**Projektmanagementbericht**

**Spezifikation und PoC der KI-gestützten**

**„Beta-Klassen-Recognition“ in der Presserecherche**

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Ausbildungspartner: SWR

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# Inhaltliche Besonderheiten der Projektaufgabe

Die Projektaufgabe ergab sich aus der Umstrukturierung im SWR, da Redaktionen neue, insbesondere digitale Formate entwickeln, mit denen auch neue Anforderungen in Bezug auf Dienstleistungen der Hauptabteilung Information, Dokumentation und Archive des SWR und SR (HA IDA) einhergehen. Aus diesem Grund war die übergeordnete Projektaufgabe, innovative IDA-Dienstleistungen zu entwickeln, die diese Anforderungen erfüllen können. In einem ersten Schritt sollten dafür zunächst Prototypen entwickelt werden. Dieser Teil des Gesamtprojektes ist der Fokus dieser Projektarbeit.

Die Besonderheit lag dabei darin, dass IDA-Kolleg:innen und IDA-Kund:innen, also Redakteur:innenim SWR und SR, von Beginn an sehr eng miteinander zusammenarbeiteten. Anstatt zu erahnen, wie diese spezifischen neuen Anforderungen aussehen könnten, wurden diese in direkter Zusammenarbeit in einem Design Thinking-Workshop ermittelt. Gemeinsam wurden diese Anforderungen immer wieder auf ihre Aktualität überprüft und darauf aufbauend Prototypen1 für neue IDA-Dienstleistungen entwickelt. So wurde gewährleistet, dass die Prototypen auch wirklich die Anforderungen erfüllen können, die von den IDA-Kund:innen in der Projektgruppe sehr hoch priorisiert wurden.

# Risikoanalyse / SWOT

## Swot-Analyse

Zu den wichtigsten Stärken zählt, dass von Seiten der Archive ein enormer Innovationswille vorhanden ist, der Projekte wie die Erkennung von Gattungen begrüßt und fördert. Ein anderes Beispiel dafür ist die agile Umstrukturierung der Abteilung IDA im SWR. Mit der langjährigen Kooperation mit externen sowie internen IT-Partnern ist im Laufe der Zeit auf der einen Seite eine mächtige Infrastruktur gewachsen, auf die zurückgegriffen werden kann. Außerdem besteht dadurch ein wertvolles Fachwissen, mit dem die bestmöglichen Produkte entwickelt werden können.  
Auf der anderen Seite kann die gewachsene Infrastruktur für eine Lähmung des Fortschritts sorgen, da die gewachsenen Strukturen oft schwierig aufzulösen sind. Das hat nicht immer einen technischen Hintergrund, sondern liegt allgemein oft auch an der fehlenden Bereitschaft für Veränderungen. Dieser Aspekt ist, zumindest für die IDA gesprochen, aber zu vernachlässigen, da wie erwähnt ein großer Innovationswille vorhanden ist.  
Die Chancen sind offensichtlich. Mit der automatischen Erkennung von Gattungen können Kosten, Ressourcen und dadurch Zeit gespart werden. Außerdem wird dadurch die mehr Metadaten generiert. Diese können vereinzelnd allerdings ein Risiko darstellen, da davon auszugehen ist, dass eine Maschine nicht die gleiche Qualität erreichen kann, wie ein menschlicher Dokumentar. Der große Vorteil ist Zeitersparnis. Das bedeutet, dass ein Kompromiss eingegangen werden muss. Auf der einen Seite können Zeit, Kosten und Ressourcen gespart werden mit dem Nachteil, dass die Metadatenqualität unter Umständen darunter leidet. Auf der anderen Seite könnten qualitativ hochwertige Metadaten generiert werden mit dem Nachteil, dass das sehr zeitaufwendig wäre und Ressourcen blocken würde. Aus den vier Faktoren ergeben sich vier Strategien, die verfolgt werden können, die neben den Stärken, Schwächen, Chancen und Risiken in **Abbildung 1** zu sehen sind. Es muss unbedingt darauf geachtet werden, dass mit den Kapazitäten schonend umgegangen wird, damit keine Stilllegung des Projektes droht. Gleichzeitig muss die IT-Infrastruktur gesichert sein, um Ausfälle der Software, Schnittstellen oder Datenbank zu vermeiden. Kommunikation ist elementar für jedes Projekt. Zu Beginn dieses Projektes war die Kommunikation mit den Stakeholdern noch ausbaufähig und aufzuholen. Die Nutzung des Know-Hows und der IT sichert Ausfälle und Probleme ab, da schnell eingegriffen werden kann.

