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Class: MGT 609-B
Final Project Paper: Redesigning Cineplanet Cinema Experience

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STEVENS INSTITUTE of TECHNOLOGY
THE INNOVATION UNIVERSITY

MGT 609-B

IDEO
Redesigning Cineplanet Cinema Experience

Team Members:

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Class Participation Self-Assessment Summary

Name	Self-Assessment Score
Dhanashri Parkar	**98**
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1. Executive Summary

This project was about IDEO helping Cineplanet to redesign a movie-going experience for its customers. The leaders of Cineplanet hoped to offer new services to the Peru's rising middle class to allow it to further expand into what it considered an underserved market. IDEO team presented their emerging vision for the future of Cineplanet, a vision they planned to prototype in one of Cineplanet's most popular theaters. This project had 4 phases: exploratory phase, concepting phase, prototyping phase and implementation phase. The overall duration of this project was 5 months, from December 2017 to April 2018. The main thinking of this project was human-centered service design, and the project management approach was waterfall flow mix agile.

This paper will analyze and explain this IDEO redesign project from a professional point of view of project management. The main contents include: project description and background, objectives, scope, management approach; success measures; organizational structure; managerial functions, roles and responsibilities; project plan for schedule and resource utilization (WBS); major milestones and deliverables; risk management; budgeting and cost control; process for project monitoring, auditing, review and evaluation; communications and displays of project progress; conflict management; and quality management.

The entire paper will be based on MGT-609 course and the PMBOK, covering most of the case-related points of project management knowledge.

2. Project description & Background

Introduction

This was a project of redesign one of the most popular theaters which located in Lima, Peru. The request from Cineplanet was differentiation, which meant the redesigned cinema should bring a new aspect of watching movie.

Background

- IDEO.

IDEO is an international design and consulting firm. The company uses the design thinking methodology to design products, services, environments, and digital experiences. The company current work involves delivering 23+ ideas across wide range of consumers, business and technology. They include Brand, B2B, Consumer Goods and Services, Health, Energy, Finance, Environment, Food, Government and Media. One of the famous IDEO project was to build Apple's original mouse.

- Cineplanet

Cineplanet is a Peruvian company that emerged in 1997 and is currently owned by the Interbank Group. In July of 2000, the brand of cinemas in Peru adopted this name. Previously it was called Cineplex (it used the same name of the company name), and it has been operating since 1998 in its first location in Plaza San Miguel. Currently it offers the latest in the global and local card, as well as additional services to customers and affiliates.

- Fact:

Cineplanet was facing their current challenges: rising consumer expectations. Mildreth Maldonado, CFO and CMO of Cineplanet said that "In mature markets, like Lima, the customers are asking for something else in the experience". With disposable income on the rise, Peruvian consumers were demanding more and better service offerings. So Cineplanet hired a team of IDEO to help them improve the services.

Constraints

- Employees’ training.

In this redesign process, there would be new functional design. After the completion of the development of new features, employee training was required, and employees were required to be proficient in new functions and provided consumers with a better service experience.

- Budget support.

Cineplanet has a clear budget limit for this project. Including commissions paid to IDEO, purchasing new furniture, decorating and machines, developing new features, and more. This section will be elaborated below in the Budget Control section.

- Coordinate between IDEO project group and Cineplanet.

In the project implementation project, the collaboration between the IDEO team and Cineplanet is crucial. In doing so, it is necessary to control the common decision-making process with Cineplanet's senior management as well as to manage the communication and coordination with grassroots employees so that all employees can be fully trained to ensure that they understand and can fulfill their new responsibilities. Therefore, the control of the conflict should be moderate, this part will be elaborated in the conflict management below.

Assumptions

- The basic function works.

We assumed that all Cineplanet's infrastructure was functional and could be redesigned.

- Different from traditional cinema.

The design would not follow the traditional cinema approach, but to develop new services and technologies, to achieve the company’s purpose of differentiation.

3. Project Objectives and Goals

Cineplanet embarked on a concerted effort to head off current and emerging threats to its business model – threats that included the advent of online streaming, piracy, and increasing competition in what had already become a highly commoditized offering to customers. Managers hoped that the redesign would improve the customer experience and give Cineplanet an advantage in the marketplace.

Goals

1. Providing new service to the Peruvian middle class growing needs.
2. Pursuing differentiation strategy to keep Cineplanet ahead of its competitors.
3. To complete the project in normal time - April 2018.

Objectives

1. Exploratory phase
2. Concepting phase
3. Prototyping phase
4. Implementation phase

4. Scope

We are going to observe and analyze the IDEO project for Cineplanet redesign of the movie-going experience it offered to its customers. In this project, we are going to study in detail about the process design in terms of project timeline, budget allocation and resource management for each of the exploratory phase, concepting phase, prototyping phase and eventually the implementation phase. We will also explore the tangible and intangible deliverables in the redesign goals for the Cineplanet.

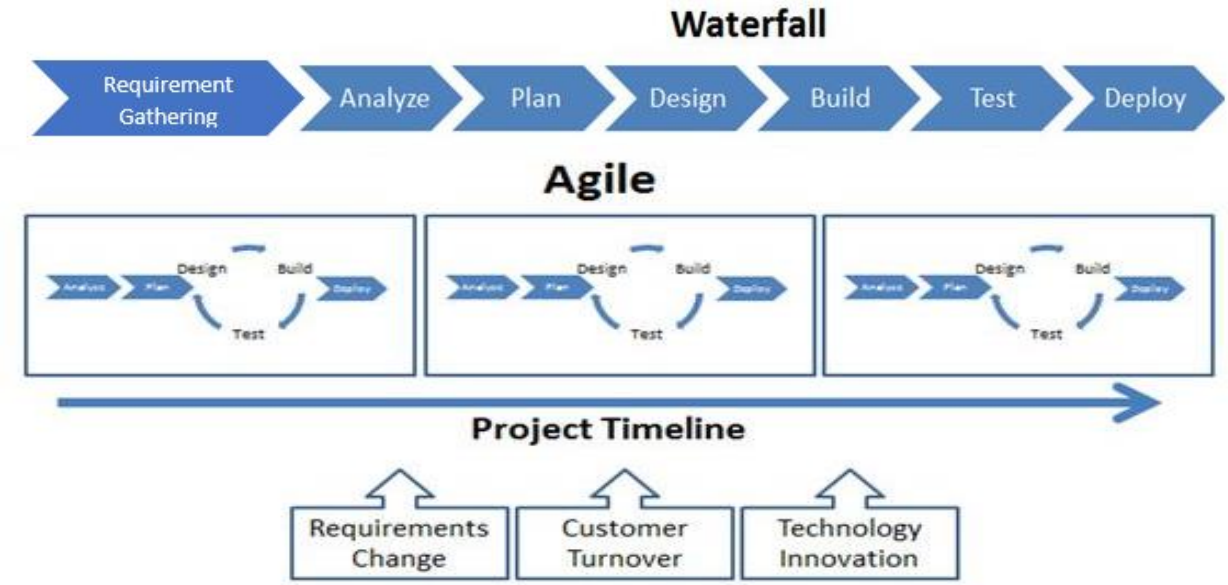
We will consider the acceptance criteria of the product for the following three points. First, the basic cinema functions should work. There should be no bug during the show and the process of watching a movie, include ticket order and seats select, buying food and drink, or ticket checking, should run smoothly. Second, it should fit the needs of Cineplanet. What Cineplanet want from a cinema was differentiation. So, the cinema should bring a new aspect of watching movie. Thirdly, customers' satisfaction is also a very important criterion.

