



“Project Workplan and Management Tools”
Develop your Project's Workplan

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WE OFFER THREE • KINDS OF SERVICE

GOOD • FAST • CHEAP

YOU CAN PICK ANY TWO



GOOD & CHEAP WONT BE FAST

GOOD & FAST WON'T BE CHEAP

FAST & CHEAP • WON'T BE GOOD



Some basics on PM

- Don't forget that it is a **PROJECT**.
- **Time** involved
(start - end)
- **Cost** (total budget)
- **Scope** (what we deliver)
- **QUALITY:**
expectations



What does a Work Plan tells us?

- What work will be **done (our Scope)**?
- How will the work be **organized**?
- How will it be **reported** and **verified**?
- What are the **risks** that something goes wrong?

How should you start?

So many tasks!

Don't Panic.

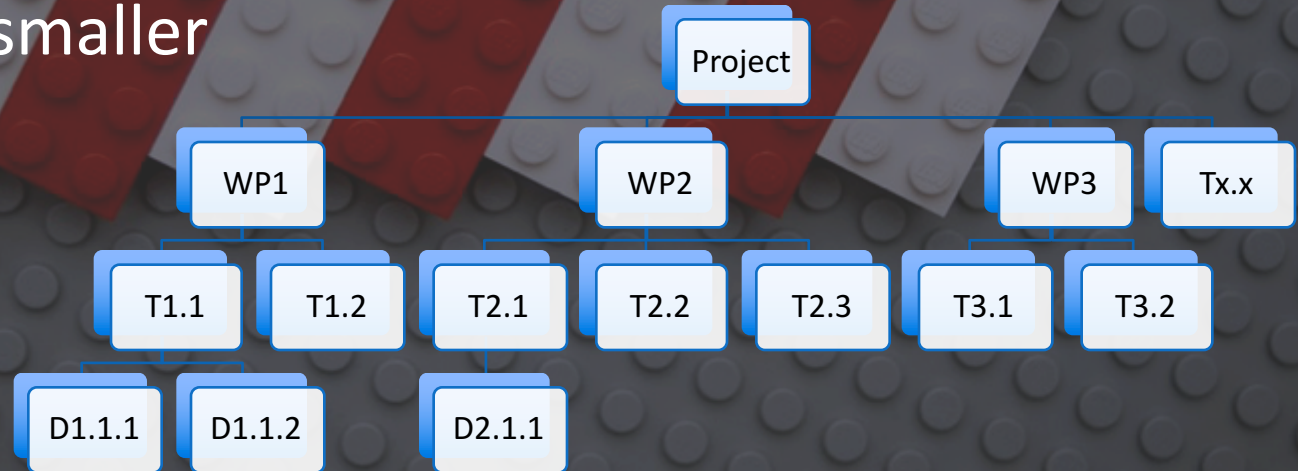
Douglas Adams

 quote fancy



What is WBS: Work Breakdown Structure

- A hierarchical decomposition of a project's tasks with deliverables.
- It breaks the job down into smaller parts
- Easily manageable
- Scheduled
- Allocate Resources
- Assign Costs



What tools to use?

- Simple Hierarchical List
- Gantt Chart
- Pert Chart
- Critical Path
- Resource Allocation Tables

Try the simplest. Focus on the project not the tools.

Start from your Objectives

- What is needed to meet your overall objectives ?
- What is needed to achieve your goals?
- What will the project produce in the end?

**POLICIES ? STUDIES ? REPORTS ? METHODS ?
PLANS ? PRODUCTS ? SOFTWARE ? ALGORITHMS ?
NEW MATERIALS ?**

Be “SMART”

SPECIFIC: What, how, who, for whom?

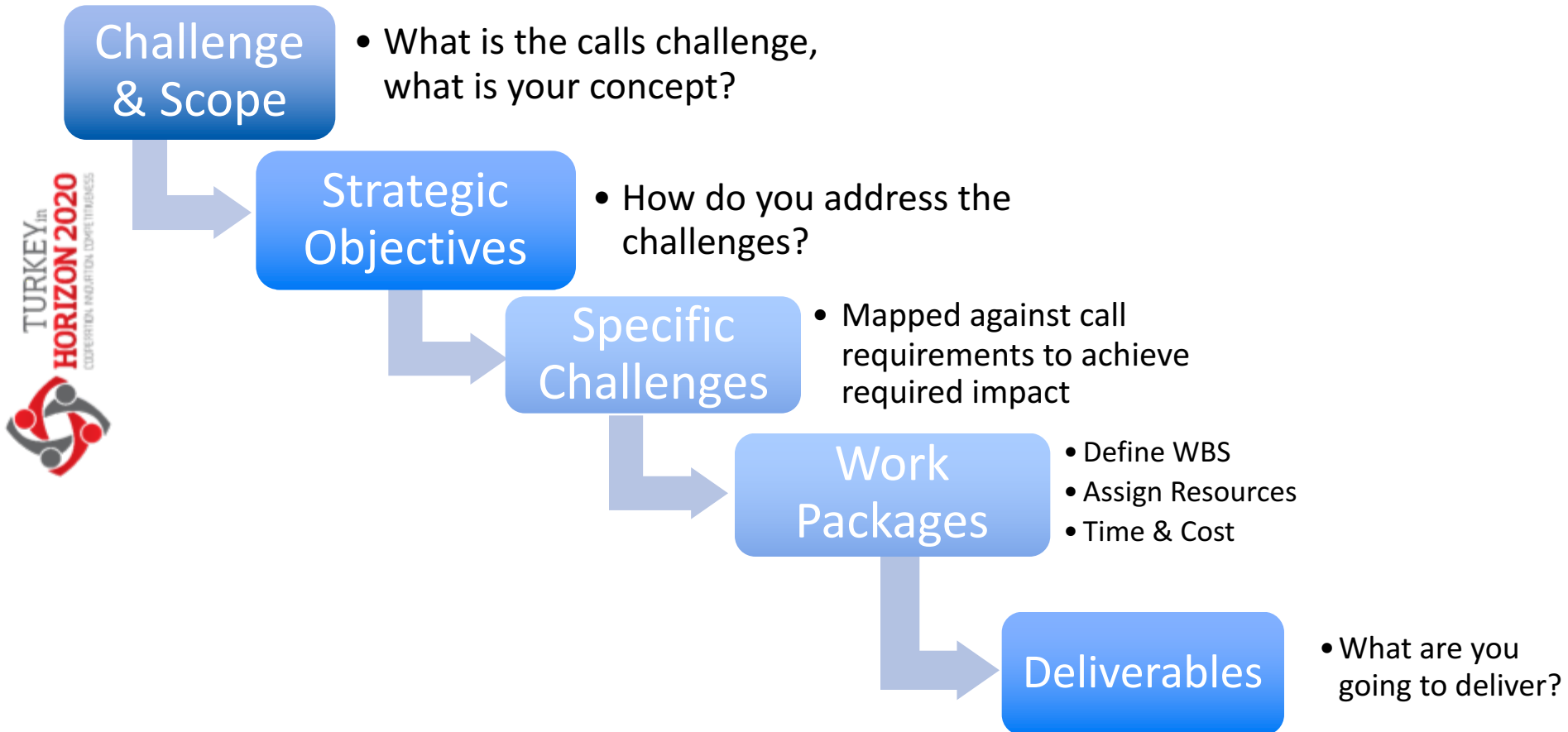
MEASURABLE: how do we count it? (quantifiable)