Das bestehende Fachwissen über die Daten und die Technik sind immer ausbaufähig, um den Automatisierungsprozess optimal zu gestalten.

![Ein Bild, das Tisch enthält.

Automatisch generierte Beschreibung](data:image/jpeg;base64,/9j/4AAQSkZJRgABAQEAYABgAAD/4UCQRXhpZgAATU0AKgAAAAgABgALAAIAAAAmAAAIYgESAAMAAAABAAEAAAExAAIAAAAmAAAIiAEyAAIAAAAUAAAIrodpAAQAAAABAAAIwuocAAcAAAgMAAAAVgAAEUYc6gAAAAgAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAFdpbmRvd3MgUGhvdG8gRWRpdG9yIDEwLjAuMTAwMTEuMTYzODQAV2luZG93cyBQaG90byBFZGl0b3IgMTAuMC4xMDAxMS4xNjM4NAAyMDIyOjA2OjA3IDE2OjM3OjIyAAAGkAMAAgAAABQAABEckAQAAgAAABQAABEwkpEAAgAAAAM4MgAAkpIAAgAAAAM4MgAAoAEAAwAAAAEAAQAA6hwABwAACAwAAAkQAAAAABzqAAAACAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA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Abbildung 1: Swot\_Analyse (eigene Darstellung)

## Risikoanalyse

Die Risikoanalyse ist in Abbildung 2 zu sehen. Es kam zu keinem Risiko aus dem roten Bereich, da der dafür nötige Projektfortschritt nicht erreicht worden ist. Aufgekommen sind teilweise schlechte Testergebnisse für manche Gattungen. Damit wurde geplant, womit sich das Schadensausmaß in Grenzen hielt, da dies von Anfang an kommuniziert worden ist. Das Interesse der Medas-Verantwortlichen ist nach wie vor da, sodass dieser Aspekt in der Risikoanalyse zurecht als unwahrscheinlich eingestuft worden ist. Eingetreten sind Kommunikationsprobleme, da schlicht zu wenig Kommunikation stattgefunden hat. Das Schadensausmaß ist gering geblieben, da es keine von Stakeholdern definierte Deadline für das Projekt gab und somit die Kommunikation im weiteren Verlauf noch ausgebaut werden kann.