Since this project took a customer-oriented strategy, the IDEO team only focused on the customer experience, otherwise, the theater self-business and employee satisfaction, is not included in this business scope. The three aspects order of the films, selection of devices and employee satisfaction are the out of scope activities while considering our project scope activities.

We have also considered a few constraints and assumption for this project. Firstly, the information received from customers during survey is treated as genuine. The employees are expected to be trained per the technologies deployed. We assume that the funding is available throughout the project for all the purposes. The client organization should provide necessary support and co-ordinate for successful project completion. Lastly, the project's progress will be communicated to the client organization prior to deployment.

5. Project Management Approach

The project management approach adopted for this project is a hybrid model that uses Waterfall with agile integrated across every level of waterfall.



Requirement Gathering Phase: We will be surveying across the country with CinePlanet customers about their cinema theatre quality, experience, problems and the suggestions to improve. These surveys will be conducted as:

1. Online Surveys
2. Questionnaires
3. Personal Interviews

This will help us gather around 10,000 feedbacks. These surveys will be collated into a document that focuses on major areas of improvement and insightful feedbacks.

Analysis Phase: In this phase we will be analyzing over the key areas that require improvement, this involves brainstorming of unique ideas and converging these ideas to realistic solutions.

Planning Phase: This phase involves the creation of the work breakdown structure, Gantt chart and network diagram. Then we go about assigning the work to the respective departments, teams and staff.

Designing Phase: In this phase we design innovative solutions that can address all the issues of the customer and enhances their experience. It involves a lot of brainstorming of the design team which brings up a number of innovative solutions and finally converges those diverse ideas to come up with the best possible solutions.

Build Phase: During this phase we build the solutions that are developed from the ideas provided by the design phase.

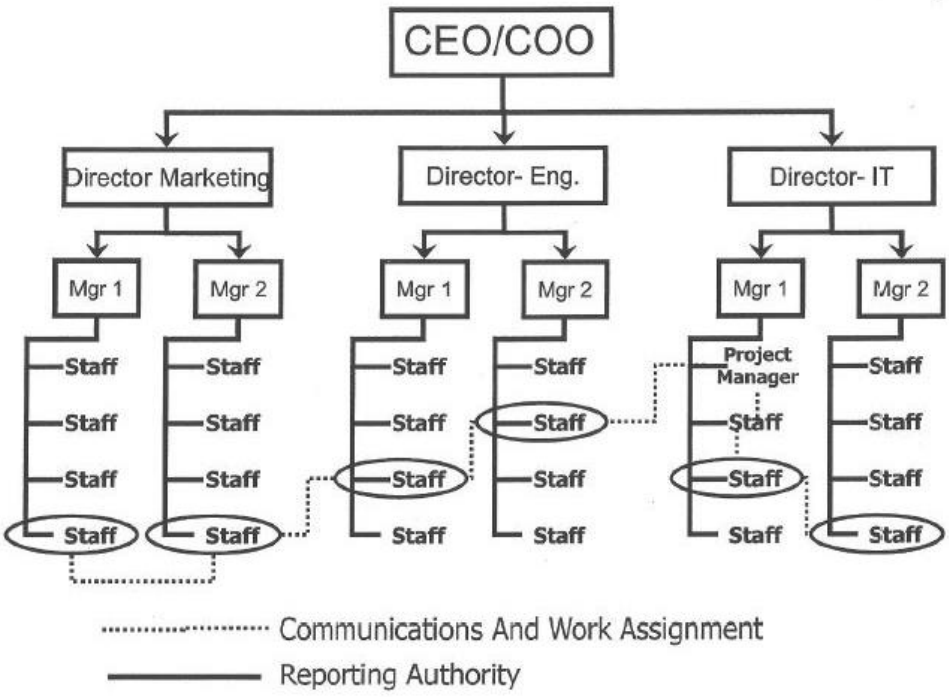
Test Phase: The products developed in the build phase are tested with many real-life scenarios and test cases to check for any issues. If any issues or bugs are found, then these are assimilated into a report and given to the developers for fix these issues.

Deployment Phase: Deployment phase is the last phase of the project. The final products developed from the project are deployed at the customer end.

6. Success Measures:

1. Schedule: The project should always be completing its tasks on or before time. In case the project needs an extended deadline or there is a lag in work. The PM must continuously monitor the project's progress. Continuous monitoring helps the project to complete the scheduled tasks on time.
2. Customer Satisfaction: The project should meet all the customer requirements and function according to their expectations. The project is built to satisfy customer needs and is the most important success measure.
3. Budget: The project should always stay within the project's scheduled budget. Exceeding the project budget could lead to losses to the company. The budget should be managed in an efficient manner to stay in profit.
4. Team Satisfaction: The team should always love to work towards the project. Their inclination towards the project is most important to deliver the product on time.
5. Product Improvement: The impact of redesigning the various products at IDEO will have a lot of impact over their customers. This should be used to understand the rate of improvement. Further leading to tangible measures of improvement.
6. Quality of Work: The project quality should be checked constantly to ensure the quality of product produced. Monitoring quality of work will help us satisfy the customer which is the most important goal of the project.

7. Organizational Structure



Balanced Matrix Organization

IDEO is an organization that works with agile and hybrid methodologies to develop a project. The project manager is available full time and the resources are transferable. This increases resource availability across the organization. The project manager can also work as a part of the staff and can shift their positions across various departments. This makes the organizational structure flexible and easy to handle any task assigned.

8. Roles & Responsibility

Director IT
To bring in the latest technological innovations
Implement IT solutions to solve problems

Director Marketing
Design and implement effective feedback methods to conduct surveys
Gain effective feedback from customers

Director Engineering
Redesigning products
Planning and designing the prototype

Managers
Assign tasks to the staff
Monitor the project schedule and task schedule

Product Manager
Product Design
Product Implementation

Analytics Manager
Responsible to analyze the survey results and generate important insights for possible solutions and issues

Staff: To perform the tasks assigned by their department specific manager

9. Project Plan

Project planning is at the heart of the project life cycle, and tells the team involved where the project is going and how it is going to get there. The planning phase is when the project plans are documented, the project deliverables and requirements are defined, and the project schedule is created.