ACHIEVABLE: be realistic. Can you do it?

RELEVANT: does it make sense?

TIME BOUND: when? Is time enough?

From Concept to Deliverables



Mapping your objectives (example)

ICT-2011.8.2: ICT for access to cultural resources // Call Text

Target outcomes:

- a) **Technologies for creating personalised and engaging digital cultural experiences:** research should address adaptability of systems for personalised interaction with users. Research should investigate technologies that add value and new meaning to cultural digital artefacts and improve user engagement with cultural resources, for example through smart, context-aware artefacts and enhanced interfaces with the support of features like story-telling, gaming and learning.
- b) **Open and extendable platforms for building services that support use of cultural resources for research and education:** research should explore seamless and universal, but also customisable access to digital cultural resources across a wide range of technical formats (sound, image, 3D, text), including cultural resources/objects with diverse characteristics (e.g. languages, temporal, spatial). Usability should be demonstrated through large scale pilots and specific contextual use cases (e.g. functionalities that support active research, creation of new knowledge, meaning extraction...).
- c) **Improved and affordable technologies for the digitisation of specialised forms of cultural resources, including tools for virtual reconstructions:** the focus is on innovative approaches for capturing, imaging, 3D (including movement) modelling, resulting in enriched virtual surrogates which convey and embed knowledge beyond the original object.
- d) **Awareness raising of research results** through road mapping and support to validation and take up of such results in practical settings.

Mapping your objectives (example)

ICT-2011.8.2: ICT for access to cultural resources // Call Text

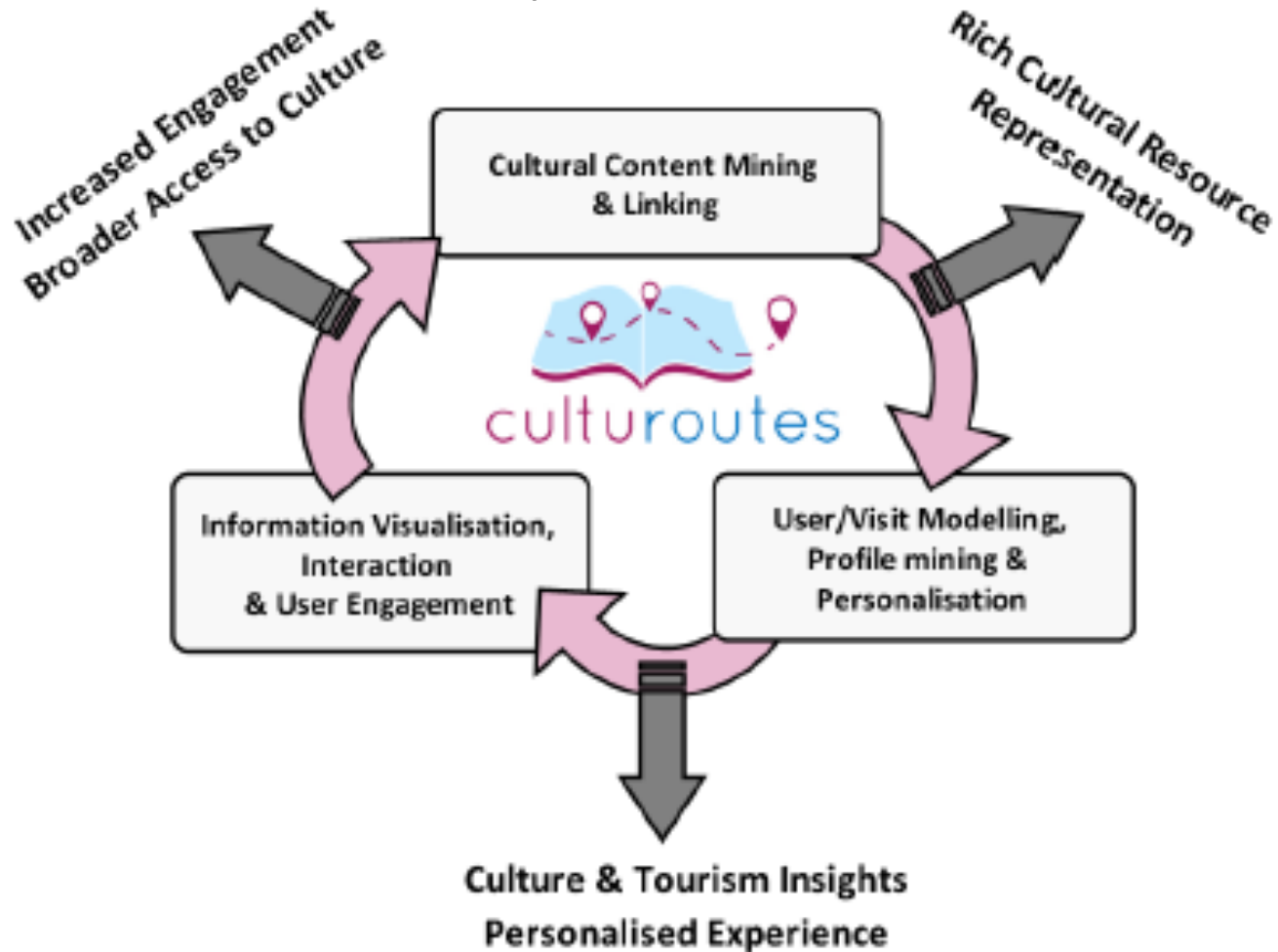
Expected Impact:

- Affordability and widespread availability of tools and services for releasing the economic potential of cultural heritage in digital form and for adding value to cultural content in educational, scientific and leisure contexts;
- Wider range of users of cultural resources in diverse real and virtual contexts and considerably altered ways to experience culture in more personalised and adaptive interactive settings;

Mapping your objectives (example)

ICT-2011.8.2: ICT for access to cultural resources // Proposal Concept

A visualisation of our concept:



Mapping your objectives (example)

ICT-2011.8.2: ICT for access to cultural resources // Proposal Objectives

Strategic Objectives:

- S1.** Enrich the representation of cultural entities through the discovery and linking of user-generated content, users' opinion and public sentiment from social media sources to official sources of cultural content (e.g. multimedia DBs of cultural organizations).
- S2.** Devise new adaptive methods for recommending personalised visit itineraries based on users' preferences and elicit visit models to express different notions of coherence among artefacts and cultural objects (e.g. thematic, temporal, artistic, etc.).
- S3.** Create compelling cultural experiences and stimulate exploration of cultural spaces and points of interest through gamification and storytelling mechanisms.
- S4.** Develop a rich user experience platform to enhance different aspects of cultural consumption: planning, visiting, archiving and reporting, and a tool that helps institutions and cultural leaders to improve their products and their cultural offerings through the analysis of social media data.
- S5.** Establish a solid exploitation plan in order to maximise the positive impact of CultuRoutes into major cultural organisations, by transferring basic research in web and social media mining to the field of tourism and cultural heritage.

Mapping your objectives (example)


ICT-2011.8.2: ICT for access to cultural resources // Proposal Challenges

Challenges:

- C1. Culture-related content is dispersed across many different online sources which makes it hard to gain a unified view over cultural resources.
- C2. Noisy content/metadata is challenging to mine/analyse to extract reliable information.
- C3. The perception of cultural content entails a great degree of subjectivity. Viewing dispersed opinions about cultural entities might be misleading with respect to the actual value and relevance of cultural objects to people.
- C4. The subjectivity in appreciating cultural objects and experiences means that the same cultural object is not as important or worth visiting for everybody.
- C5. Cultural entities are currently presented in isolation. This restricts the view people have of particular cultures to a POI-centric perception, e.g. people perceive the culture of Paris as being represented by the Eiffel tower, Louvre, and the Notre Dame. Obviously, this is a superficial and in some cases unrepresentative impression of culture.
- C6. There are no integrated solutions for facilitating the curation of social media content and its linking with official cultural content, nor are there generic application paradigms for enabling easy and sophisticated interaction between visitors and cultural resources.
- C7. Cultural organisations make limited or ad hoc use of user-generated content, and at the same time there is no commonly accepted platform for the exploitation of user-generated content with the goal of stimulating visitor engagement.

Mapping your objectives (example)

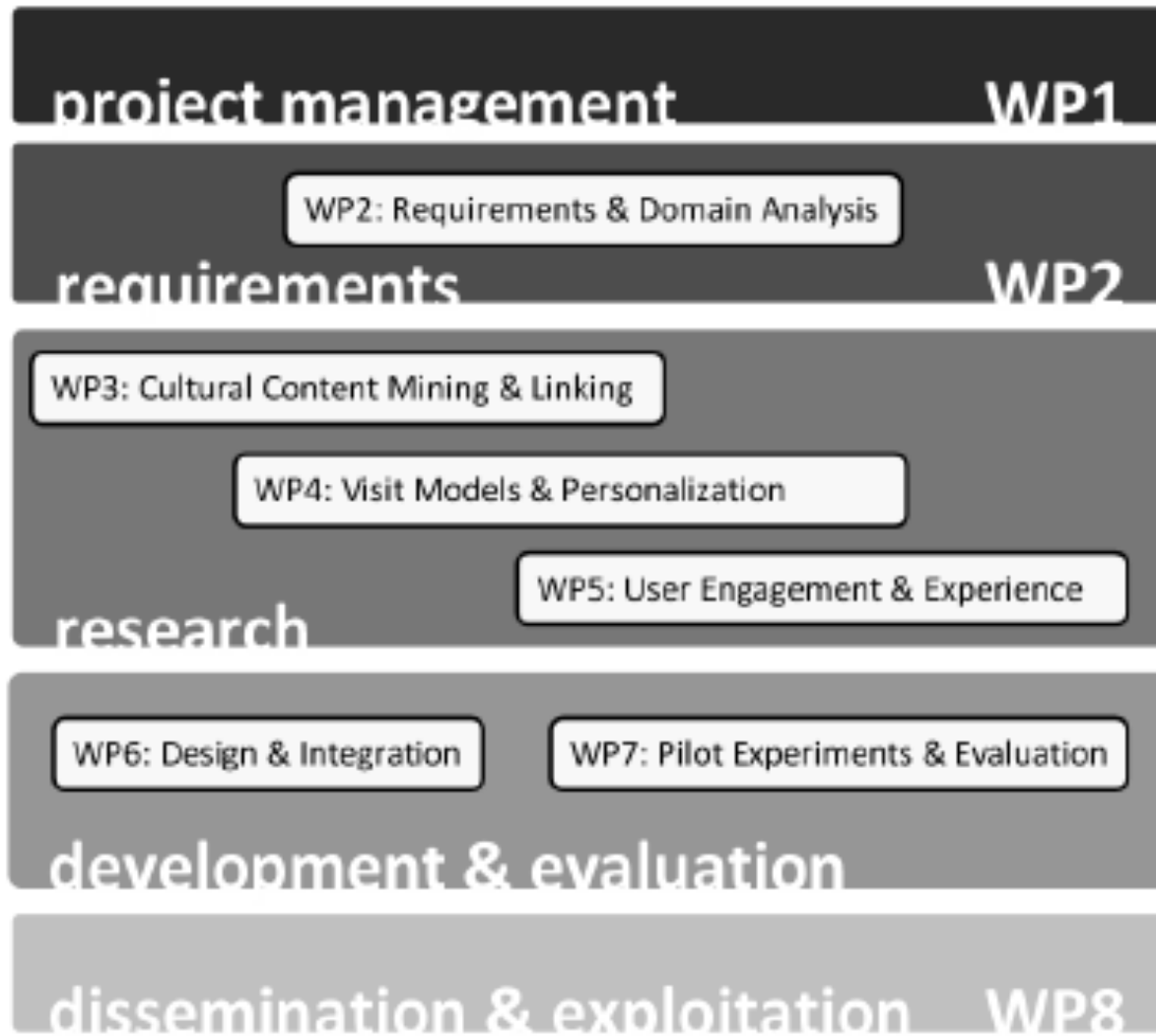
ICT-2011.8.2: ICT for access to cultural resources // Target to WPs