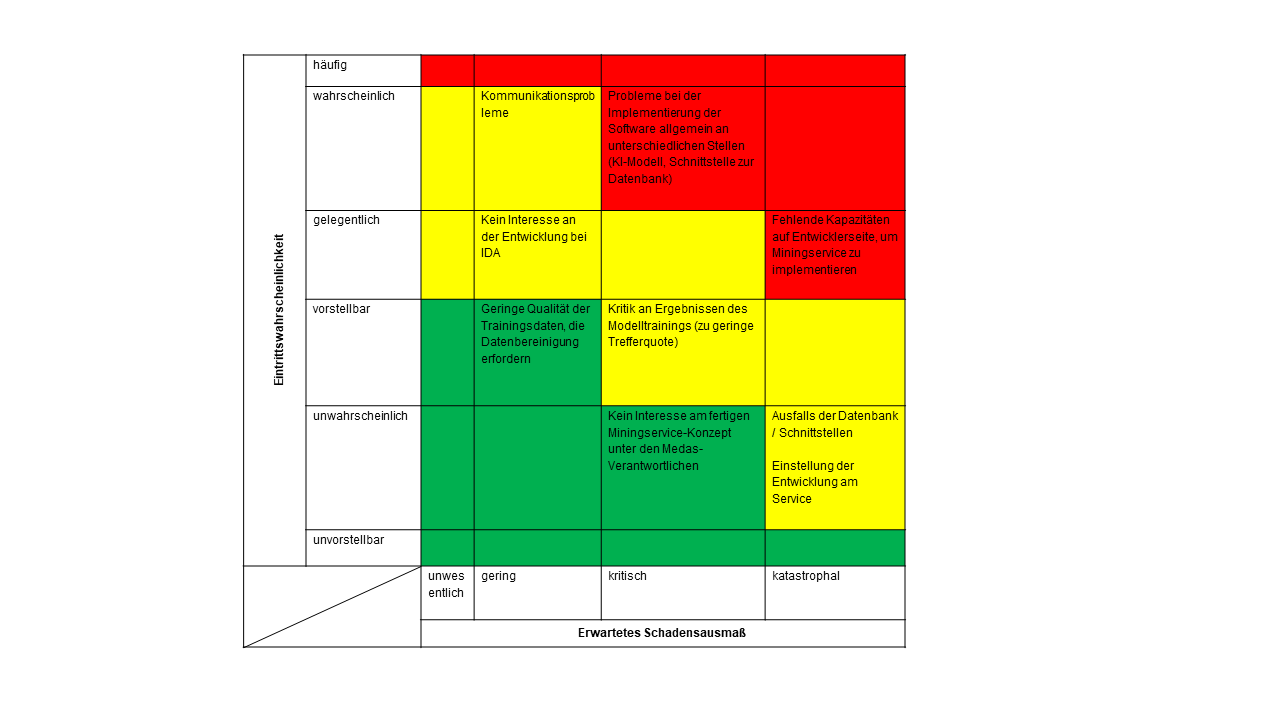


Abbildung 2: Riskanalyse (eigene Darstellung)

# Stakeholderanalyse

Beim MDH-Projekt mit allen Untergruppen wie z.B. TiM sind alle Rundfunkanstalten innerhalb der ARD beteiligt. Um den Überblick zu bewahren, ist es im Vorfeld deshalb wichtig eine Stakeholderanalyse durchzuführen, um einerseits alle relevanten Personen und Gruppen zu identifizieren und deren Einfluss und Interesse abzuschätzen, aber auch andererseits nicht in die Gefahr zu laufen es allen Beteiligten/Interessierten recht machen zu wollen. Der Einfluss und das Interesse der Stakeholder können dabei variieren. Während es manche Stakeholder mit hohem Interesse und gleichzeitig niedrigem Einfluss gibt, haben andere Stakeholder mehr Einfluss auf das Projekt, aber dafür ein geringeres Interesse.   
Bei der Analyse der Stakeholder bietet sich dabei eine sogenannte Einfluss/Interessen-Matrix (engl. Influence/Interest-Matrix) an (siehe **Abbildung 6**). Dort werden die Stakeholder in verschiedenen Zonen gruppiert und idealerweise je nach Zone unterschiedlich behandelt. Stakeholder mit einem hohen Einfluss und einem geringen Interesse müssen vor allem zufrieden gestellt werden. In diesem Projekt sind das unter anderem die Archivleiter\*innen der unterschiedlichen Landesrundfunkanstalten.

Zu den Stakeholdern mit einem ebenso geringen Interesse wie Einfluss sind die Öffentlichkeit oder auch Entwickler\*innen. Während die Öffentlichkeit von den Entwicklungen nichts aktiv mitbekommen und im besten Fall nur passiv durch bessere Berichterstattung davon profitieren, spielen die Entwickler\*innen im Projektrahmen noch keine Rolle, da die Implementierung noch aussteht.

Wichtiger sind die Stakeholder im unteren rechten Quadrat. Vor allem die Dokumentar\*innen haben ein großes Interesse am Projekt. Ihr Input ist dabei vor allem in der Anfangsphase wichtig zu berücksichtigen. Später ist der Einfluss allerdings geringer. Dennoch sollten sie regelmäßig den Fortschritt informiert werden. Das führt später zu einer höheren Akzeptanz des Ergebnisses.   
Hohen Einfluss und hohes Interesse haben dagegen die Projektverantwortlichen von TiM, sowie die AG Mining, die das Mining in der MDH:Mining betreut. Mit diesen Stakeholdern muss ein ständiger Austausch gewährleistet sein, um deren Bedürfnisse zufriedenzustellen und um auf Änderungen eingehen zu können.