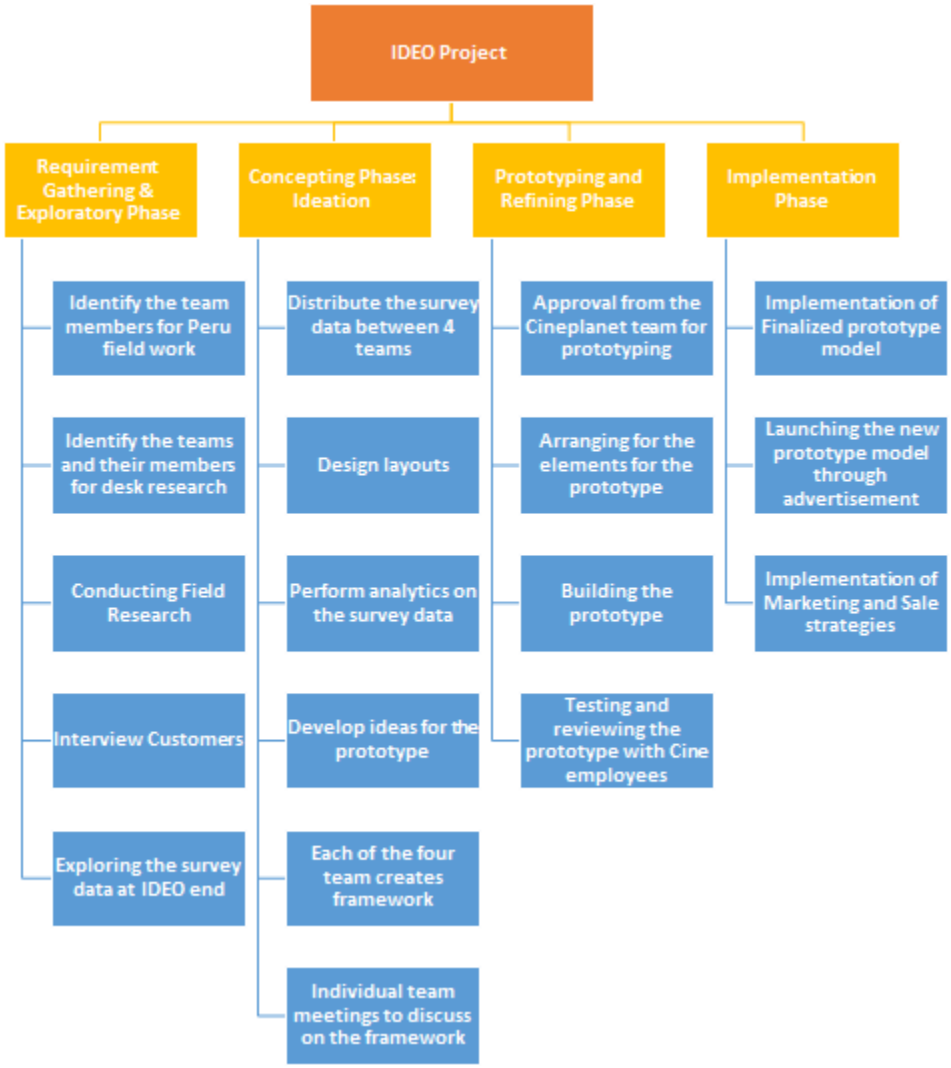
It involves creating a set of plans to help guide your team through the implementation and closure phases of the project. The plans created during this phase will help one manage time, cost, quality, changes, risk, and related issues. They will also help one control staff and external suppliers to ensure that one deliver the project on time, within budget, and within schedule.

9.1 Work Breakdown Structure

The Work Breakdown Structure (WBS) is used for breaking down a complex project into simple manageable components. The Business leaders and Project Managers use this WBS to:

- Estimate the accurate project organization
- Help assigning various responsible across different functional departments and members
- Control various project milestones and deliverables
- To further help with project estimation of cost, risk and time

The WBS below mentions the hierarchy for the IDEO project tasks organization. The main phases for the WBS will include - Requirement Gathering & Exploratory Phase, Ideation Phase, Prototyping & Refining Phase and Implementation Phase. The level 3 items include the subtasks in each of the phases throughout the project lifecycle.



WBS:

	Task Name	Duration	Start Date	Finish Date	Predecessors	Resource Names
1	Start	0 days	01-Dec-2017	01-Dec-2017		
2	Requirement Gathering and	32 days	01-Dec-2017	15-Jan-2018	1	CEO, CIO, CFO, Director

	Exploratory Phase					**IT**
2.1	Identify the team members for Peru field work	5 days	01-Dec-2017	07-Dec-2017	1	CIO, Director Engineering, HR Manager
2.2	Identify the teams and their members for desk research	5 days	01-Dec-2017	07-Dec-2017	1	CIO, Director IT, HR Manager
2.3	Conducting Field Research	10 days	08-Dec-2017	21-Dec-2017	2, 2.1	Research Team
2.4	Interview Customers	10 days	08-Dec-2017	21-Dec-2017	2, 2.1	Research Team
2.5	Exploring the survey data at IDEO end	17 days	22-Dec-2017	15-Jan-2018	2.3, 2.4	Development Team
3	**Concepting Phase: Ideation**	**26 days**	**16-Jan-2018**	**20-Feb-2018**	**2.5**	**Director IT, Director Marketing**
3.1	Distribute the survey data between 4 teams	3 days	16-Jan-2018	18-Jan-2018	3	Project Manager
3.2	Design layouts	5 days	19-Jan-2018	25-Jan-2018	3.1	Development Team
3.3	Perform analytics on the survey data	8 days	26-Jan-2018	06-Feb-2018	3.1	Analytics Team
3.4	Develop ideas for the prototype	8 days	26-Jan-2018	06-Feb-2018	3.3	Development Team
3.5	Each of the four team creates framework	10 days	07-Feb-2018	20-Feb-2018	3.4	Development Team
3.6	Individual team meetings to discuss on the framework	10 days	07-Feb-2018	20-Feb-2018	3.4, 3.5	QA Team, Development Team
4	**Prototyping and Refining Phase**	**21 days**	**21-Feb-2018**	**21-Mar-2018**	**3.4, 3.5, 3.6**	**CEO, CIO, Engineers,**

