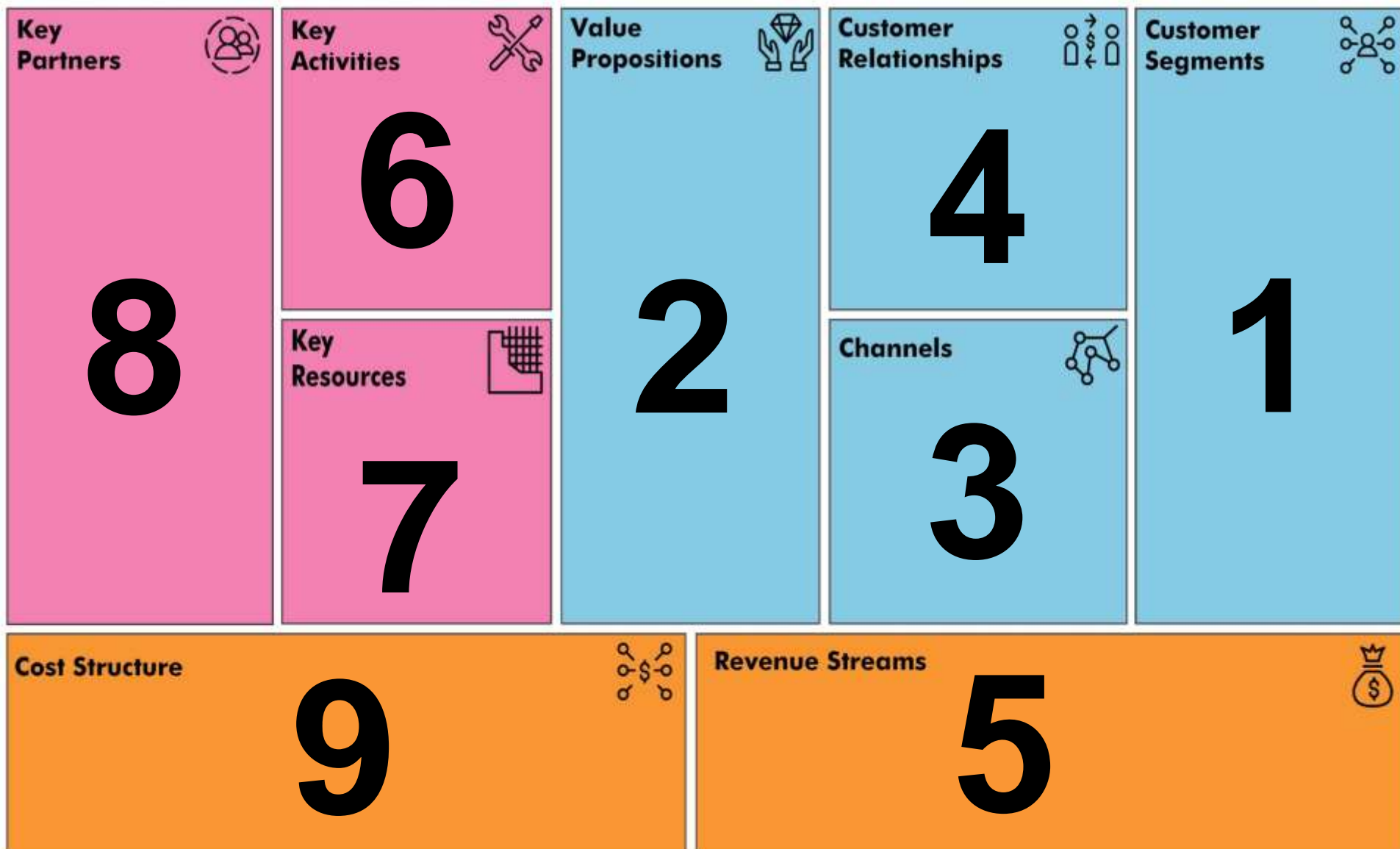
USEFUL FOR:

- STARTUP BUSINESS CREATION
- REDEFINING A BUSINESS
- IMPROVING A BUSINESS

NOT USEFUL FOR:

- ANY OTHER OCCASION

BUSINESS MODEL CANVAS



BUSINESS MODEL CANVAS' COMMON MISTAKES



- **FORGETTING TO USE IT AS A WHOLE STRATEGY, NOT 9 DIFFERENT AND INDIVIDUAL ONES**
- **NOT BEING RELEVANT IN EVERY SECTOR**
- **BEING SHALLOW AND NOT PRECISE**
- **NOT USE ANY OTHER WAY TO COMPLETELY DEPLOY THE BUSINESS MODEL INTO A MORE IMPLEMENTABLE LEVEL OF DETAIL**



BUSINESS MODEL CANVAS

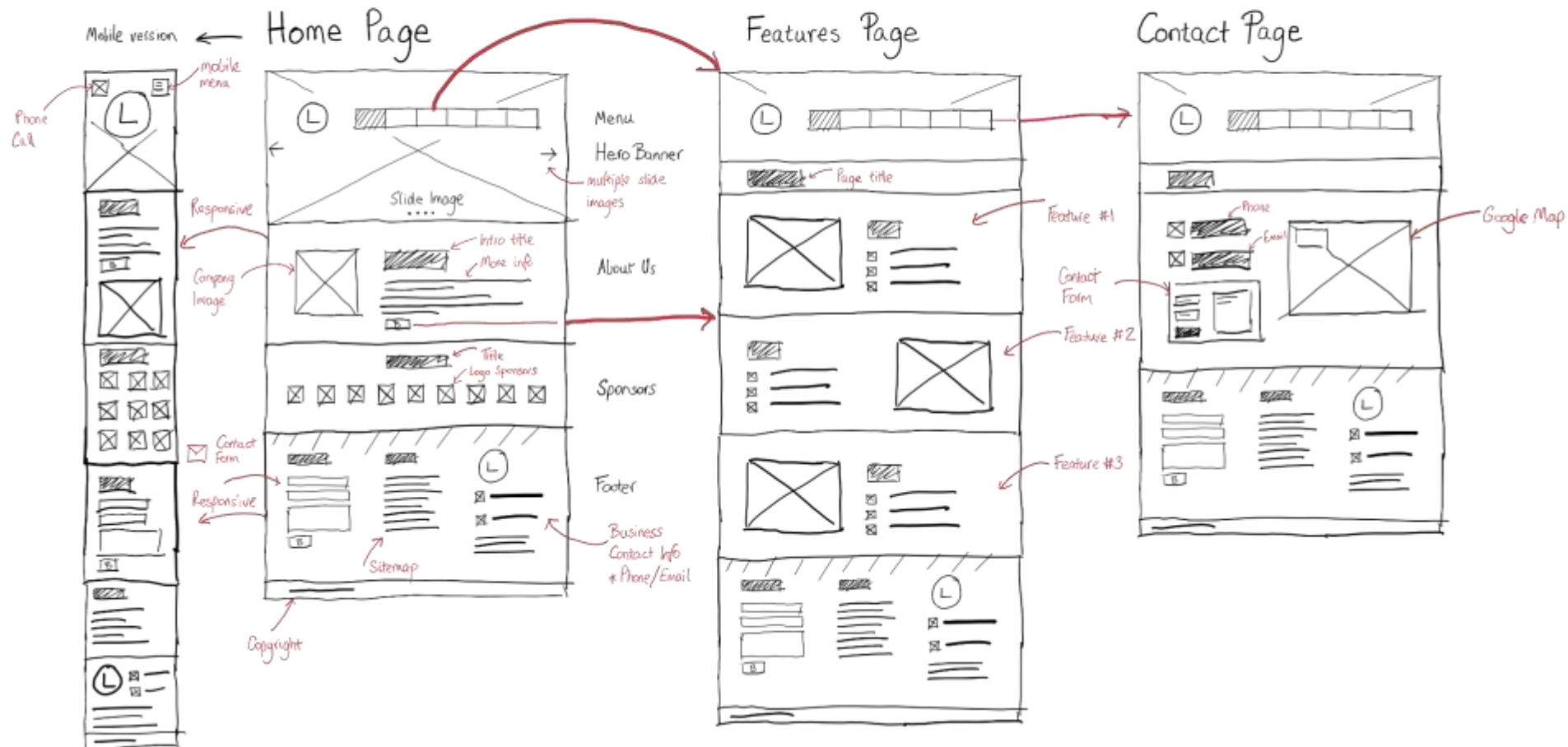
USEFUL FOR:

- STARTUP BUSINESS CREATION**
- REDEFINING A BUSINESS**
- IMPROVING A BUSINESS**

NOT USEFUL FOR:

- ANY OTHER OCCASION**

WEBSITE/APP BLUEPRINTS AND WIREFRAMES



BLUEPRINTS AND WIREFRAMES' COMMON MISTAKES



- **STARTING WITH THE FORMAL ASPECTS BEFORE THE CONTENT STRUCTURE**
- **FORGETTING THE USER EXPERIENCE**
- **OVERSIMPLIFYING**



BLUEPRINTS AND WIREFRAMES

USEFUL FOR:

- WEBSITE AND APP CREATION**
- REDEFINING A WEBSITE OR AN APP**
- IMPROVING A WEBSITE OR AN APP**

NOT USEFUL FOR:

- ANY OTHER OCCASION**



**... AND CHOOSE
WISELY.**

PROBLEM INVER.