****

Abbildung : Influence/Interest-Matrix (eigene Darstellung)

# Changemanagement (konzeptionelle Skizze)

Nachdem die Projektgruppe des Teil-Projektes ihren Projektauftrag erfolgreich beendete, kam es zu einem Change Request im Gesamt-Projekt. Es wurden wie vereinbart zwei Prototypen für innovative IDA-Dienstleistungen, die auf die spezifischen Anforderungen der IDA-Kund:innen ausgerichtet sind, entwickelt und von den Auftraggebern abgenommen. Doch schon während der Abnahme wurde deutlich, dass IDA mit den vorhandenen Kapazitäten nur einen der beiden Prototypen „IDA-Storyfeed“ und „IDA-Buddy“ weiterentwickeln konnte. Da für den „IDA-Buddy“ vorgesehen ist, dass ein:e IDA-Kolleg:in für mehrere Stunden mit nur einem oder einer Redakteur:in zusammenarbeiten soll, wurde beschlossen, dass die Umsetzung dieses Prototyps aus Kapazitätsgründen aktuell einfach nicht leistbar ist. Aus diesem Grund kam es zu einem Change Request: Anstatt beide Prototypen weiterzuentwickeln bzw. umzusetzen, wurde entschieden, zunächst nur den Prototyp „IDA-Storyfeed“ umzusetzen. Dieser Change Request ist aber nicht kritisch zu bewerten, da im Projektauftrag nicht angegeben wurde, bis wann die neuen IDA-Dienstleistungen tatsächlich angeboten werden sollen. Aus diesem Grund konnte die weitere Umsetzung des Prototyp „IDA-Buddy“ problemlos verschoben werden. 7

Im November 2021 deutete sich ein weiterer Change Request an, jedoch ist die finale Entscheidung darüber noch nicht getroffen worden3. Aus diesem Grund wird die Entwicklungspause des „IDA-Storyfeed“ aufgrund der für Anfang 2022 geplanten SWR-internen Implementierung des Tools für die Themen- und Ereignisplanung „THEO“ noch nicht als Anforderungsänderung gewertet.

# Planungskonzept, ggf. Erläuterung zum angewendeten Vorgehensmodell

Die Entwicklung des Modells erfolgte nach agilen Softwareentwicklungsmethoden. In iterativen Arbeitsschritten wurden kleinere Zwischenziele entworfen, entwickelt und getestet. Am Ende jeder Iteration wurde das funktionsfähige Zwischenergebnis ausgeliefert und somit das Gesamtprojekt vorangetrieben. Diese iterative Entwicklungsweise war hilfreich, weil sofort Einfluss auf den Projektverlauf genommen werden konnte, schnell Ergebnisse zu sehen waren und Fehler früh erkannt werden konnten. Sie bietet zudem eine hohe Flexibilität. Diese ist besonders wichtig gewesen, da die meisten Rollen von einer Person ausgeführt worden sind und somit gut auf zeitliche Verzüge reagiert werden konnte.

Für das Gesamtprojekt und das Teil-Projekt wurden Aspekte aus dem traditionellen und dem agilen Projektmanagement miteinander vermischt, wobei die agilen Anteile deutlich überwiegen. In diesem hybriden Vorgehensmodell war die Dauer für das Teil-Projekt im Voraus fest definiert, sodass die Projektgruppe keinen Einfluss darauf hatte. Die Mitglieder der Projektgruppe an sich wurden ebenfalls im Voraus bestimmt, wobei die Auswahl hier vom Gesamtauftraggeber getroffen wurde. Das sind aber im Wesentlichen die einzigen Aspekte, die eher aus dem traditionellen als dem agilen Projektmanagement kommen.

Der Projektauftrag für die Projektgruppe Design Thinking sah explizit vor, dass IDA-Kund:innen, für die die neuen IDA-Dienstleistungen entwickelt werden sollten, in die Entwicklung der Prototypen miteinbezogen werden sollten und zwar in einem Design Thinking-Workshop. Dieser agile Ansatz wurde gewählt, da davon ausgegangen wurde, dass er sich sehr gut eigne, um nutzer- bzw. kundenzentriert Anforderungen an und Prototypen für innovative IDA-Dienstleistungen zu entwickeln. Rückblickend kann diese Annahme bestätigt werden.