						Project Managers (Front end / Back End)
4.1	Approval from the Cineplanet team for prototyping	3 days	21-Feb-2018	23-Feb-2018		CEO, CIO, Director Engineering and IT
4.2	Arranging for the elements for the prototype	10 days	26-Feb-2018	9-Mar-2018	4	Director Engineering, Engineering Team
4.3	Building the prototype	10 days	26-Feb-2018	09-Mar-2018	4.1, 4.2	Engineering Team
4.4	Testing and reviewing the prototype with Cine employees	8 days	12-Mar-2018	21-Mar-2018	4.3	Development Team and Engineering Team
5	**Implementation Phase**	**27 days**	**22-Mar-2018**	**30-Apr-2018**	**4.4**	**CEO, CIO, Engineers, Project Managers (Front end / Back End)**
5.1	Implementation of Finalized prototype model	23 days	23-Mar-2018	24-Apr-2018	5	Director Engineering, Director IT, Engineering Team
5.2	Launching the new prototype model through advertisement	2 days	25-Apr-2018	27-Apr-2018	5.1	Director of Marketing, Marketing Team, Project Manager
5.3	Implementation of Marketing and Sale strategies	1 day	30-Apr-2018	30-Apr-2018	5.1	CEO, CFO, CMO, CSO, Marketing Manager, Sales Manager
6	**Finish**	**107 days**	**30-Apr-2018**	**30-Apr-2018**	**5.1, 5.2, 5.3**	

9.2 Justification of WBS

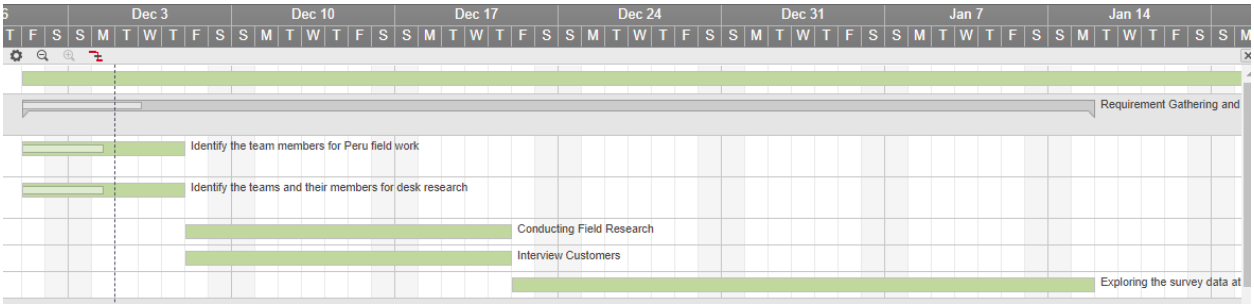
The approach for the WBS structure is a Top Down where the higher-level phases are broken down into smaller sub-tasks based on total days for each task and their start and finish date. The predecessors are connected with each task creating dependencies among each other and the teams responsible for each task.

9.3 Project Gantt Chart

Project Gnatt Chart is a visual that illustrates the course of a project and all the elements involved. Gantt Charts are a useful tool when we want to see the entire landscape of either one or multiple projects. It helps one view which tasks are dependent on one another and which milestones are coming up. It is a timeline view of all our upcoming tasks and deadlines.

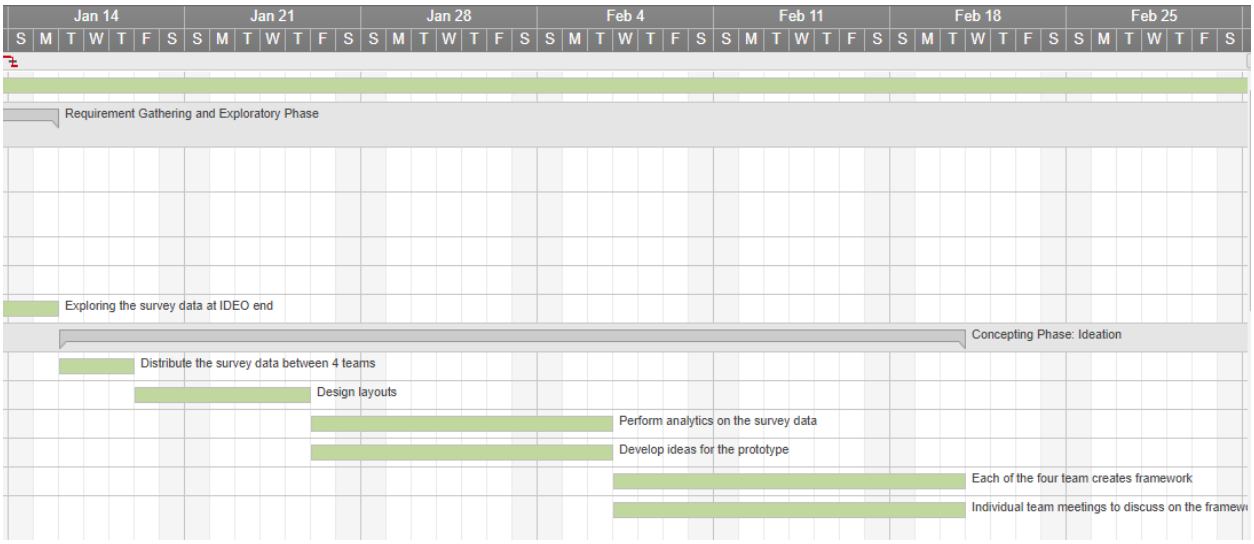
The below is a Gantt chart of the IDEO project for the **Requirement Gathering Phase & Exploratory phases**

	At Risk	IDEO CinePlanet Project Gnatt Chart	Start Date	End Date	Assigned To	Status	Duration	% Complete	Pre…	Notes
1		Enter your deadline as start and end date:	12/01/17	04/30/18			107d			
2		Requirement Gathering and Exploratory Phase	12/01/17	01/15/18			32d	11%		
3		Identify the team members for Peru field work	12/01/17	12/07/17		In Progress	5d	50%		
4		Identify the teams and their members for desk research	12/01/17	12/07/17		In Progress	5d	50%		
5		Conducting Field Research	12/08/17	12/21/17		Not Started	10d	0%		
6		Interview Customers	12/08/17	12/21/17			10d			
7		Exploring the survey data at IDEO end	12/22/17	01/15/18			17d			