BM CANVAS

BRAINSTORMING

**PROFICIENT PROJECT
MANAGER**

MINDMAP

MK MIX

**THE KEY IS KNOWING
A LOT OF TOOLS**

Steps in the Definition phase



- 1. Collecting Information**
(Investigation, Market research, Surveys, etc.)
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Project draft** (Economical analysis, Investment, Profitability, Draft plan, Performance, Indicators, etc.)

FEASIBILITY STUDY

- It's the document that summarizes and budgets the works done during this first project stage.
- It allows the client to take the decision, whether he/she likes it or not.

Feasibility Study: chapters

1) Introduction

2) Studies made and results

- 1) Collected information**
- 2) Analysis made (SWOT, Stakeholders Analysis, Problem Tree, etc.)**

3) Presentation of the proposal

- 1) Goal Tree**
- 2) Creativity**
- 3) Extremely detailed explanation of the proposal**

4) Appraisal (economical and temporary)

Feasibility Study: Introduction

EXPLAIN STARTING POINT

INITIAL CONSTRAINTS

INTRODUCE TEAM

BE BRIEF

Feasibility Study: Studies and Analysis



CONTEXTUALIZATION

MAKE IT RELEVANT

RELIABILITY (SOURCES)

ALSO RISKS

Feasibility Study: Desc. Proposal



FULL PROPOSAL

REFERENCE TO STUDIES

VERY DETAILED

WELL STRUCTURED

Feasibility Study: Assessments

The background of the slide features a photograph of two hands shaking in a firm grip, symbolizing a business deal or agreement. The hands are positioned in the center, with one hand appearing to be from a person in a dark suit and the other from a person in a light-colored shirt. Below the hands is a lush green field, and the top half of the image is a clear blue sky with some light clouds. Overlaid on this image are three horizontal, semi-transparent colored bars: a green bar at the top, a yellow bar in the middle, and a blue bar at the bottom. Each bar contains a bold, black text label.

INVESTMENT

ROI (OR SROI) + PAYBACK

PLAN

Feasibility Study: Conclusions



INSIST

KEY OPPORTUNITIES

PICTURE THE FUTURE

Feasibility Study: Annexes

The background of the slide features a photograph of two hands shaking in a firm grip, symbolizing agreement or partnership. The hands are positioned in the center, with one hand appearing to be from a person in a dark suit and the other from a person in a light-colored shirt. The handshake is set against a backdrop of a clear blue sky with a few wispy clouds and a vibrant green grassy field at the bottom.

EXTRA DATA

LITTLE RELEVANT

ETC.

A blurred background image of a business meeting. In the foreground, a man's hand is visible, gesturing while speaking. In the background, a woman with blonde hair and a man with dark hair are looking towards the speaker. They are all wearing business attire. A semi-transparent green banner is overlaid across the middle of the image.

**TRIES TO
CONVINCE**

GOALS AND SCOPE

General objective 1

Specific
objective 1.1

Specific
objective 1.2

Specific
objective 1.3

Operational
objective
1.1.1

Operational
objective
1.1.2

Operational
objective
1.1.3

Operational
objective
1.1.N

Operational
objective
1.2.1

Operational
objective
1.2.2

Operational
objective
1.2.3

Operational
objective
1.2.N

Operational
objective
1.3.1

Operational
objective
1.3.2

Operational
objective
1.3.3

Operational
objective
1.3.N

GOALS AND SCOPE

General
objective

Why do we do
this project?

Finality

Specific
objective 1

What does the
project do?

Results or
outcomes

Operational
objective
1.1

Operational
objective
1.2

Operational
objective
1.3

Operational
objective
1.N

Which actions
should be
taken?

Outputs

GOALS AND SCOPE

General
objective

Improve customer's
satisfaction

Specific
objective

Improve our service

Operational
objective
1.1.1

Operational
objective
1.1.2

Operational
objective
1.1.3

Operational
objective
1.1.N

Revision of
the
processes
to increase
speed

Hire more
staff

Upgrade
technology

Etc.

GOALS AND SCOPE

General
objective

Enlarge the influence
of our organization

Specific
objective

Open a new branch
of the company

Operational
objective
1.1.1

Operational
objective
1.1.2

Operational
objective
1.1.3

Operational
objective
1.1.N

Look
for the
place

Design

Hiring

Etc.

GOALS AND SCOPE

Create 4 goal structures, one for every one of these goals, then fill in all the gaps

1. Reduce the number of meetings
2. Be a more sustainable organization
3. Become a referent in our sector
4. Use a goal of your own

General
objective

Specific
Objective 1

Operational
objective
1.1.1

Operational
objective
1.1.2

Operational
objective
1.1.3

Operational
objective
1.1.N

GOALS AND SCOPE

1. Reduce the number of meetings
2. Be a more sustainable organization
3. Become a referent in our sector
4. Use a goal of your own

General objective

Why do we do this project

Finality

Specific objective 1

What does the project do

Results or *outcomes*

Operational objective 1.1.1

Operational objective 1.1.2

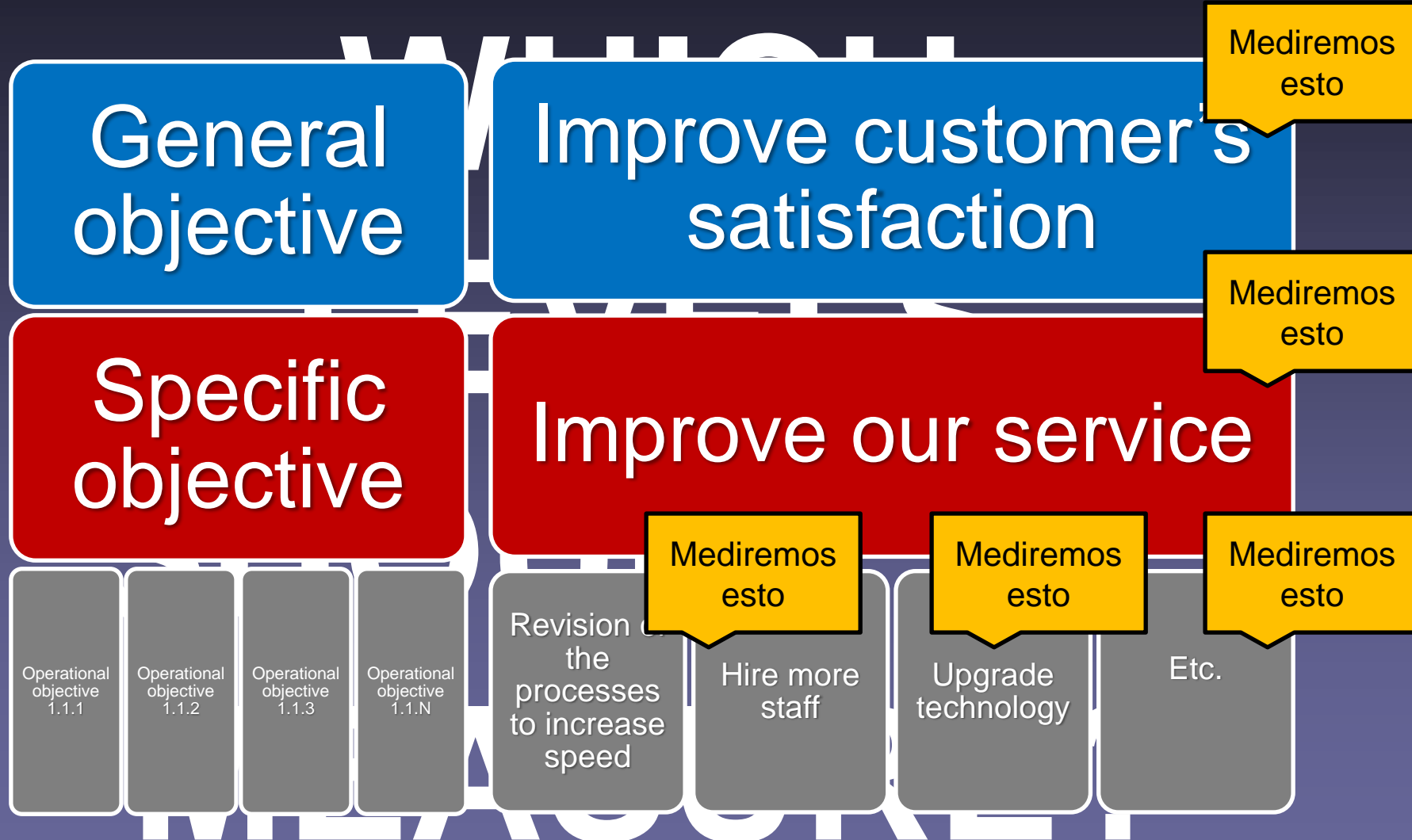
Operational objective 1.1.3

Operational objective 1.1.N

Which actions should be undertaken

Outputs

WHY MEASURE 3 TIMES?



WHY MEASURE 3 TIMES?

General
objective

Improve customer's
satisfaction



Specific
objective

Improve our service



Operational
objective
1.1.1

Operational
objective
1.1.2

Operational
objective
1.1.3

Operational
objective
1.1.N

Revision of
the
processes
to increase
speed



Hire more
staff



Upgrade
technology



Etc.



WHY MEASURE 3 TIMES?

General
objective

Improve customer's
satisfaction



Specific
objective

Improve our service



Operational
objective
1.1.1

Operational
objective
1.1.2

Operational
objective
1.1.3

Operational
objective
1.1.N

Revision of
the
processes
to incre
spee



Hire more
staff



Upgrade
technology



Etc.



WHY MEASURE 3 TIMES?