Das Projekt wurde daher insgesamt sehr stark agil angelegt. Die agile Arbeitsweise beim Design Thinking erlaubte ein flexibles und dynamisches Arbeiten in der Projektgruppe, ohne dass das Ziel aus den Augen verloren wurde. Ein agiles Vorgehen eignete sich insbesondere auch deshalb, weil im Projektauftrag kein festes Datum angegeben wurde, wann die neuen IDA-Dienstleistungen tatsächlich angeboten werden sollen und wie diese auszusehen haben. Durch diese Offenheit war von Beginn an nicht vorhersehbar, welche Probleme im Projektverlauf entstehen könnten. Durch ein agiles Projektmanagement wird gewährleistet, dass flexibel und dynamisch auf mögliche Probleme oder Änderungen im Projektverlauf reagiert werden kann.

# Zeitmanagement, Zielvereinbarungen, Miestones mit Lückenprüfung und Esk lationsmanagement

Der im Rahmen dieses Projektes entstehende Proof of concept (PoC) ist einer der Ergebnistypen . Dieser beinhaltet einen weiteren vorab vereinbarten Ergebnistypen - das Testen der verschiedenen in Frage kommende Technologien zur Kategorisierung von Textdaten. Getestet worden sind Modelle auf Basis von Support Vektor Maschinen (SVM) und Logistischer Regression und einem Naiven Bayes-Klassifikator. 2023 sollen weitere Tests mit Deep-Learning Netzwerken auf Transformer-Architektur wie zum Beispiel BERT (Bidirectional Encoder Representations from Transformers) erfolgen. Die Modellanforderungen sind bislang noch nicht spezifiziert, da beim Einsatz von KI bzw. Machine Learning in den seltensten Fällen hun­dert­pro­zen­tige Genauigkeit erreicht werden kann. Dennoch werden die möglichen Parametereinstellung getestet und die bestmöglichen zur Weitergabe ausgewählt.   
Nach der Anpassung der Ergebnistypen konnte das Projektziel trotz der Change Requests zu 100 Prozent erreicht werden. Kurzfristig frei gewordene Kapazitäten ermöglichten die Fertigstellung der relevanten Milestones. Die ursprünglich geplante Implementierung in die Mining-Plattform ist noch als Teil der Milestones in **Abbildung 4** aufgeführt, da sie mit den relevanten Stakeholdern bereits kommuniziert worden ist und das Projekt über den Rahmen dieses Berichtes hinaus weiterhin verfolgt werden wird.

# Herausforderungen und deren Lösung (technisch-fachlich, organisatorisch, personell, zeitlich, Klärung in Ziel, Ergebnistypen und Begrifflichkeiten, Projektdurchführung …)

Es gab keine technischen Herausforderungen die kritisch für den Abschluss gewesen wären. Mehr Rechenkapazitäten wären sicherlich förderlich gewesen, um mehr Daten zu verarbeiten und mehr Erkenntnisse aus den Trainings zu gewinnen. Da das Projekt von keinem studierten Entwickler durchgeführt worden ist, fehlten sicherlich an der einen oder anderen Stelle fachliche Kompetenzen, um die Modelle optimal zu entwickeln bzw. effizienter zu arbeiten. Das beeinflusste teilweise den zeitlichen Verzug, sodass der Bau eines Deeplearning-basierten Modells nicht mehr im Rahmen dieses Projektes möglich gewesen ist. Insgesamt gab es von Stakeholderseite keinen zeitlichen Druck, da eine Implementierung nicht für den Produktivgang von MDH:CS notwendig ist.

Zu viele Rollen auf einer Person sorgen für Stress, da so Ausfälle kritisch werden konnten

* Mit mehr Zeit hätte mehr Preprocssing stattfinden können, um sich einen besseren Überblick über die Datengrundlage zu verschaffen.