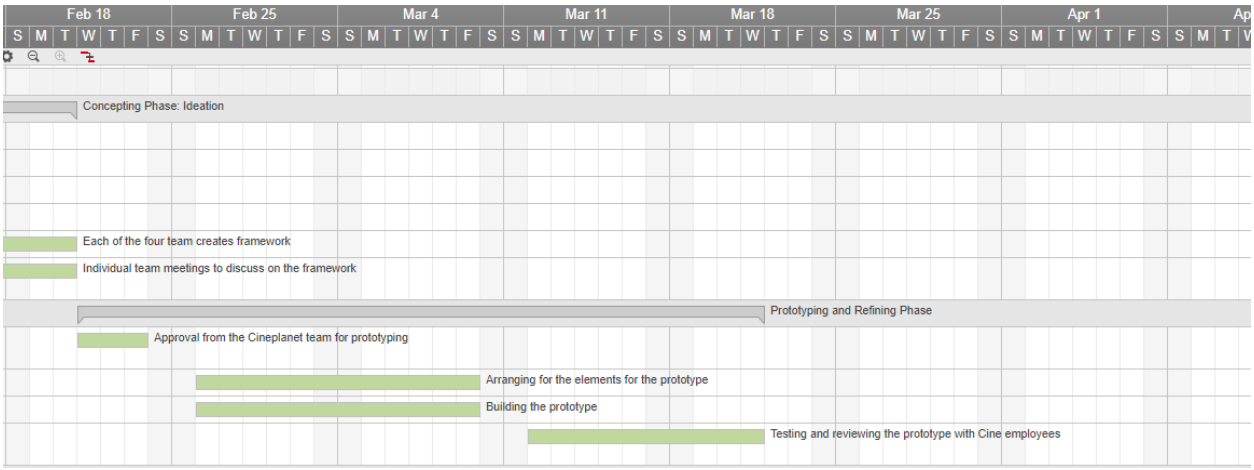
The below is a Gantt chart of the IDEO project for the **Ideation Phase**

	At Risk	IDEO CinePlanet Project Gnatt Chart	Start Date	End Date	Assigned To	Status	Duration	% Complete	Pre…	Notes
8		**Concepting Phase: Ideation**	**01/16/18**	**02/20/18**			**26d**			
9		Distribute the survey data between 4 teams	01/16/18	01/18/18		Not Started	3d			
10		Design layouts	01/19/18	01/25/18			5d			
11		Perform analytics on the survey data	01/26/18	02/06/18			8d			
12		Develop ideas for the prototype	01/26/18	02/06/18			8d			
13		Each of the four team creates framework	02/07/18	02/20/18			10d			
14		Individual team meetings to discuss on the framework	02/07/18	02/20/18			10d			



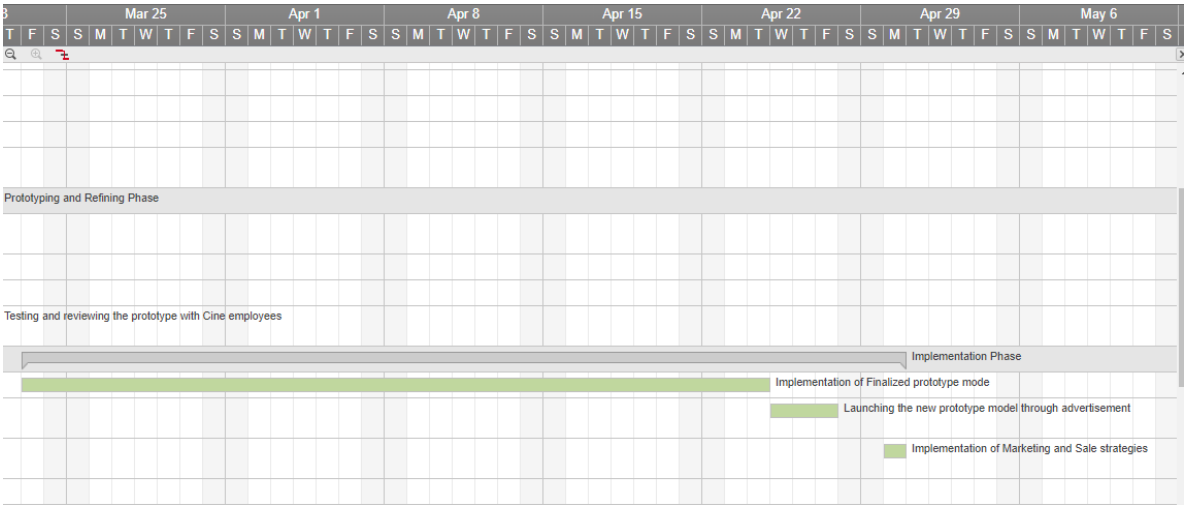
The below is a Gantt chart of the IDEO project for the **Prototyping Phase**

	At Risk	IDEO CinePlanet Project Gnatt Chart	Start Date	End Date	Assigned To	Status	Duration	% Complete	Pre…	Notes
15		**Prototyping and Refining Phase**	**02/21/18**	**03/21/18**			**21d**			
16		Approval from the Cineplanet team for prototyping	02/21/18	02/23/18		Not Started	3d			
17		Arranging for the elements for the prototype	02/26/18	03/09/18			10d			
18		Building the prototype	02/26/18	03/09/18			10d			
19		Testing and reviewing the prototype with Cine employees	03/12/18	03/21/18			8d			



The below is a Gantt chart of the IDEO project for the **Implementation**

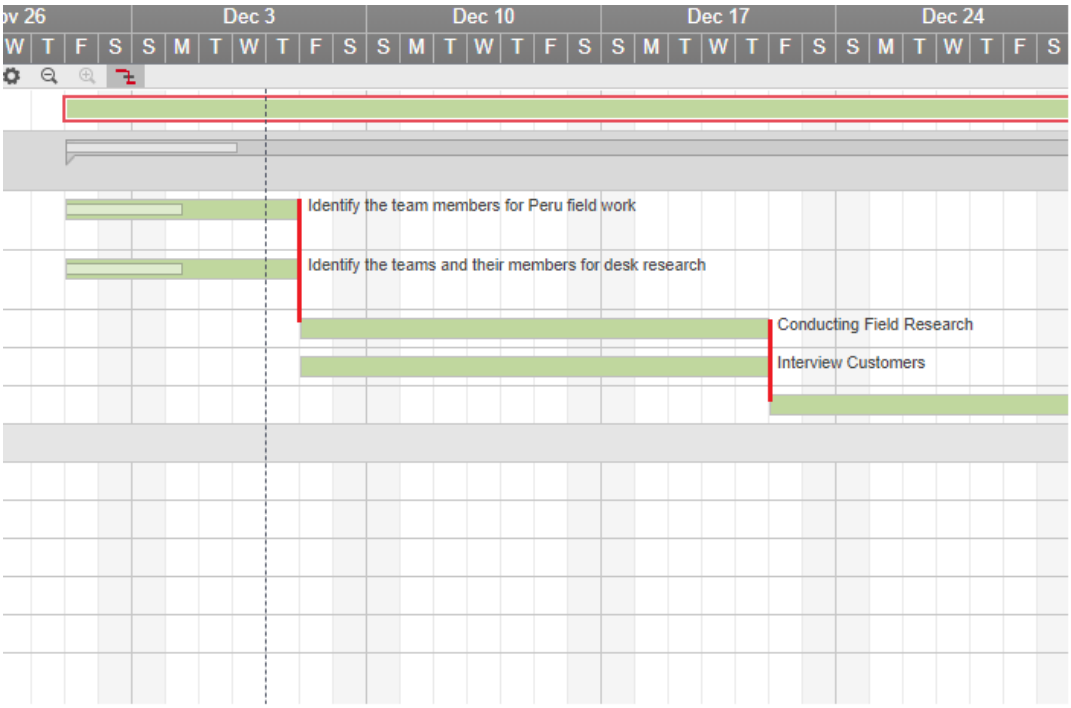
	At Risk	IDEO CinePlanet Project Gnatt Chart	Start Date	End Date	Assigned To	Status	Duration	% Complete	Pre…	Notes
20		**Implementation Phase**	**03/23/18**	**04/30/18**			**27d**			
21		Implementation of Finalized prototype mode	03/23/18	04/24/18		Not Started	23d			
22		Launching the new prototype model through advertisement	04/25/18	04/27/18			3d			
23		Implementation of Marketing and Sale strategies	04/30/18	04/30/18			1d			
24		**Finish**								