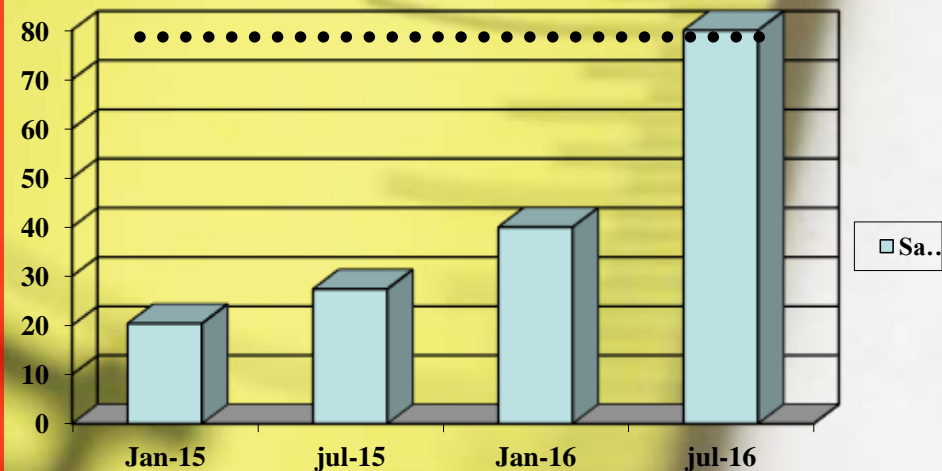
**TO GUARANTEE
THE EFFICACY
OF OUR
STRATEGY**

INDICATORS

It's the way to “read” a scenario to know if a precise change has actually happened

GOAL: Improve the service we offer to our customers

Indicator: The satisfaction degree of our customers regarding our service increases in a 60% in one year.



INDICATORS

Goal

- Generic
- Ambiguous
- Non measurable



Indicator

- Specific
- Precise
- Measurable

We will turn a Goal into an Indicator

INDICATOR: VARIABLE

If I want to know if
I'm ill, what should I
measure?

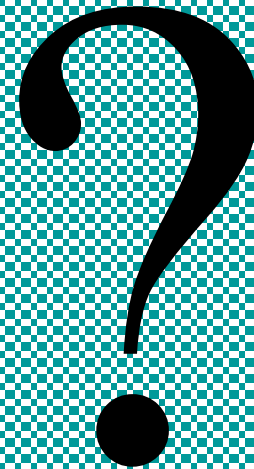
The temperature



INDICATOR: VARIABLE

If I want to know if a post on Twitter or Instagram has been successful, what should I measure?

The number of 'likes'



INDICATOR: VARIABLE

A target with concentric rings of red, white, and blue. Three darts with blue fletching and brown barrels are embedded in the yellow bullseye in the center.

It's the core of the indicator, the particular figure that we should check if we want to measure a precise CHANGE.

INDICATORS' VARIABLES EXERCISE

Find as many indicators' variables as you can to measure these goals:

Stop climate change

Improve our services

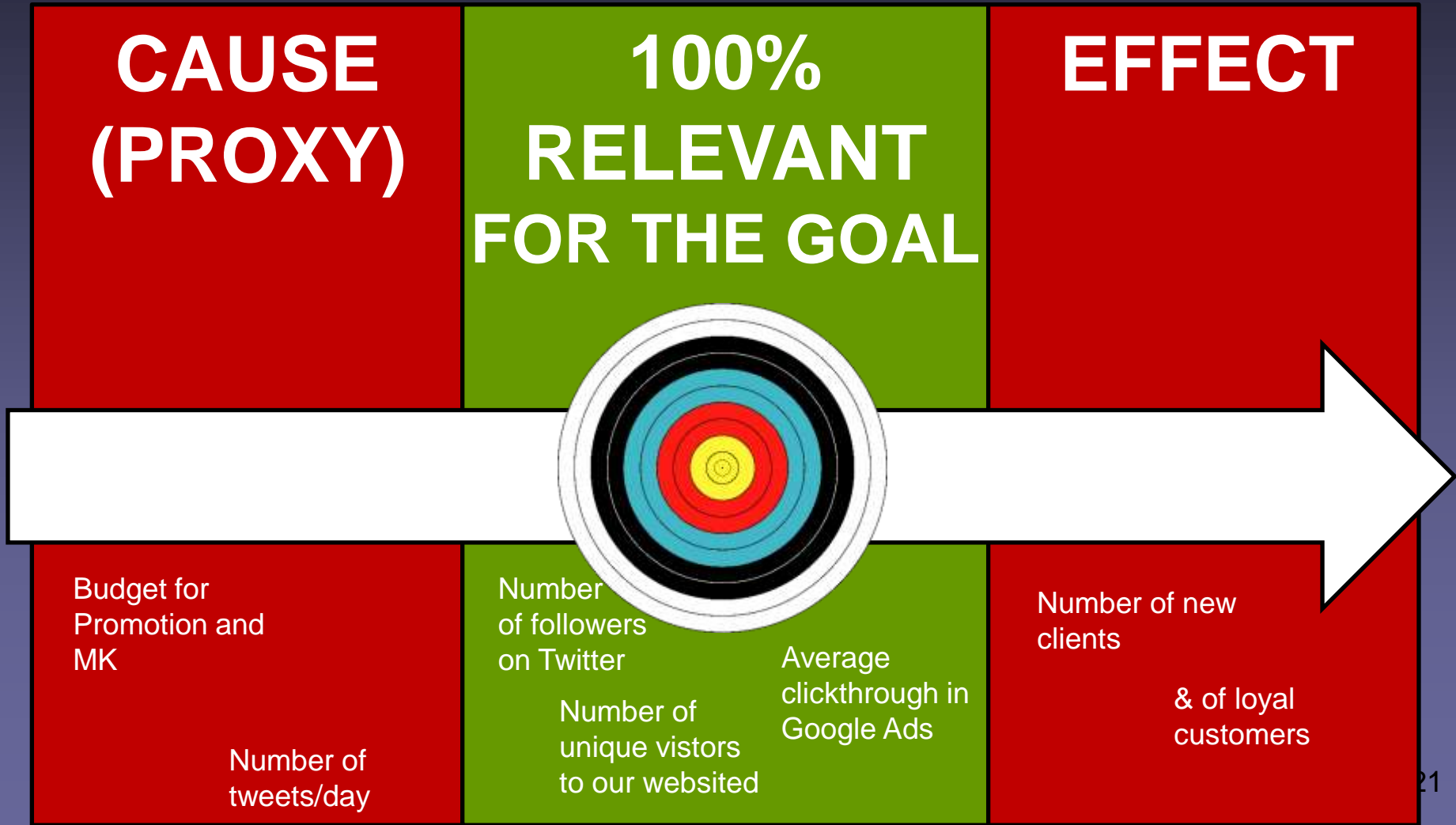
Become a referent in our sector

Increase the commitment of our workers

VARIABLES MUST BE 100% RELEVANT

EXAMPLE

OBJECTIVE: GAIN ONLINE VISIBILITY



OVI: **O**bjectively **V**erifiable **I**ndicator



REPRESENTATIVE VARIABLE



VERB THAT ACTIVATES THE VARIABLE



QUANTITY



MEASURE CONDITIONS



TIME

O.V.I.s, HOW TO BUILD THEM

Goal: Increase the efficiency in our department

Variable: Amount of long meetings.

Verb: The amount of long meetings decreases.

Quantity(ies): The amount of long meetings (+1h)
decreases in a 40%.

Conditions: The amount of long meetings (+1h)
decreases in a 40% without an increase of
the amount of weekly control meetings.

This is the O.V.I.

Time: The amount of long meetings (+1h) decreases in
a 40% without an increase of the amount of
weekly control meetings in 6 months.

O.V.I.s, HOW TO BUILD THEM

Create an O.V.I. for the following goal:

**Become a more
ecologically
sustainable
company**

ECONOMIC ANALYSIS



THE 3 QUESTIONS AN INVESTOR
NEEDS AN ANSWER FOR

Economic analysis

Budget: How much it costs?

CONCEPT	AMOUNT
Permits and licenses	1.000,00 €
Initial product development	7.000,00 €
Salaries pre-opening	4.500,00 €
Training pre-opening	2.000,00 €
Hire office	10.500,00 €
Patents	2.000,00 €
ETC.	...
TOTAL INVESTMENT	27.000,00 €

Total investment required: 27.000

Economic analysis

Payback: When do I get my money back?

	Investment	Year 1	Year 2	Year 3	Year 4	Year 5
Cash flow	-600	-100	100	300	600	1.200



Payback: 4th year

Economic analysis

ROI: Return On Investment

$$\frac{\text{Net profit}}{\text{Investment}} \times 100 = \frac{10.000}{7.500} \times 100 = 133\%$$

PLANNING

It's the second stage of the project. Here, once we know what will we do, we must find out **HOW** will we do it.

WHY PLAN AT ALL?