CALL TARGET	STRATEGIC OBJECTIVE	CHALLENGE	WP ADDRESSED
 <p>Technologies for creating personalized and engaging digital experiences</p>	<p>S1: Enrich the representation of cultural entities through discovery and linking of user-generated content , users' opinion and public sentiment from social media sources to official sources of cultural content (DBs of Cultural Organisations)</p>	<p>C1: Culture-related content dispersed across many different online sources. Hard to gain a unified view over cultural resources</p>	<p>WP2: User Requirement and Domain Analysis <i>Deliverables: D2.1</i></p> <p>WP3: Cultural Content Mining and Linking <i>Deliverables: D3.2</i></p>
		<p>C2: Noisy content/ metadata challenging to mine/ analyse & extract info</p>	
		<p>C3: Perception of cultural content is subjective. Opinions may be misleading.</p>	

Creating your Project's Structure

ICT-2011.8.2: ICT for access to cultural resources // High Level Structure

High Level Plan:



Building the Work Packages

ICT-2011.8.2: ICT for access to cultural resources // WPs

WP1: Project Management [LEAD]

Task 1.1: Strategic Management, Coordination & Financial Administration (LEAD)

D1.1 – Self-assessment plan [M6 v1, M18 Update, Report]

1.2 Project Management Office (LEAD)

D1.2 – Interim management report [M6, M18, M30, Report]

D1.3 – Periodic report [M12 Y1, M24 Y2, M36 Y3, Report]

WP2: Requirements Analysis and Content Management [LEAD]

2.1 Advanced Market Research: Analysis of users preferences (LEAD)

D.2.1- Advanced Market Research: Analysis of users' preferences [M10, M20 Update, Report].

2.2 User and Functional/Non-functional Requirements Analysis (LEAD)

D2.2 – User and functional/non-functional requirements [M6 v1, M18 Update, Report].

2.3 Technical specifications (LEAD)

D2.3 – Technical specification [M6, M18, M30, Report]

2.4 Case Study Definitions and Study of Digital Research Methodologies (LEAD)

D2.4 – Case studies and digital research methodologies [M12 Y1, M24 Y2, M36 Y3, Report]

WP3: Cultural Content Mining & Linking [LEAD]

WP4: Visit Models and Personalisation [LEAD]

Mapping your objectives (example)

ICT-2011.8.2: ICT for access to cultural resources // WPs

WP5: User Engagement and Experience[LEAD]

WP6: Design and Integration LEAD]

WP7: Pilot Experiments and Evaluation

WP8: Innovation Management, Dissemination and Exploitation [LEAD]

8.1 Awareness creation strategy, plan and implementation (LEAD)

D8.1 – Awareness Creation Plan [M5, M15, M25, Report]

8.2 Dissemination and Stakeholder Engagement (LEAD)

D8.21 – Dissemination Plan [M5, M15, M25, Report]

D8.22 –Dissemination Actions Report [M35, Report]

8.3 Data Management & IPR (LEAD)

D8.31 – Data Management & IPR Plan [M8 v1, M18 v2, M36 v3, Report]

8.4 Knowledge Transfer & Exploitation (LEAD)

D8.4- Knowledge Transfer & Exploitation [M12 v1, M36 v2, Report]

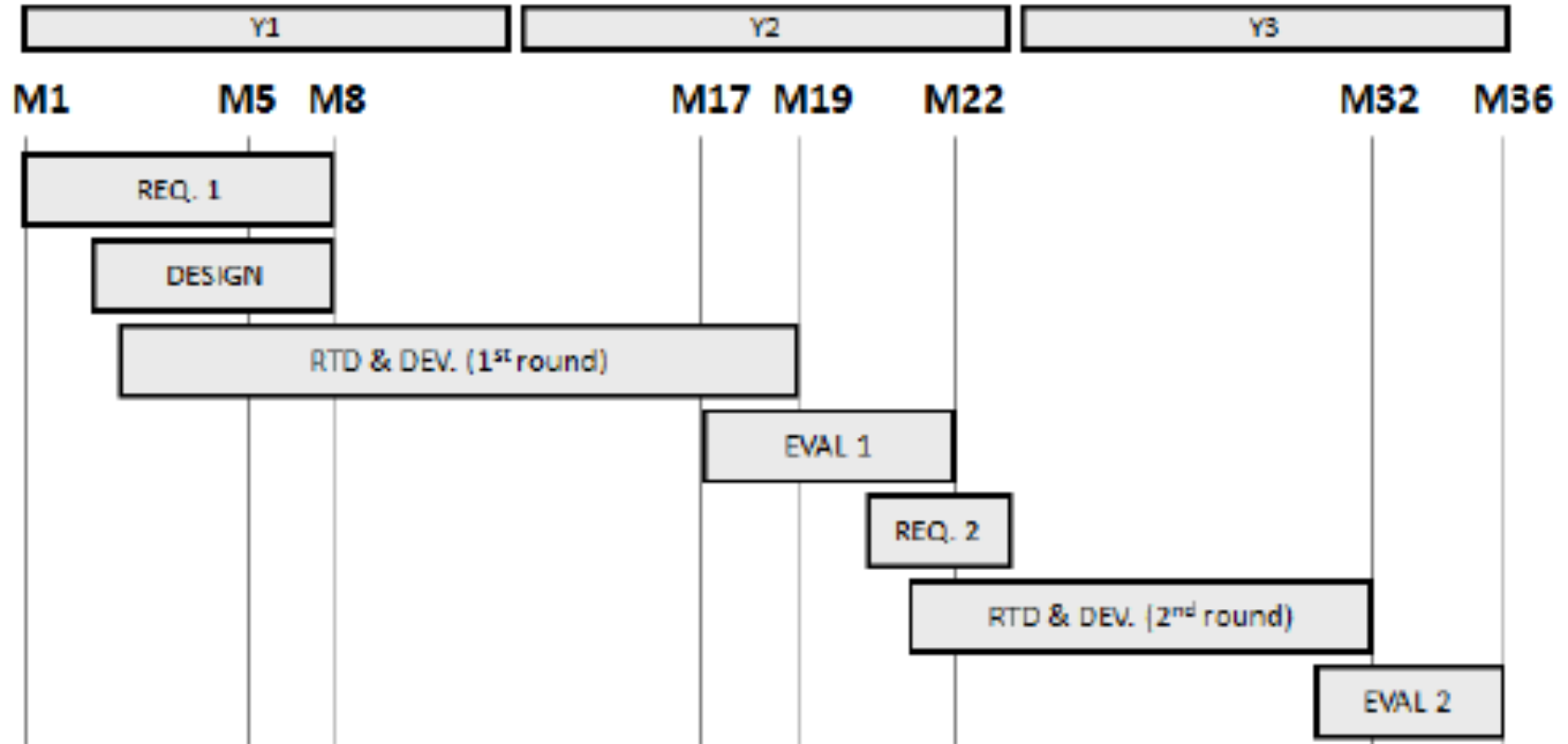
8.5 Business Models and Commercialization (LEAD)