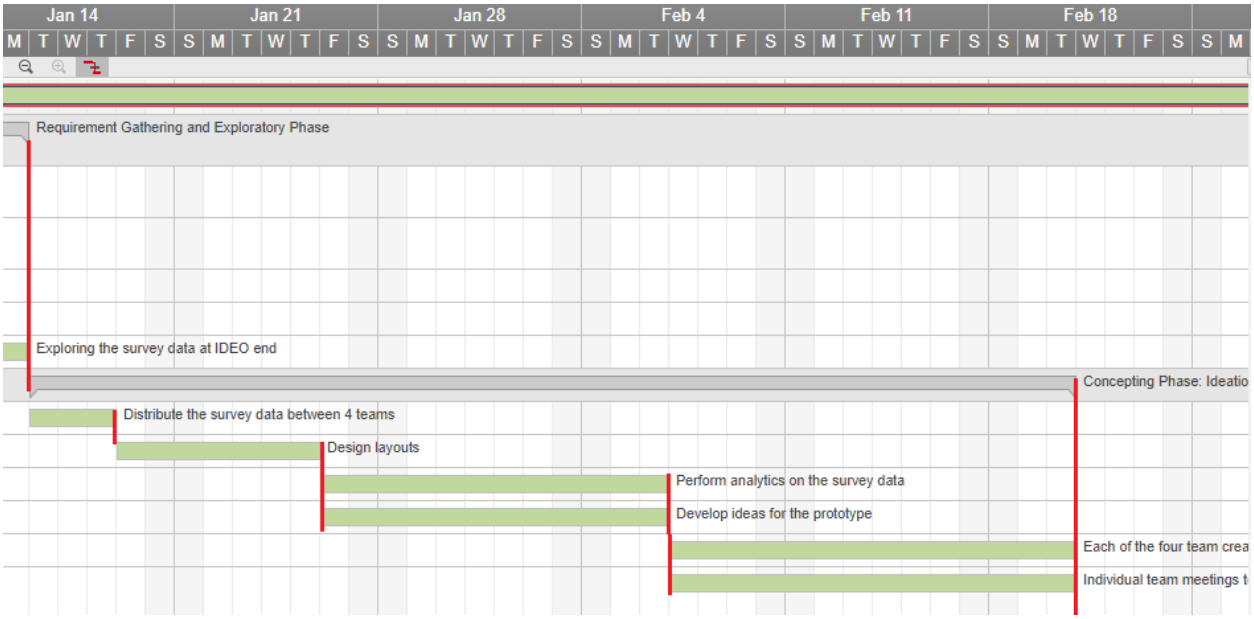


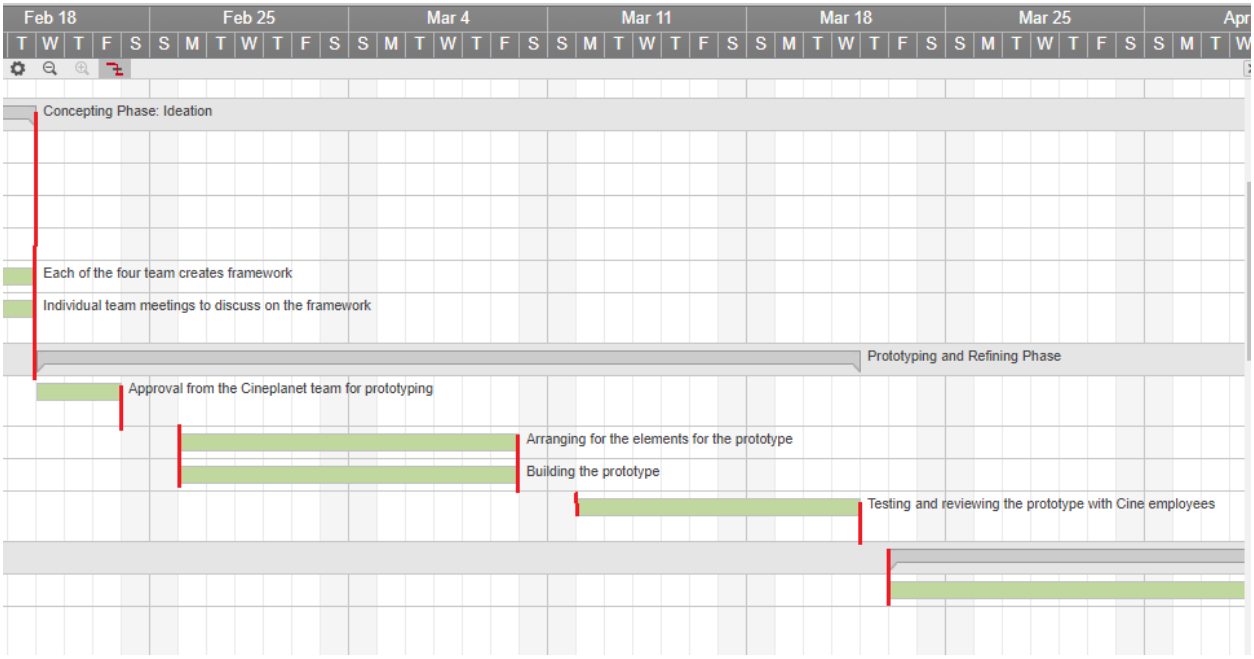
9.4 Project Critical Path

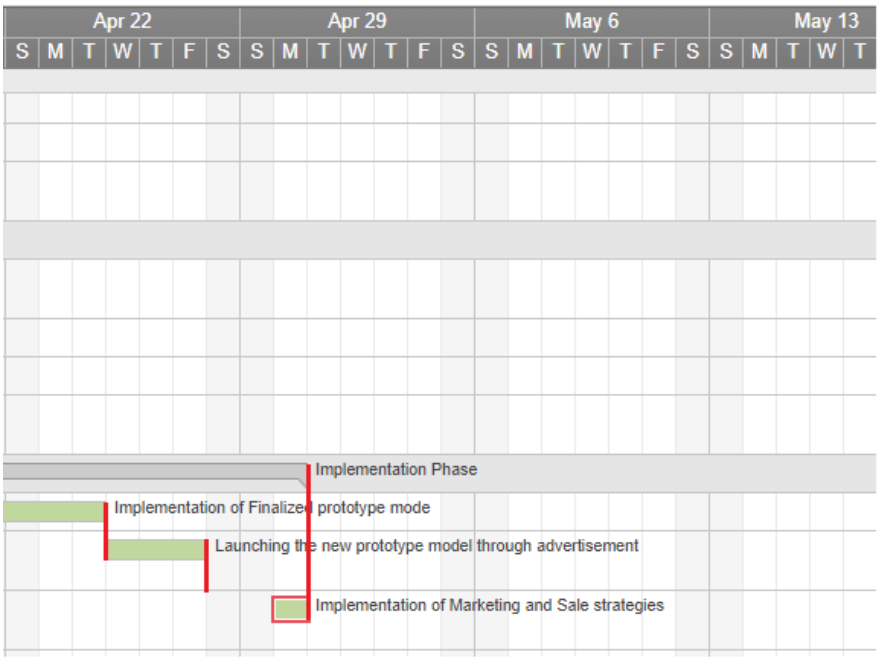
The critical path is a long sequence of activities in a project plan which must be completed on time for the project to complete on due date. An activity on the critical path cannot be started until its predecessor activity is complete; if it is delayed for a day, the entire project will be delayed for a day unless the activity following the delayed activity is completed a day earlier.

The below are the project critical path lines are shown for each phase






Feb 18
Feb 25
Mar 4
Mar 11
Mar 18
Mar 25
Concepting Phase: Ideation
Each of the four team creates framework
Individual team meetings to discuss on the framework
Prototyping and Refining Phase
Approval from the Cineplanet team for prototyping
Arranging for the elements for the prototype
Building the prototype
Testing and reviewing the prototype with Cine employees


Apr 22
Apr 29
May 6
May 13
Implementation Phase
Implementation of Finalized prototype mode
Launching the new prototype model through advertisement
Implementation of Marketing and Sale strategies

10. Project Milestones and Deliverables

10.1 Milestones

Milestone	Scheduled Completion Date
Conducting Field Research and Interview Customers	12/21/2017
Develop ideas for the prototype	02/06/2018
Approval from the Cineplanet team for prototyping	02/23/2018
Building the prototype	03/08/2018
Testing and reviewing the prototype with Cine employees	03/21/2018
Implementation of Finalized prototype mode	04/24/2018

10.2 Deliverables

- Analyze appropriately the survey results
- Design ideas for the prototype
- Collaboration in between the teams to confirm the final prototype design
- Implement the prototype model to the Cineplanet
- Collect feedback from the customers after completion of each prototype model implementation
- Testing the software for quality and endurance

11. Risk Management

Risk management is the process of analyzing exposure to risk and determining how to best handle such exposure. It is a collaborative process where risk response plans are developed in collaboration with the stakeholders who understand the risks and are best able to manage them.

The following Two sheets were generated:

- Risk Assessment Data Sheet
- Risk Matrix was generated.

11.1 Risk Assessment Data Sheet

Risk ID	Risk Factor	Risk Rank
R01	Client Satisfaction	6
R02	Technical Feasibility	3
R03	Location Requirements	2
R04	Quantifiable Ideas	1
R05	Resource Allocation	5
R06	Market Needs	7
R07	Quality of Service	4

11.2 Risk Assessment Matrix

	Negligible	Marginal	Critical	Catastrophic
Certain			R05	
Likely		R01		

Possible		**R04**	**R03**	**R07**
Unlikely				**R02**
Rare			**R06**	

11.3 Risk Register