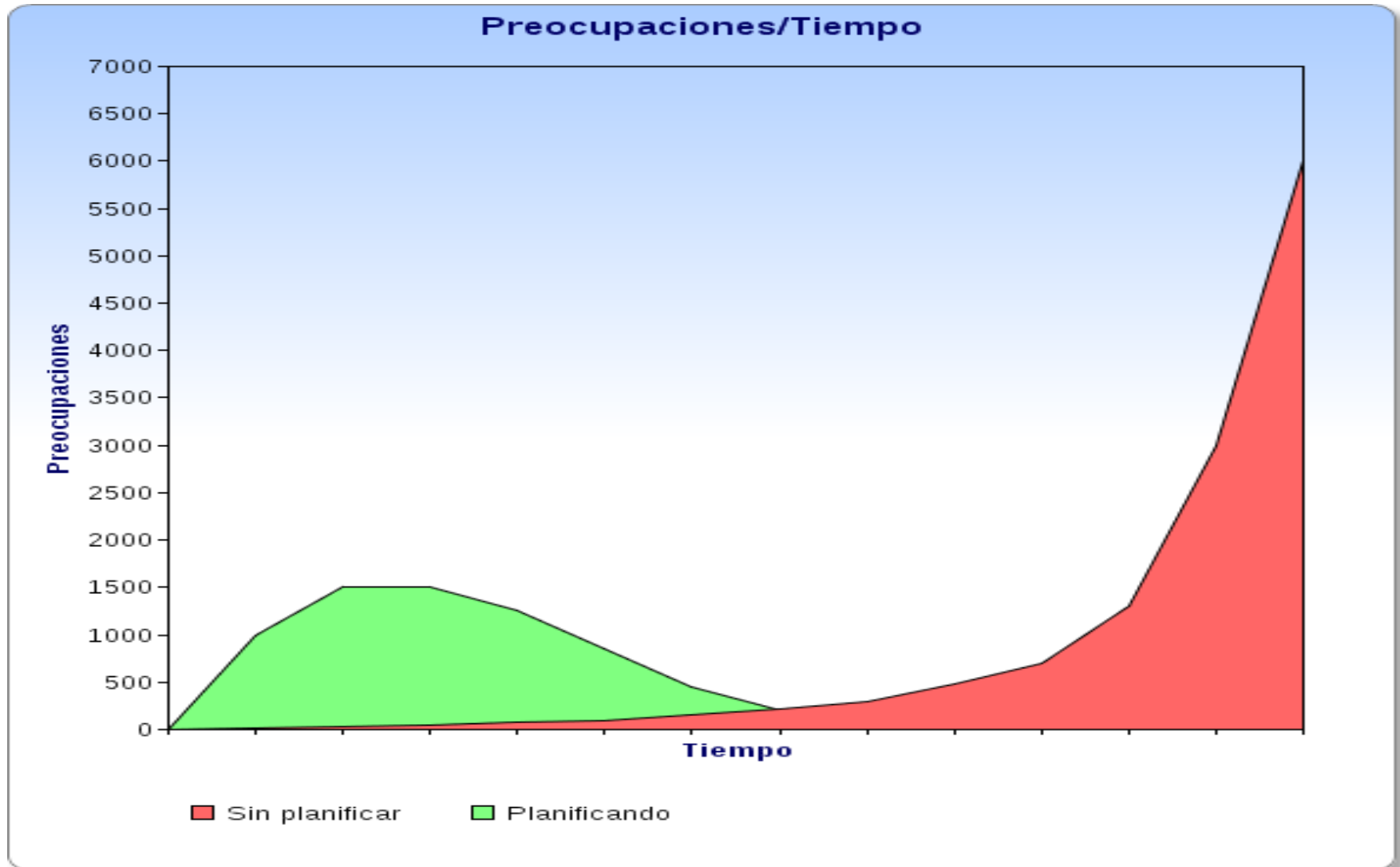
Antoine de Saint-Exupéry



“A goal without a plan is only a wish.”

Antoine de Saint-Éxupéry

WORRIES / TIME CHART



CHRONOLOGY OF A PLAN

1

DEFINE TASKS

2

TASK SEQUENCING

3

ASSIGN RESOURCES

4

DURATION ESTIMATION

5

CHRONOGRAM

6

IMPROVE PLAN

DETAILED PLANNING



It's the division of a project

The main project is divided into subprojects...

...these into phases...

...and these into tasks that define with enough detail the work to be done in order to attain the goals.

DETAILED PLANNING

Project

Subproject 1

Phases

Tasks

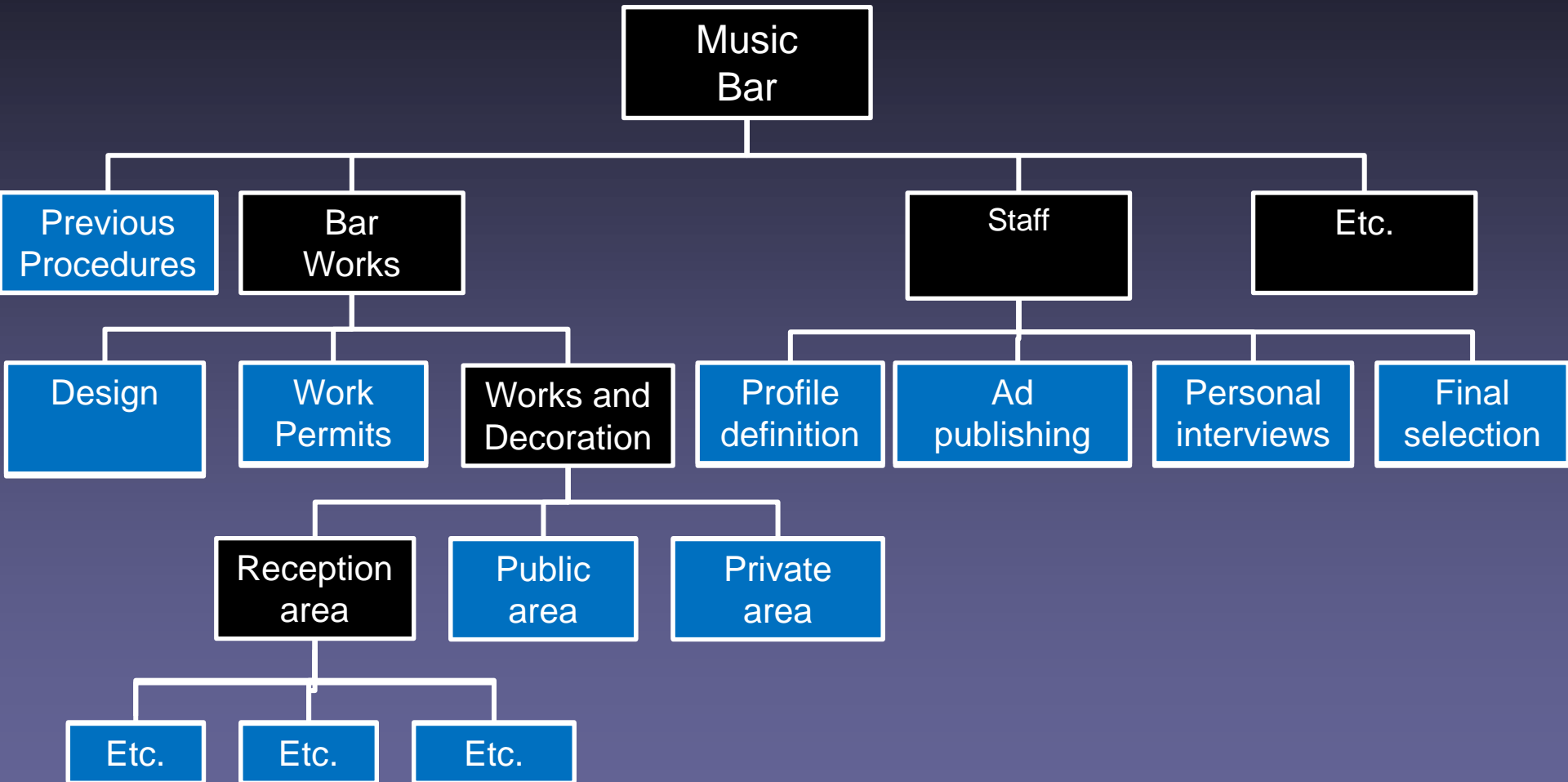
Subproject 2

Etc...