D8.5 –Business & Commercialization Plan [M8 v1, M18 v2, M36 v3, Report]

Adding the time dimension

ICT-2011.8.2: ICT for access to cultural resources // High level structure

We develop in 2 iterations (2 dev cycles):



List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	WP1 title e.g. Project Management	xx e.g. 1		e.g. 2.00	e.g. M01	e.g. M12
WP2	WP2 title					
WP3	WP3 title					
WP4	WP4 title					
WP5	WP5 title					
WPXX	WPXX title					
	Total months			XX		

WP Description

WP number	X			Start Date			MX	
WP title	...							
Participant number	1	2	3	4	5	6	7	
Short name of participant								
PMs per participant								
<p>Objectives</p> <p>WPX includes ...</p> <p>Amongst the objectives of WPX are:</p> <ul style="list-style-type: none"> • ... • ... 								
<p>Tasks</p> <p>Task X.X. ...(Lead: ...)</p> <p>Task X.X. ... (Lead: ...)</p> <p>...</p>								
<p>Deliverables</p> <p>DX.X – [MX, MX, MX, Report]. ...</p> <p>DX.X –</p>								

List of major deliverables

- Deliverable numbers in order of **delivery dates**
- Use the **numbering convention** <WP number>.<number of deliverable within that WP>.
- **Type:** Use one of the following codes:
 - **R:** Document, report (excluding the periodic or final report)
 - **DEC:** Websites, patents filing, market studies, press & media actions, videos, etc.
 - **OTHER:** Software, technical diagram, etc.

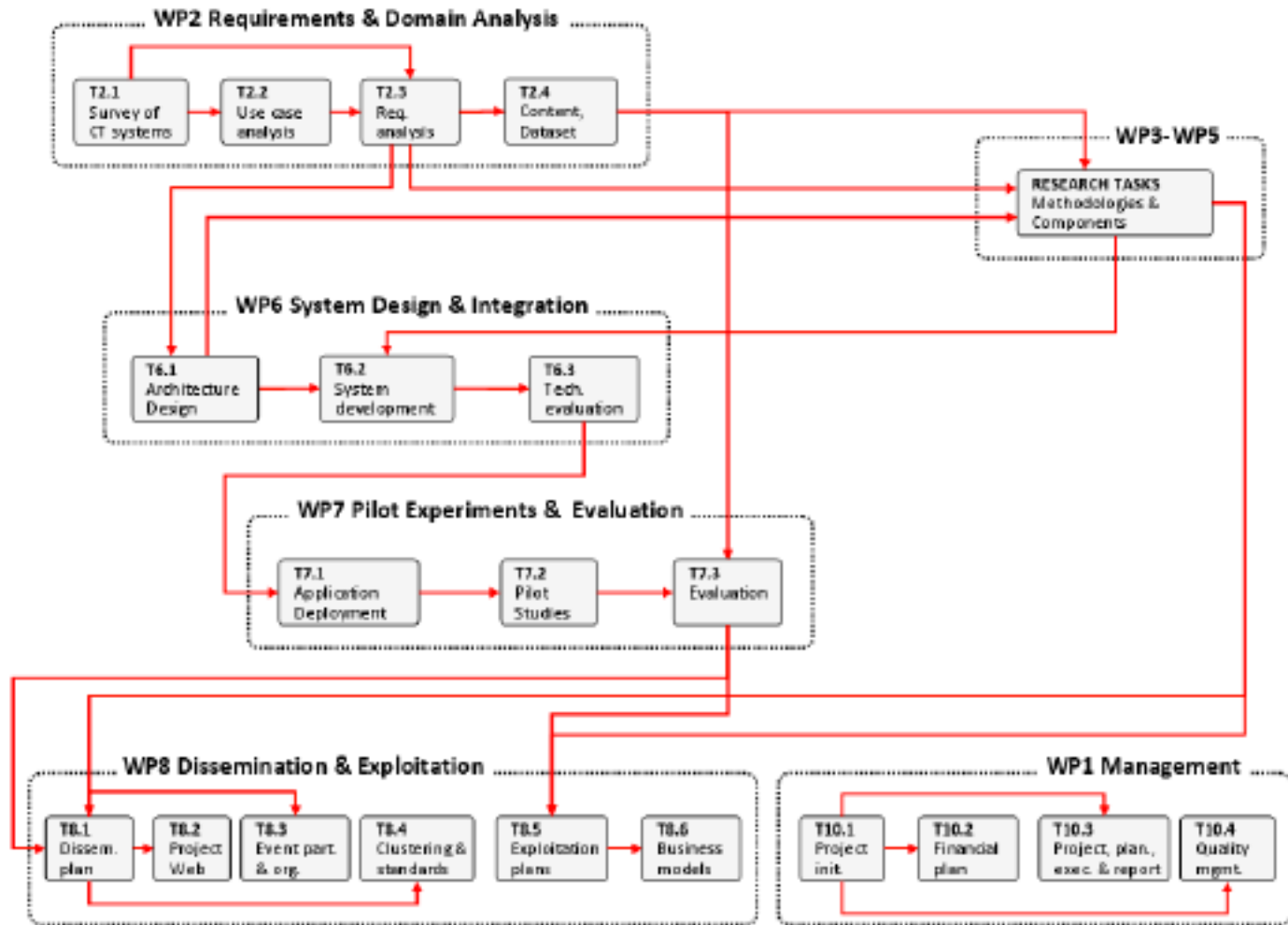
List of major deliverables

- Dissemination level, use one of the following codes:
 - **PU** = Public, fully open, e.g. web
 - **CO** = Confidential, restricted under conditions set out in Model Grant Agreement
 - **CI** = Classified, information as referred to in Commission Decision 2001/844/EC.
- Delivery date: Measured **in months** from the project start date (month 1)

Del. No.	Deliverable name	WP No.	Lead participant	Type	Dissemination level	Delivery date
1						
2						
3						
4						

Visualising Connections

ICT-2011.8.2: ICT for access to cultural resources // Interdependencies



Find the right metrics

ICT-2011.8.2: ICT for access to cultural resources // Evaluation metrics

How we measure our success?