# Vertragsprüfung (Welche Wirkung auf das Projekt und das Ergebnis hatte die nachhaltig verlange Vertragsprüfung)

Durch die Vertragsprüfung wurde gewährleistet, dass sich das durchgeführte Teil-Projekt innerhalb des Gesamt-Projektes auf eine konkrete Problemstellung bezog, die es zu lösen galt. Neue Geschäftsprozesse in Form von innovativen IDA-Dienstleistungen sollen entwickelt werden, um durch die Umstrukturierung im SWR entstehende neue Anforderungen der IDA-Kund:innen erfüllen zu können. Die für das Teil-Projekt definierten und schließlich erarbeiteten Ergebnistypen leisten einen essentiellen Beitrag dafür. Daher ist das durchgeführte Teil-Projekt ein wesentlicher Baustein im Gesamt-Projekt. Es trägt dazu bei, dass die HA IDA seine Position als Produktions- und Kooperationspartner stärken und durch innovative, bedarfsgerechte IDA-Dienstleitungen neue Kund:innen, vor allem für digitale Angebote, gewinnen kann.

Durch eine SWOT-Analyse wurde die Motivation für das Gesamt-Projekt begründet. Durch eine Risikoanalyse wurden mögliche Risiken des Projektes aufgezeigt und bewertet. Durch die Formulierung von Vermeidungsstrategien wurde deutlich, dass sich eventuell ergebende, kritische Risiken mit geeigneten Maßnahmen minimieren lassen würden bzw. schon durch die Zusammenstellung der Projektgruppe Design Thinking minimiert wurden. Durch ein Stakeholder Relationship Management-Konzept wurden für alle identifizierten Stakeholder geeignete Strategien für eine erfolgreiche Kommunikation während der Projektdurchführung formuliert.

# Lessons Learned

Insgesamt hätte mehr Kommunikation mit den Stakeholdern stattfinden können. Zudem stellte sich heraus, dass ein wichtiger Stakeholder (die Partner am Frauenhofer-Institut) nicht berücksichtigt worden sind. Ein früher Kontakt hätte bei der Entwicklung der Modelle geholfen. Da mit dem Abschluss dieser Arbeit die Implementierung nicht abgeschlossen werden konnte, wird im weiteren Verlauf mehr Wert auf die Kommunikation gelegt, um Missverständnisse zu vermeiden und um Hürden abzubauen. Außerdem zeigte sich, dass zu viele Rollen auf einer Person vereint worden sind. Eine Arbeitsteilung hätte hier für Entlastung gesorgt. Dagegen standen allerdings die fehlenden Kapazitäten bei den relevanten Stakeholdern und Ansprechpartner\*innen. Der Schluss, der daraus gezogen wird, ist, dass sich zu viel für zu wenig Zeit vorgenommen wurde, sodass die Ziele niedriger gesetzt hätten werden sollen. Menschliche Ausfallfaktoren wie Krankheit oder andere höher priorisierte Verpflichtungen sind beispielweise nicht in der Risikoanalyse miteinbezogen worden.   
Ein anderer Aspekt, der nicht richtig in der Zeitplanung berücksichtigt worden ist, ist, die Dauer der Berechnungen bei den einzelnen Pipelinekomponenten. Hier wurde versäumt effizientere Lösungen zu finden, um die riesigen Datenmengen zu verarbeiten.

# Best practices

Im Projektverlauf konnten einige best practices identifiziert werden. Zum einen wurden gute Ergebnisse mit verhältnismäßig „alten“ Methoden erzielt. Die agile Entwicklungsmethode mit iterativen Entwicklungszyklen war förderlich für einen reibungslosen Entwicklungsverlauf. Es bietet sich vor der Entwicklung an eine Roadmap anzulegen, die Teilziele bzw. Entwicklungszwischenschritte definiert. Eine SWOT-und Stakeholderanalyse helfen im Vorfeld dabei das Projekt einzuordnen und die Chancen und Risiken, sowie die Kommunikationsschleifen zu visualisieren.

Abbildungen

[Abbildung 1: Swot\_Analyse (eigene Darstellung) 4](#_Toc119075776)

[Abbildung 2: Riskanalyse (eigene Darstellung) 6](#_Toc119075777)

[Abbildung 3: Influence/Interest-Matrix (eigene Darstellung) 8](file:///C:\Users\tschu\Desktop\Dieburg\WIP%20Dokumente\Projektmanagementbericht_wip.docx#_Toc119075778)

Tabellen

**Es konnten keine Einträge für ein Abbildungsverzeichnis gefunden werden.**

*Mit Klick auf „Felder aktualisieren“ aktualisiert sich die Ansicht entsprechend der Angaben weiter oben .*

Anhang

**…**