Risk Register also referred to as Risk Log comprises of information about project risks, their causes, how they are mitigated and any new risks that can be dealt with. The Risk Register will generally be shared between project stakeholders, allowing those involved in the project to be kept aware of issues and providing a means of tracking the response to issues. It can be used to flag new project risks and to make suggestions on what course of action to take to resolve any issues.

Risk ID	Risk Factor	Risk Rank	Risk Cause	Consequence of Risk	Mitigation and Contingencies	Requiring Response
R01	Client Satisfaction	6	Non - appealing prototype framework	Reduce trust from the customers	Appropriate actions to be taken for the customer feedback	Additional Analysis and Response
R02	Technical Feasibility	3	Logistics issues with the location estimates	Degrade quality of prototype models	Pre-plan and agree upon the technical logistics with Cineplanet	Near term
R03	Location Requirements	2	Cineplanet changes the location for prototype build	Improper planning from the team	Contract approval from Cineplanet about the location	Near term
R04	Quantifiable	1	Teams suggesting	Impact on project	Timely emphasis	Additional Analysis

	Ideas		ideas that cannot be quantified in terms of model built and resources available	time and schedule for different tasks	on the key activities to the team members	and Response
R05	Resource Allocation	5	Identifying correct resources across field research and also for analytics	Loss in quality of deliverables	Proper planning and understanding to allocate appropriate resources for the project	Additional Analysis and Response
R06	Market Needs	7	Customer feedback	Loss in Business	Check for the competition in market and generate appropriate plans	Additional Analysis and Response
R07	Quality of Service	4	Negligence to Cineplanet customer user requirements	Loss in Business and intangible company assets	Continuous evaluation done by the company	Near term

Qualitative Analysis considers the probability of occurrence of a risk. The different types of risks are considered, and each risk is evaluated on the basis of:

- what impact it can make and
- what are the chances for its occurrence.

Based on the effect it has, different ratings are allocated to each risk. This can be represented by Risk Matrix.

The matrix is color coded and each color represents the intensity of the risk and opportunity.

Red - High Risk

Yellow - Moderate Risk

Green - Low Risk

		Threats		Opportunities	
High Probability of occurrence	0.7	R04, R01	R05, R02	R07,R01	R04
	0.3	R03	R06, R07	R05, R06	R03, R02
		0.3	0.7	0.7	0.3
Low			High	High	Low
Impact of Risk					

12. Budgeting and Cost Control

Budget is the major constraint to every project. The company needs to ensure that the budget estimate should be able to cover all the expenses with profit. The budget should be estimated with high accuracy and consider the best case and worst case of every part of the project. This helps us manage risks. The stakeholders should have a clear idea about the estimates and their experiences help us improve accuracy of the costs.