Obj.	Short description	Success Criteria
S1	Enrich the representation of cultural resources by linking official resources to user contributed data	CS1. Average number and precision of relevant content items automatically associated with cultural resources of interest. CS2. Average number and precision of detected sentiment and opinion excerpts associated with cultural resources of interest.
S2	Elicit visit models, cultural tourism profiles and develop personalised recommendation mechanisms	CS3. Number of custom itineraries per location. CS4. Accuracy of personalised recommender.
S3	Create compelling cultural experiences by gamification and storytelling mechanisms	CS5. Average increase in time spent on each visited item and in total visit time. CS6. Perceived quality of presentations and visualisations.
S4	Develop a rich user experience platform that supports cultural tourists	CS7. Number of system-level technical validation tests. CS8. Number and quality of novel integrated services.
S5	Establish solid exploitation and maximise positive impact into cultural organisations	CS9. Number of pilot studies. CS10. Number of end users. CS11. Number of organisations interested in the CultuRoutes platform.

Find the right metrics 2

ICT-2011.8.2: ICT for access to cultural resources // Evaluation metrics

We even have metrics for our users (pilot case)

End user group	Success criteria
City visitor	CA1. Ease of visit plan creation and management. CA2. Level of interest in recommendations provided by the system. CA3. Number of newly discovered artefacts/POIs.
Museum/Exhibition visitor	CA4. Level of social media sharing activity. CA5. Ease of post-visit content management. CA6. Overall level of user satisfaction.
Cultural Organisation (museum, tourism office)	CA7. Possibility for tracking visitors' opinion and sentiment. CA8. Ease of user generated cultural content curation. CA9. Level of visitors' engagement.

Identify Risks

ICT-2011.8.2: ICT for access to cultural resources // Risk Register

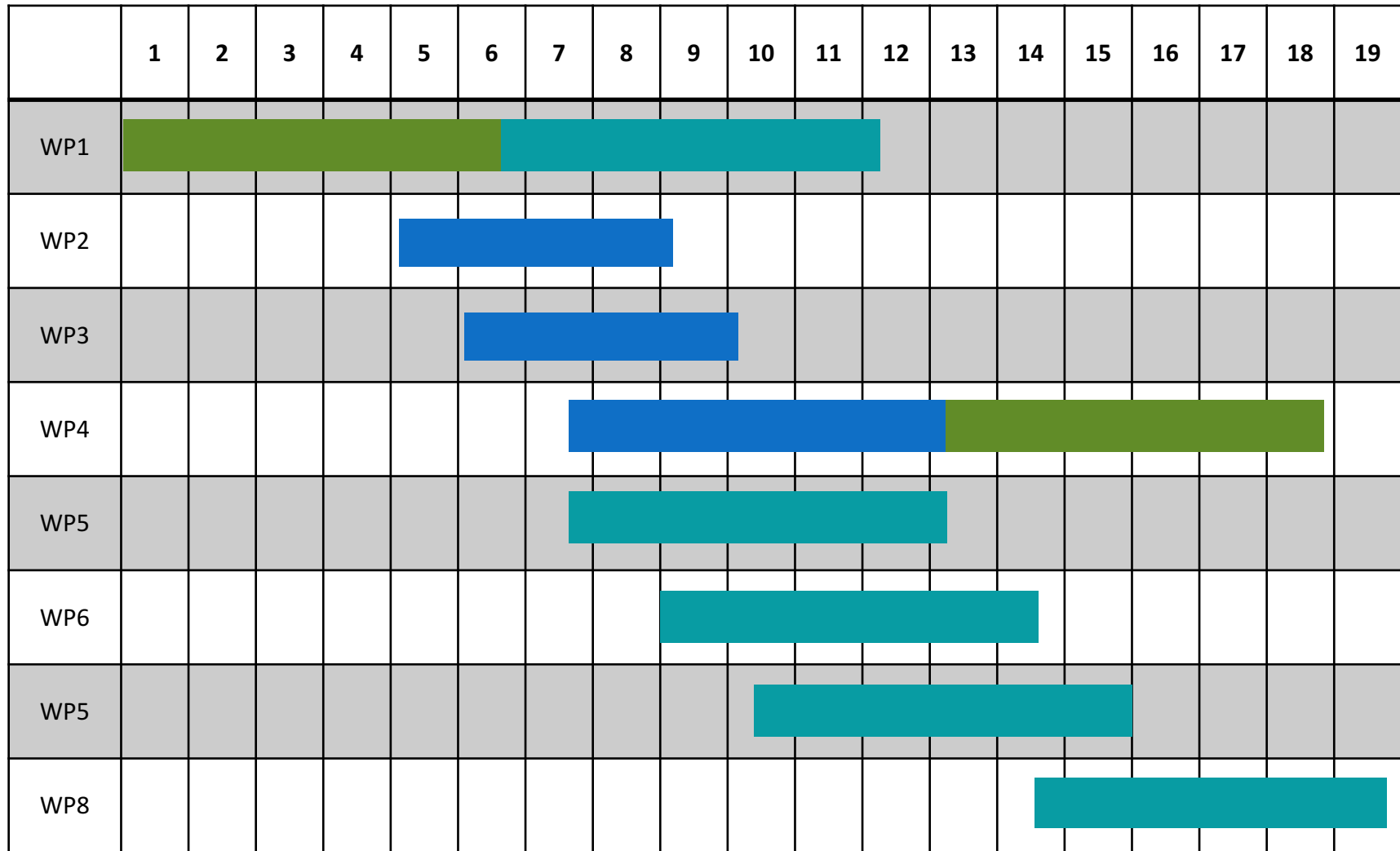
Risk	Level	Contingency Plan
Project-wide risks		
Failure of integrating individual research outcomes from different partners and different WPs	High	The consortium includes partners with excellent capabilities in team and cross-discipline collaboration. Clear interplay between WPs and tasks and appropriate collaboration and monitoring practices have been designed in order to promote integration from the very beginning of the project. If some research modules cannot be integrated, dedicated small demonstrators will be provided specifically for these modules.
WP-specific risks		
Technical integration fails.	Low	The consortium includes companies with broad experience in software integration (DOT, ASTEA). Furthermore, the project is planned to run in two smaller development and feedback cycles that minimise the risk of technical failure as could happen with a technical delivery only at the end of the project. Modules that cannot be integrated will be provided as side-demonstrators, with stub modules replacing them in the main prototype.
Use case risks		
Lack of user data for validating the CultuRoutes methods.	Low	The consortium partners have extensive experience in collecting online content from public APIs (Flickr, Twitter, RSS feeds) and sources (Wikipedia) as well as by use of crawling techniques. In addition, the three end users of the consortium (MDBCA, RMN, and IMPU) will ensure sufficient organisational content and data to support the validation of the project use cases.