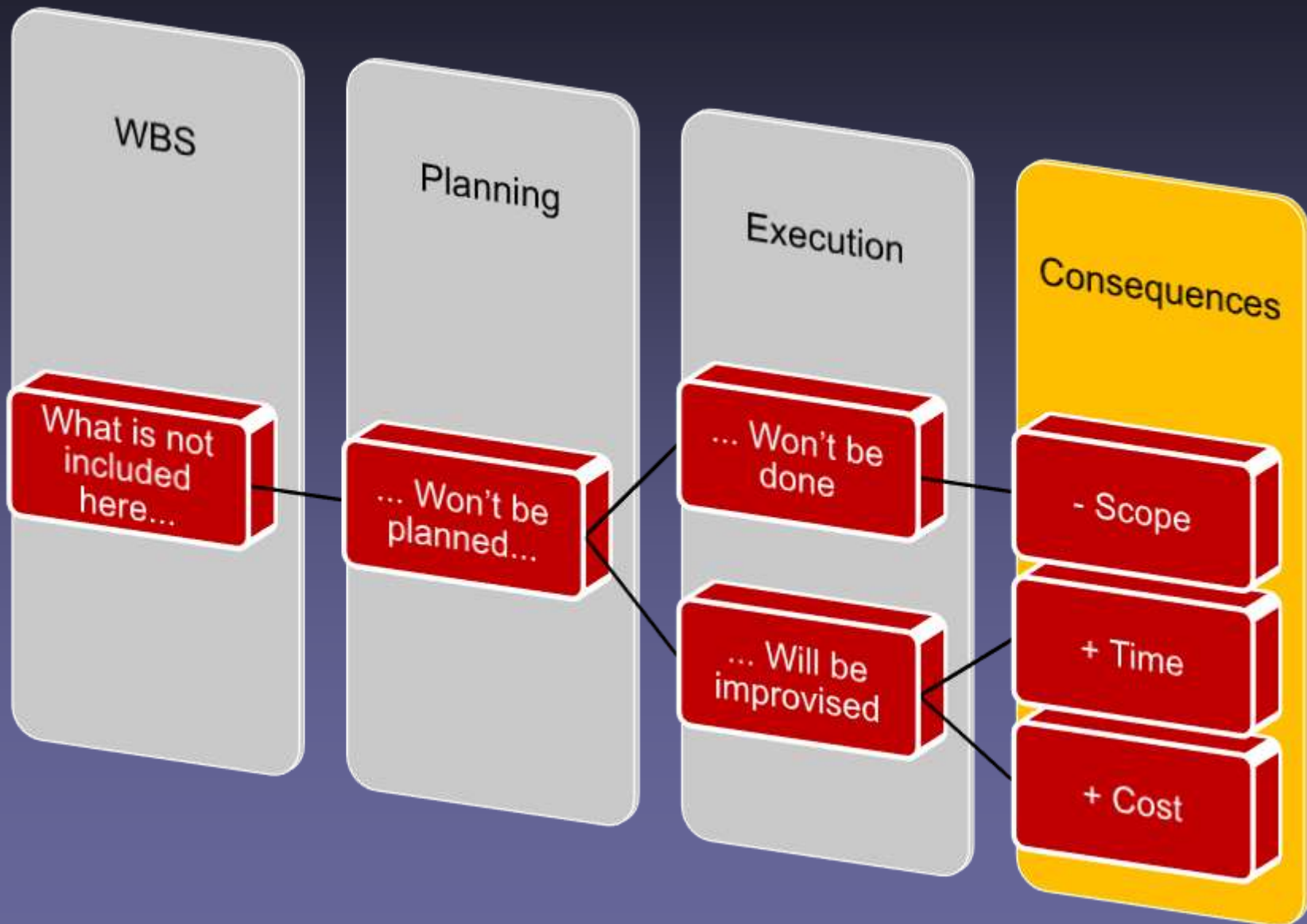
Etc...

Subproject X

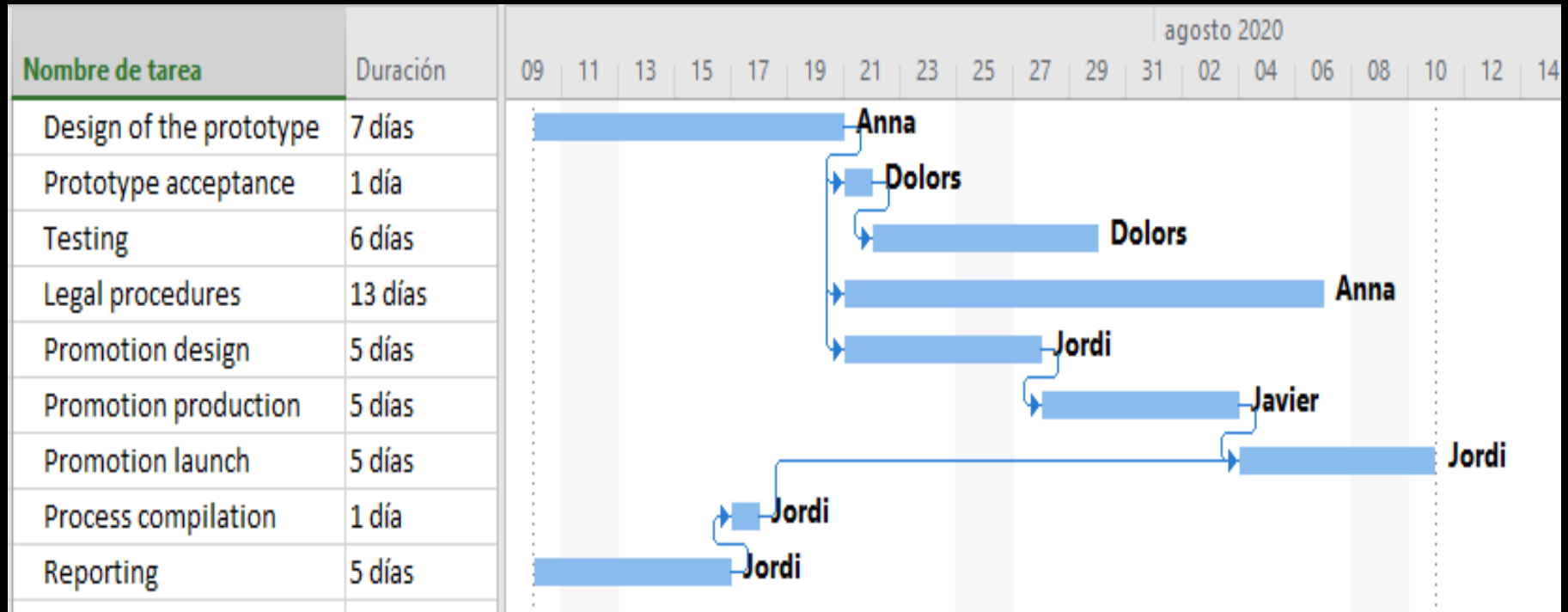
WORK BREAKDOWN STRUCTURE



WBS



PLANNING TECHNIQUES: GANTT CHART



GANTT: EXERCISE

Design a Gantt chart that represents the following plan. None of them can do two things at the same time.

Anna and Miguel want to decorate a room of their apartment to use it as a working space.

. None of the resources can do more than one thing at the same time

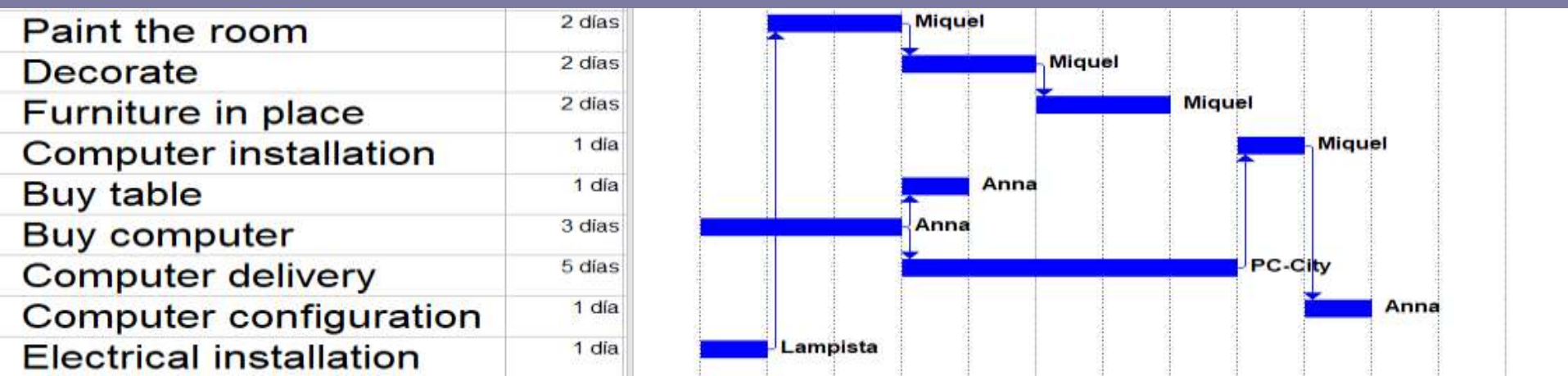
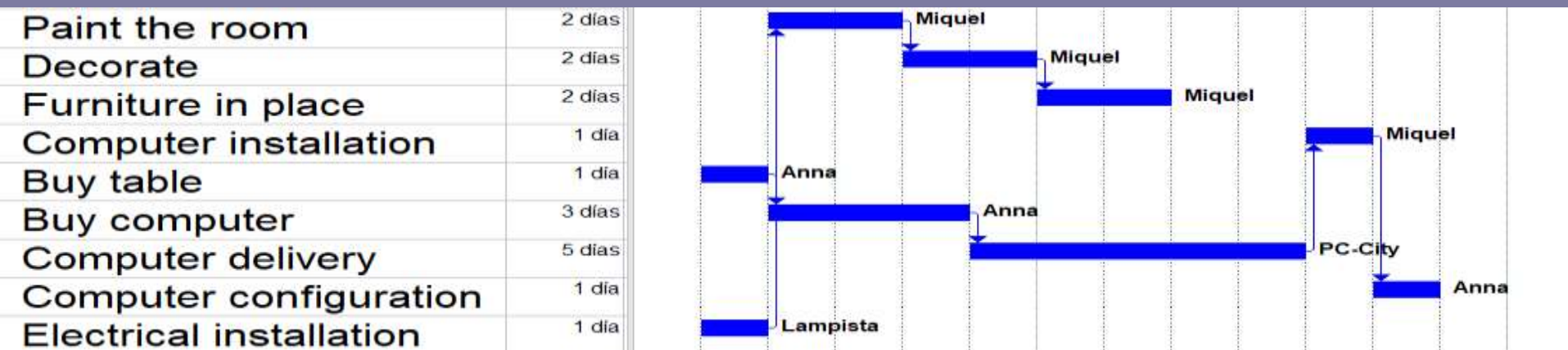
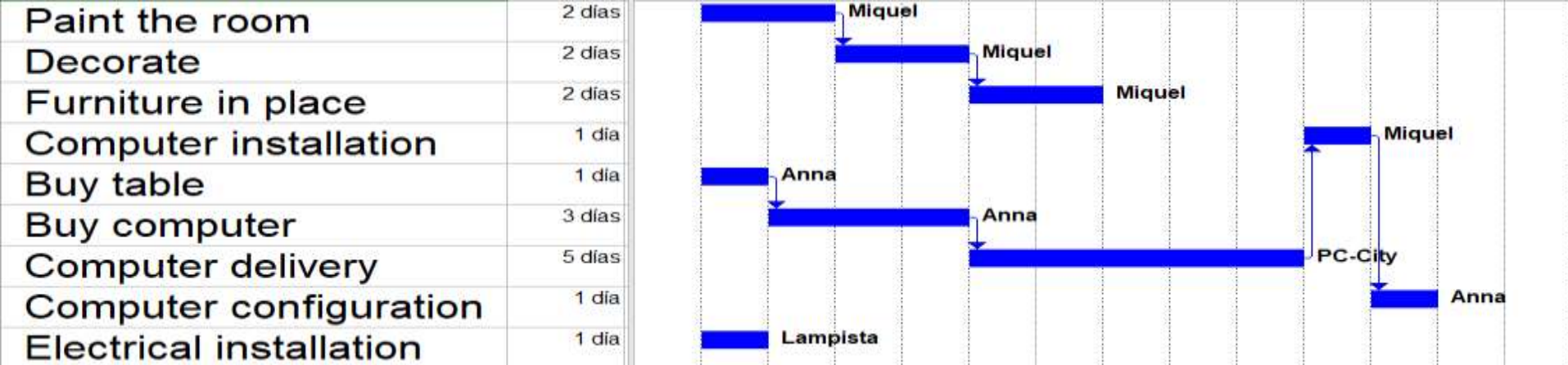
Miguel will be in charge of the following tasks:

- He'll paint the room. He'll need 2 days to do it.
- He'll take 2 more days to decorate it, paint the window's frame, etc
- After that, he'll put the furniture in place and all the books, cds and objects. He'll need 2 more days for that.
- Finally, he'll be in charge of installing the computers, too. He'll need 1 day to do so.

Anna we'll be in charge of the next tasks:

- She'll buy a table in IKEA that will be the desk to work upon. She needs 1 day to do it.
- She'll also need to buy a computer and a printer. For this task she'll need 2 days to look at the offers and 1 more day to do the buying. The computer shop will need 5 days to deliver it at their home.
- She'll use 1 day to configure the computer, connect them to the Internet and make it all up ready.

- On the other side, an electrician hired by Anna and Miguel will be in charge of all the electrical installation for the room, electrical wire, sockets, switches, etc. He'll need 2 days to do it.



GANTT: EXERCISE

	5 dies	1	2	3	4	5	
t 1.1	1 sem						A
t 1.2	1 sem						A

	10 dies	1	2	3	4	5						
t 1.1	1 sem						A					
t 1.2	1 sem											A

GANTT: EXERCISE

	5 dies	1	2	3	4	5	
t 1.1	1 sem						A
t 1.2	1 sem						A

	10 dies														
t 2.1	1 sem													A	
t 2.2	1 sem													A	

GANTT: EXERCISE

	7 dies										
t 3.1	3 dies										
t 3.2	4 dies										
t 3.3 (inamovible)	1 dia										

	8 dies										
t 3.1	3 dies										
t 3.2	4 dies										
t 3.3 (inamovible)	1 dia										

	9 dies										
t 3.1	3 dies										
t 3.2	4 dies										
t 3.3 (inamovible)	1 dia										

GANTT: EXERCISE

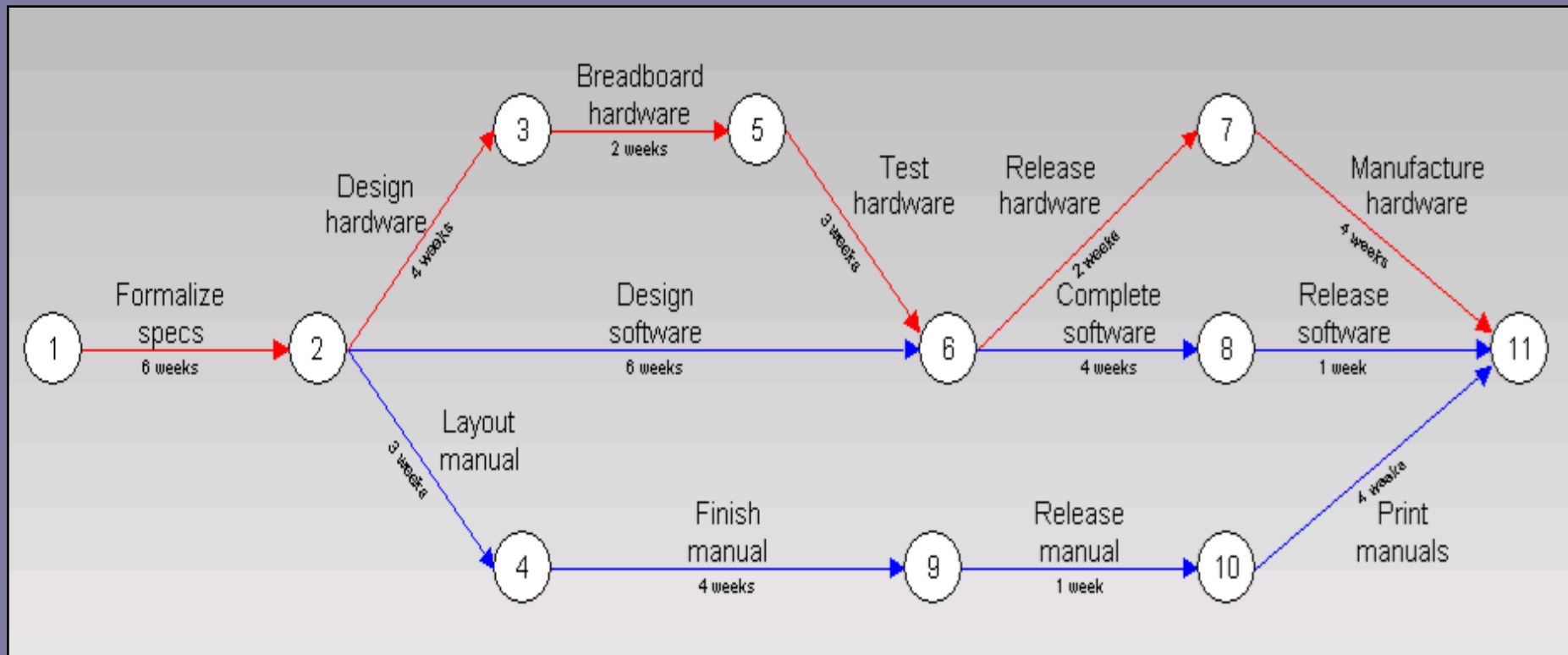
[illegible]

GANTT: EXERCISE

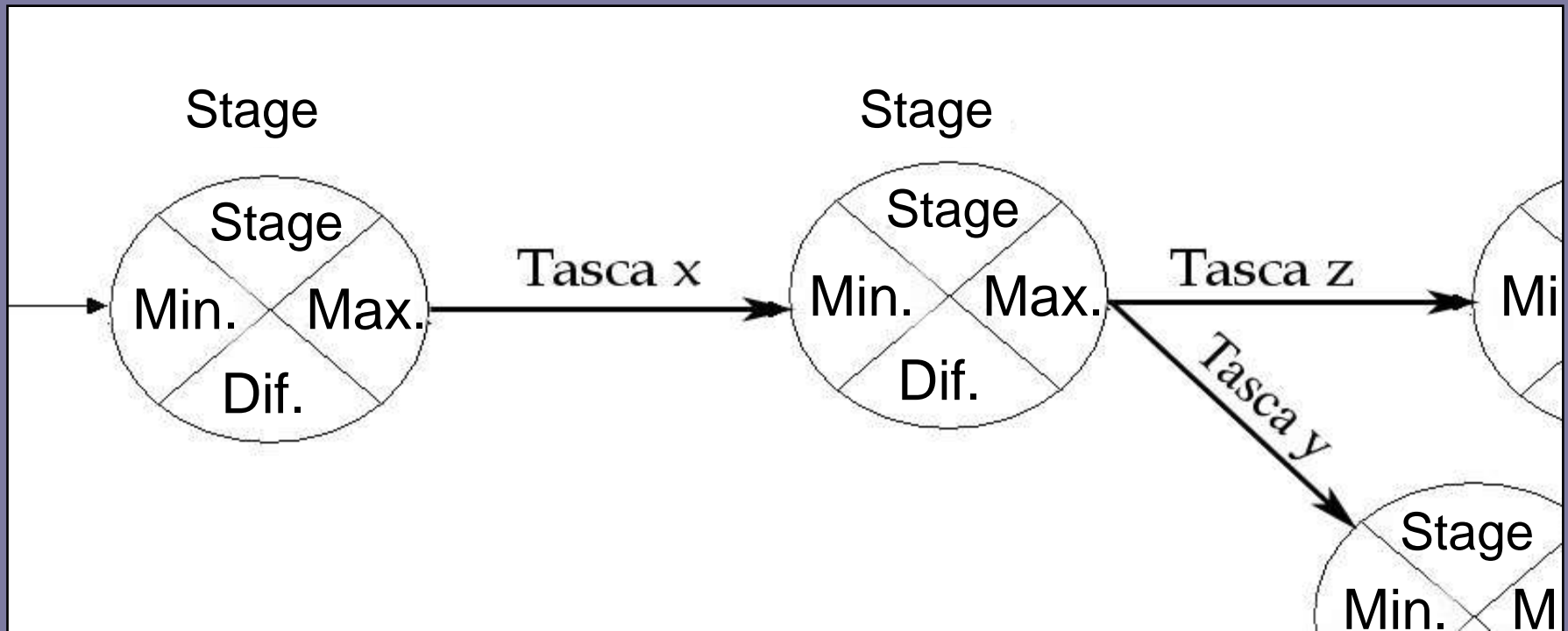
	26 dies	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Compra local	1 dia	A																									
Recerca empresa d'obres	2 dies		B																								
Adequació local	3 dies																										
Confecció anunci personal	1 dia																										
Publicació anunci personal	1 dia																										
Recepció candidatures personal	2 dies																										
Selecció personal	2 dies																										
Formació personal	2 dies																										
Aprovisionament Begudes	1 dia																										
Disseny invitacions Inauguració	2 dies																										
Impressió invitacions	3 dies																										
Enviament invitacions	1 dia																										
Recepció confirmacions	1 dia																										
Inauguració	1 dia																										