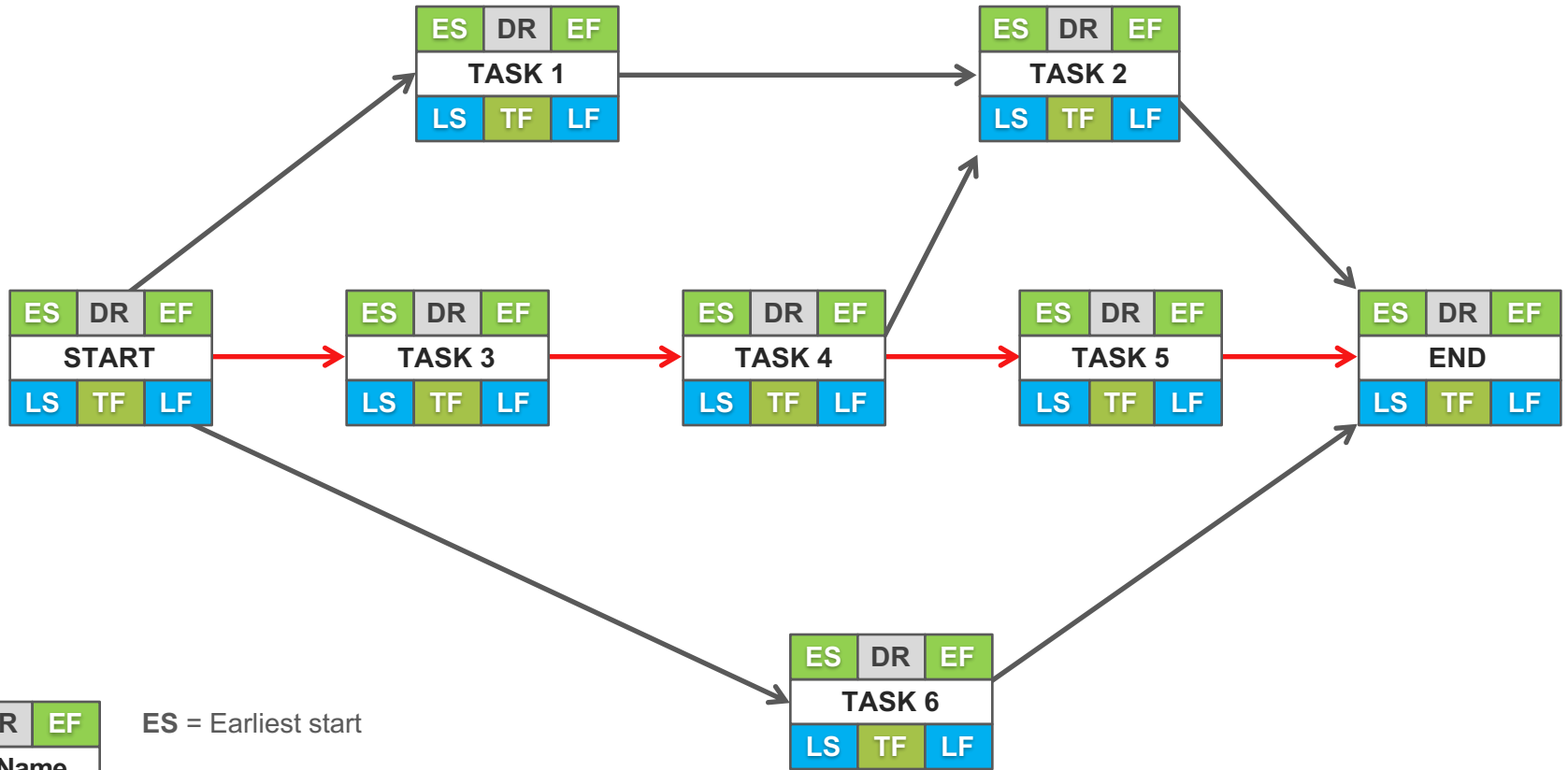
Pert Charts & Critical Path

- **PERT** represents **all tasks necessary to complete the project**, and the **order** in which they must be completed along with time requirements. It presents **dependencies** (tasks to be completed before others can start).
- **Critical path** those project **activities** that add up to the **longest overall duration**. This determines the shortest time possible to complete the **project**.

Gantt Chart Template



Pert Chart Template



ES	DR	EF
Task Name		
LS	TF	LF

ES = Earliest start

EF = Earliest finish

LS = Latest start

LF = Latest finish

DR = Duration

TF = Total Float

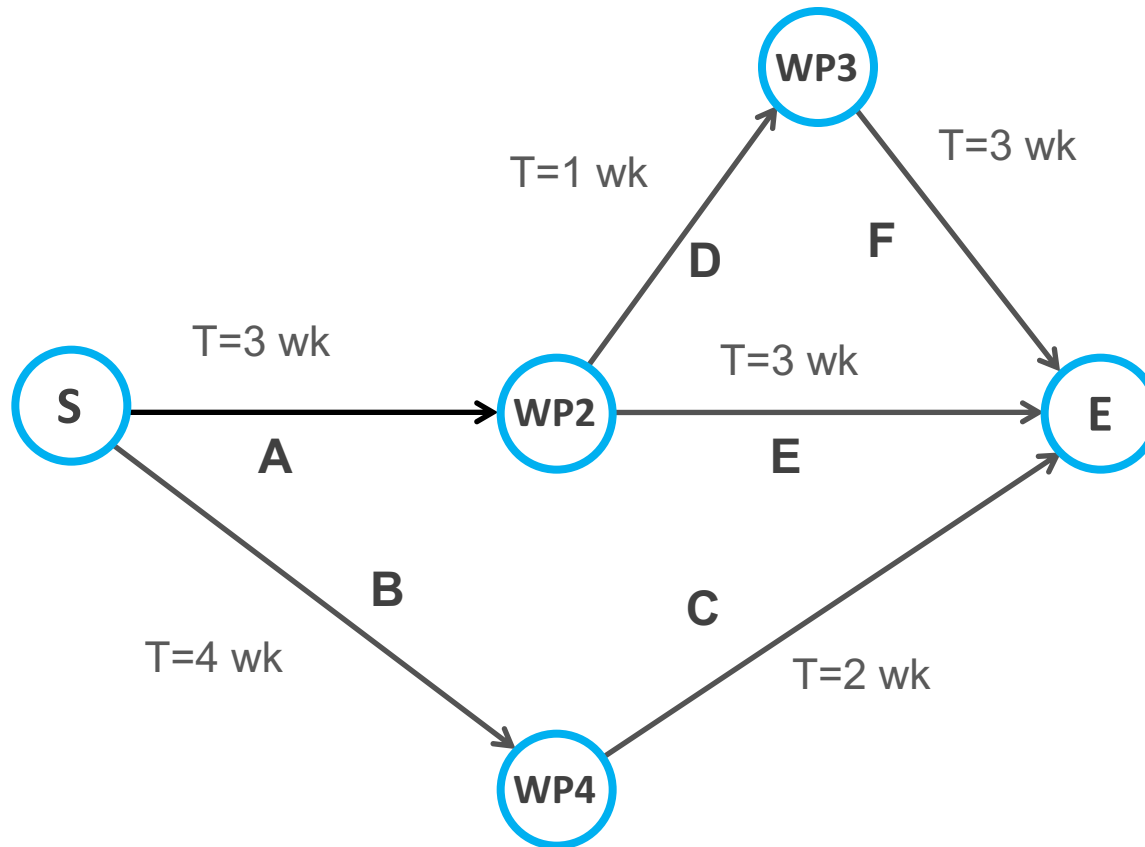
→ Normal activity

→ Critical path activity



Critical Path Example

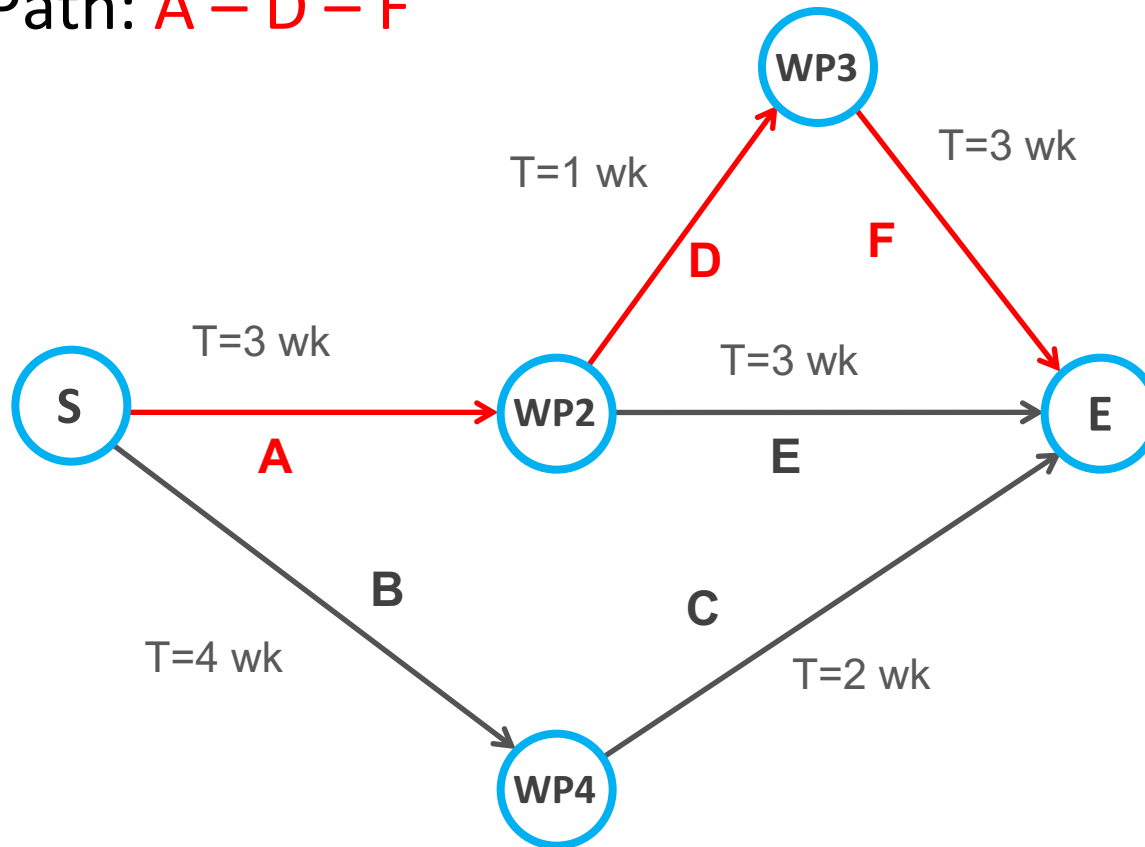
Can you find the Critical Path in this chart?



Critical Path Example Solution

Min Project Duration: **7 weeks**

Critical Path: **A – D – F**



Milestones. Do we need them?

- **Control points** that help to chart progress.
- **completion of a key deliverable**
so next phase can begin
- **intermediary points**,
in case of problems -> corrective measures
- **critical decision point**
e.g. the consortium must decide which of several technologies to adopt for further development.

Wrap it up: point to remember

- Start from **high level structure** of WP
- **Time** different WPs and **components** (Gantt chart)
- **Use Tables.** Map objectives, challenges, deliverables.
- Be detailed **don't overdo it.**
- **Use Visuals** (Pert, Dependencies charts)
- Assign resources to WPs in line with targets
- **Use Milestones** so progress can be monitored.

Time to test your understanding

- Based on the Call you selected and your concept note you must create a high level structure of the expected Work Plan.
- You need to break down the work (WBS) and propose WPs, Tasks and Deliverables.
- ***You can use the templates provided.***



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Teşekkür ederim!

Thank you!

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