	13 dies	1	2	3	4	5	6	7	8	9	10	11	12	13
Compra local	1 dia	A												
Recerca empresa d'obres	2 dies		B											
Adequació local	3 dies													
Confecció anunci personal	1 dia													
Publicació anunci personal	1 dia													
Recepció candidatures personal	2 dies													
Selecció personal	2 dies													
Formació personal	2 dies													
Aprovisionament Begudes	1 dia													
Disseny invitacions Inauguració	2 dies													
Impressió invitacions	3 dies													
Enviament invitacions	1 dia													
Recepció confirmacions	1 dia													
Inauguració	1 dia													

PERT / CPM



PERT / CPM

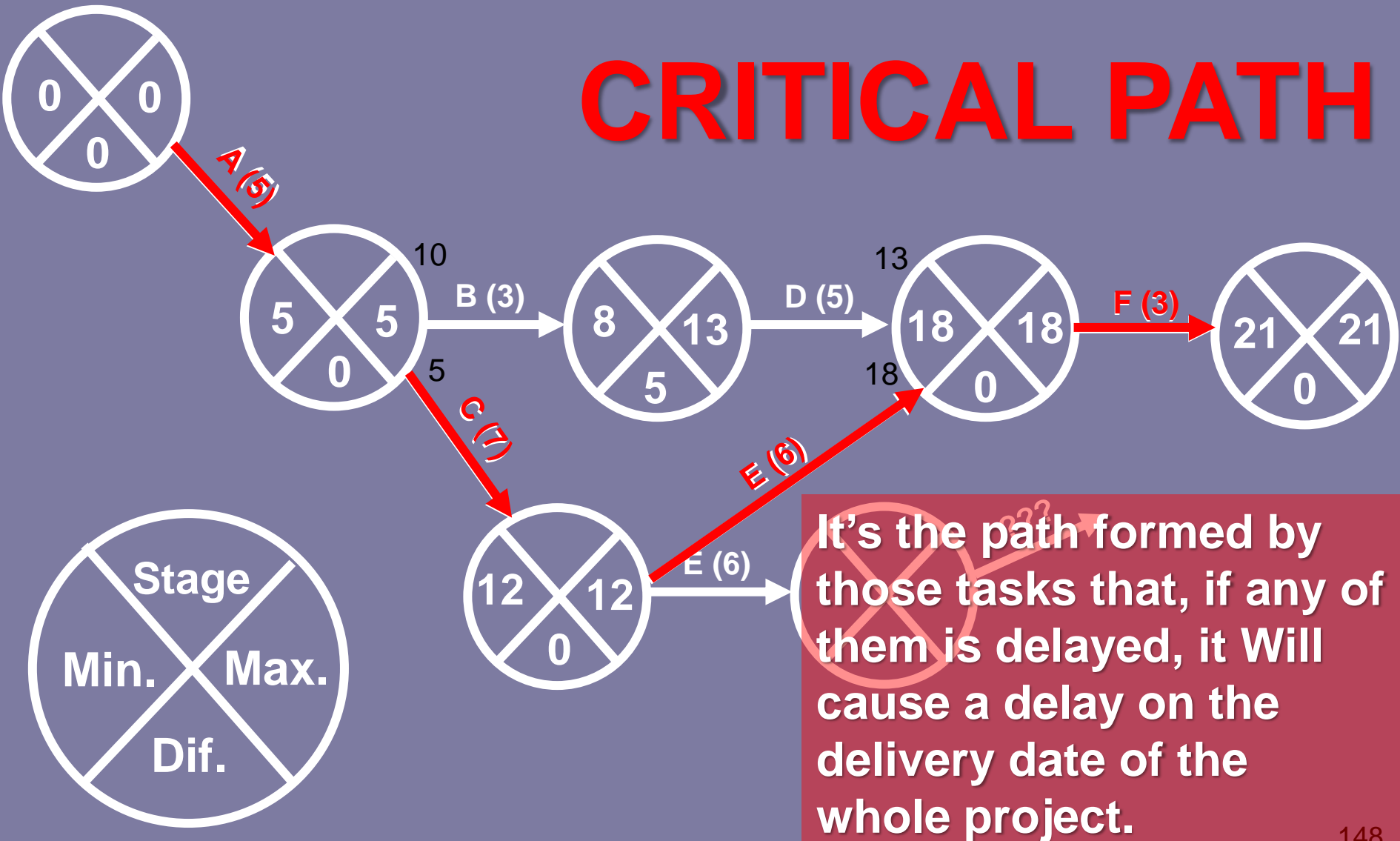


EXERCISE PERT/CPM

Tasks	Duration	Predecessors
A	5	-
B	3	A
C	7	A
D	5	B
E	6	C
F	3	D + E

PERT/CPM

CRITICAL PATH



CRITICAL PATH



Success ➔

Is the path formed by those tasks which, if any of them is delayed, will cause a delay on the delivery date of the project.

To control the Critical Path is to control the deadline of the project.

CRITICAL PATH



Success ➔

Three ways to identify the Critical Path:

1


It's a path that goes from the very beginning to the very end.

2

Every task forming it are united by predecessors.

3

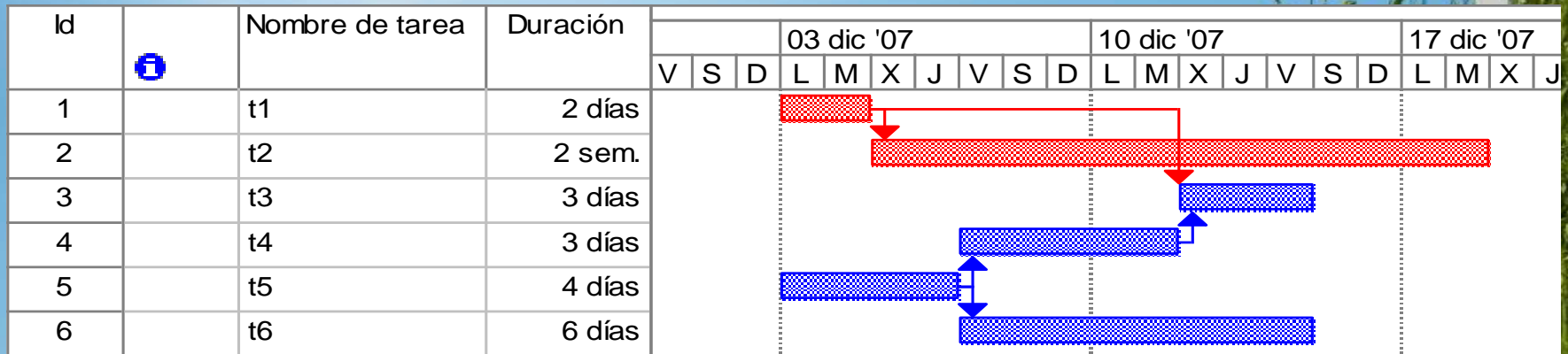
There's no gap between its tasks.

Id		Nombre de tarea	Duración	'07					03 dic '07					10 dic '07					17 dic '07					
				X	J	V	S	D	L	M	X	J	V	S	D	L	M	X	J	V	S	D	L	M
1		t1	1 sem																					
2		t4	2 días																					
3		t5	4 días																					
4		t2	1 día																					
5		t3	6 días																					
6		t6	1,5 sem.																					

CRITICAL PATH



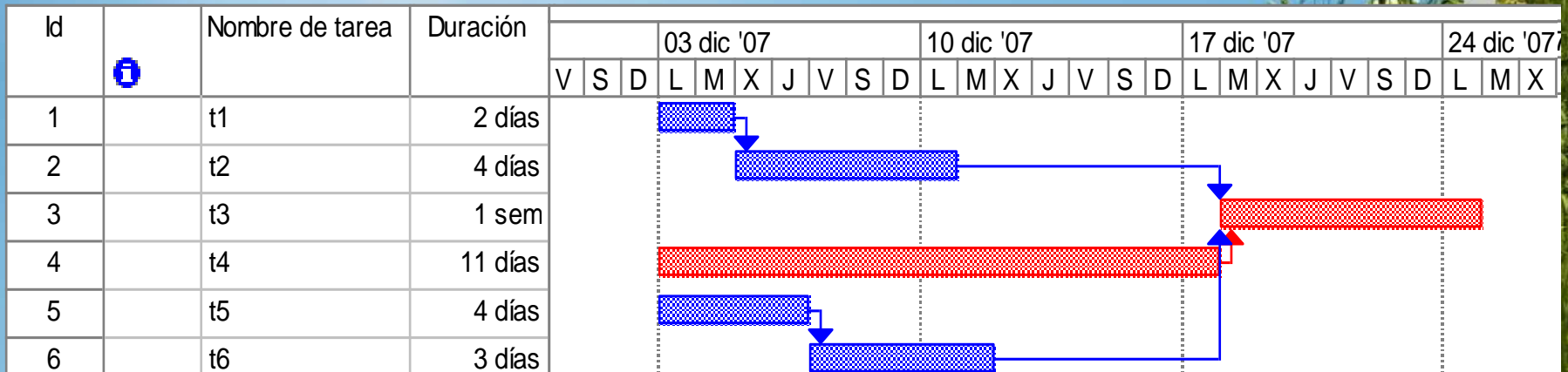
In the following plan, which are the tasks that form the Critical Path?



CRITICAL PATH

Success ➔

In the following plan, which are the tasks that form the Critical Path?



Duration appraisal

Imagine that your boss comes one day saying:

*“I’ve had enough with people beeing late to work. Tomorrow morning, anyone who arrives late, even if it is just one minute, will be **FIRED!**”*

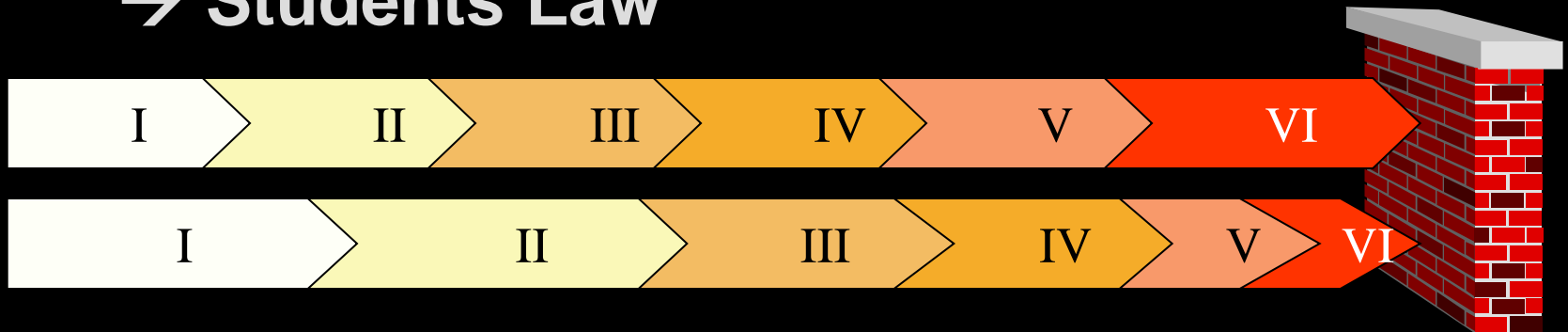
If you need 45 mins to get from home to work...

... at what time will you leave home tomorrow?



Duration appraisal

- A ridiculously short deadline always lead to:
 - Spend lots of money trying to attain it
 - Inefficiency and errors
- A ridiculously long deadline doesn't help to attain it on time → *Parkinson Law*
- The “Domino effect” is devastating
→ *Students Law*



Duration appraisal

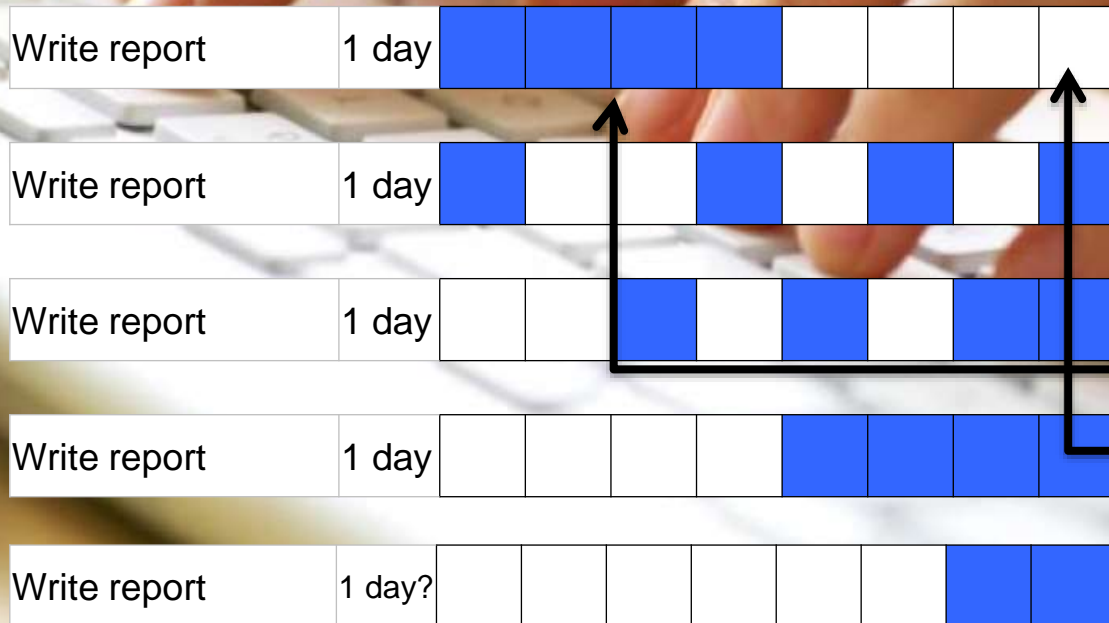
Task: Write a report

Estimation

Work (effort): 4h

Duration (time to complete it): 1d

Margin: $1d - 4h = 4h$



We must estimate both:
1- work
2- margin

Appraisal factors



Historic



Scope



**The
responsibles**





Parametric appraisal

Paint the walls of a room

In a few days

Duration = 10h

Total surface = 20m²

Paint = fast drying

Etc. (other parameters)

One year ago

Duration = 20h

Total surface = 40m²

Paint = fast drying

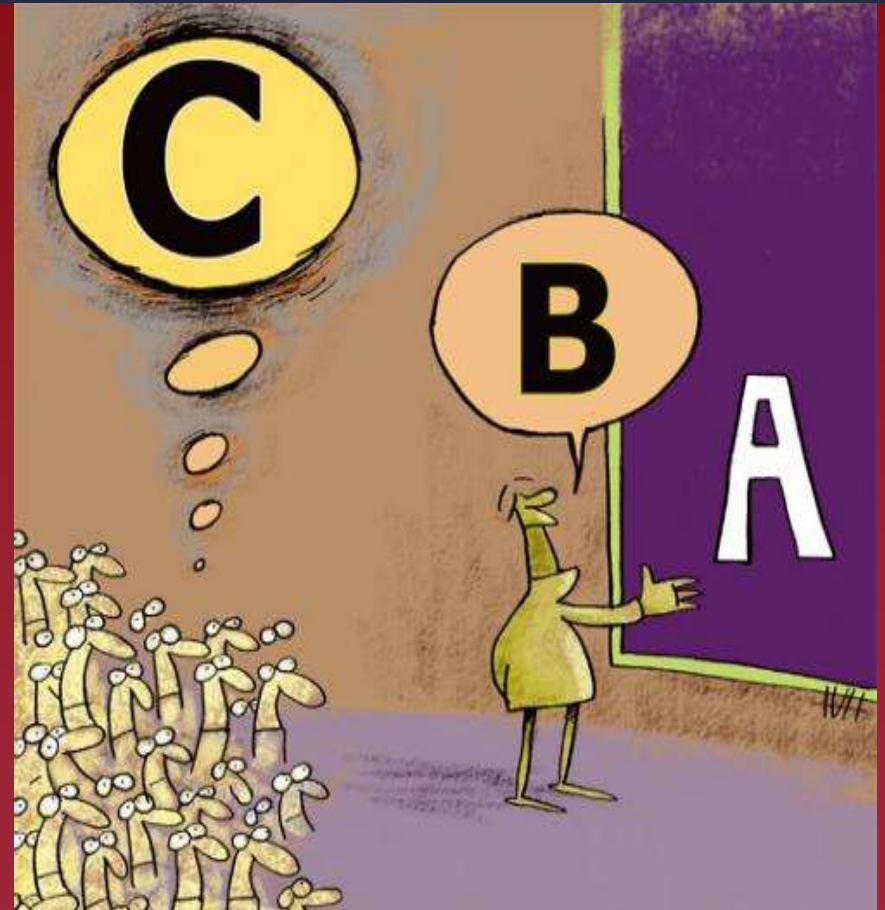
Etc. (other parameters)



Defining the scope

**8-80
RULE!!!**

The
must be
extremely
well defined





The responsables

Level of experience
Level of multitask
Level of joy

ADLER, R.; BENBUNAN-FICH, R. (2011). Juggling on a high wire: Multitasking effects on performance. A *Int. J. Human-Computer Studies* (núm. 70, pp. 156–168):
<<https://www.sciencedirect.com/science/article/abs/pii/S1071581911001431>>

**predict the
unpredictable**





MORE WOOD!

**IF WE DON'T CONTROL THE
WORKLOAD WHAT BURNS IS
NOT THE WOOD...**

**WHAT ENDS UP
BURNING IS OUR
PEOPLE!**

ABOUT PLANNING...

“If one does not know to which port one is sailing, no wind is favorable”

Seneca



THANK YOU!



Marc Ambit



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www.gestiodeprojectes.com