A budget of $26,50,000 is required for this project to avoid lack of resource. The cost accounts used in the project are:

CEO	$75,000
Director Marketing	$60,000
Director Engineering	$65,000
Director IT	$70,000
Managers	$180,000
Project Manager	$25,000
Staff	$5,52,000
3D Theatre Screen	$150,000
Dolby Surround System	$50,000
Kiosks	$35,000
Interior Redevelopment	$150,000
Reclining Chairs	$125,000
Self-Service Refreshment	$70,000
Survey Cost	$50,000
Flooring & Carpet	$100,000
Entertainment Rides	$70,000
Construction Cost	$150,000
Staff Training	$30,000
Lighting Hardware	$20,000
Painting & Decorating	$40,000
Electrical Work	$30,000
Heating & air conditioning	$50,000
Insurance	$80,000
Sprinkler & Fire Protection	$15,000
Soundproofing & Insulation	$25,000
Final Clean Up	$12,000
Waterproofing	$22,000
Installed Equipment (Elevators, Revolving doors, etc.)	$45,000
Service Work	$25,000
Total + Miscellaneous	$26,50,000

13. Project Monitoring, Auditing, Review and Evaluation

In the project monitoring progress, IDEO had three sections which were concerned with:

- Comparing actual project performance against the project management plan:
  Compared the completed project product with the expected result before the project started and saw if it met the expected project design requirements.
- Assessing performance to determine whether any corrective or preventive actions were indicated, and then recommending those actions as necessary：

  In the IDEO team, teams developed new ideas based on the analysis and brainstorming within their own group when in the free Idea phase. After that, the entire project team would meet for a meeting to evaluate each idea in each group, and every idea would be openly voted. Only the most successful ideas would be able to enter the implementation phase.
- Providing forecasts to update current cost and current schedule information:
  Under Cineplanet's employment relationship, the IDEO team's project budget had clear limits. So they had to have a cost estimate for each creative and improved product, and under the rigorous monitoring of cost control, IDEO's team could reasonably complete each product without wasting money.

Besides, IDEO team also had two approaches to monitor the whole project:

- Meetings
  IDEO teams hold big meetings between each phase, and they did have meeting every day. This will be a very good way to monitor the job. During the small meeting every team member made a report about what they had done today and decided what to do tomorrow, and how many hours they would take to finish the work. The big meeting was helpful for the team to monitor whether the project was completed by the time table and made a future vision about the next phase.
- Dashboard
  Dashboard was a very handy tool that would showcase the work of all products on the dashboard. It was completely transparent, which meant that every member could see the work process of the whole team, which not only facilitated the team decision-making, but also stimulated the collaboration among each member.

14. Communication and Displays of Project Progress

In the communication section the very first thing is communication planning. This is process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.
IDEO teams asked themselves about "What", "When", "Why", "Who" and "How" to find out what information do they need to collect? what information needs to be distributed?
As IDEO had a completely flat organizational structure, the communication among the team members was very smooth.
The main goal of information distribution is to create favorable conditions for the distribution of valuable information to stakeholders and teams in the program. The format for distributing information consists of three different types:

1. Face to face: This is done through a group or individual meeting where you are personally engaged.
2. Hard copy: This is obtained by using a hard copy of the paper binding letter or report.
3. Electronic: This is done by using e-mail, teleconferencing, or even video chat.

The project manager should do the following to distribute the information:

1. Organize face-to-face newsletters, hard copies, and electronic formats.
2. Report project information to project stakeholders and notify project progress.
3. Will not block any information that is not sensitive to stakeholders.
4. Feedback to stakeholders.

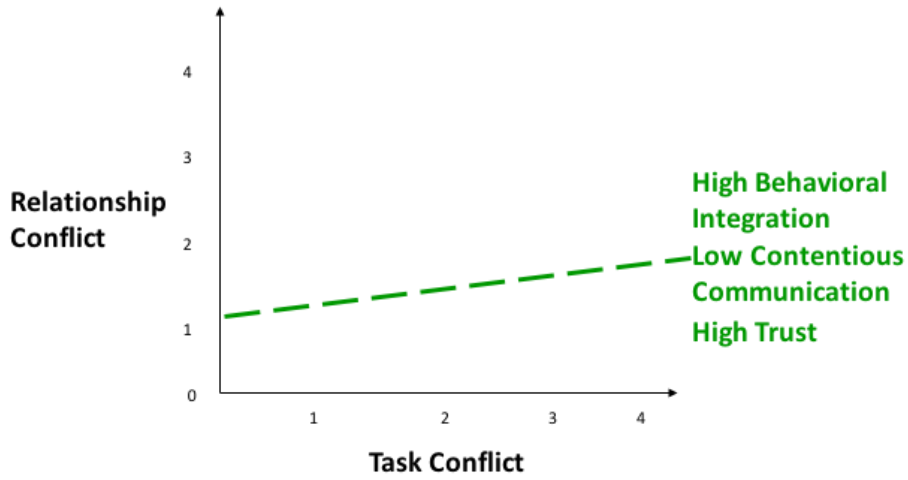
The second thing about the communication management is to manage and control the communication. One thing important is the work performance report. A work performance report is a collection of project performance and status information that can be used to facilitate discussion and communication. In order to optimize this process, it is important to provide timely, comprehensive, accurate and available reports.
To control the communication, holding meeting is a useful tool. Controlling the communication process requires discussion and dialogue with the project team to determine the best way to update and communicate project performance and respond to stakeholder requests for information. These discussions and conversations are usually conducted through meetings, which can be either face-to-face or online, or at different locations, such as at the project site or at the customer's site. The project meeting also includes discussions and dialogues with suppliers, suppliers and other project stakeholders. IDEO team would have meeting at the ending and beginning of each phase, they summarized what has been done, checked if they

were within the time frame, and developed a new plan for the next phase. During each meeting, all IDEO members had been trained to communicate well, greatly reduced communication barriers and increased the efficiency of each meeting.

15. Conflict Management

In IDEO’s conflict management they had a goal to build high task conflict with low relationship conflict. In the case of high mission conflicts, it would promote the birth of new inspiration among the various team members, which would help the quality of the project product to achieve the goal of being nearly perfect. All mission conflicts had the same thrust: Make the project better. And to minimize the conflict of relations was conducive to inter-team and inter-member team synergies, so that team members trusted each other and understood each other, so as to achieve the overall efficiency of the work team.

To achieve this standard, we must consciously control three aspects: behavioral integration, trust and contentious communication. IDEO team kept the behavioral integration and trust at a high level. It was very easy to achieve because of the organizational structure. A flat organizational structure of IDEO provided a completely open environment for the information sharing and better communication. To keep the contentious communication low was thanks for the reason that there was no such competition like performance evaluation in IDEO. People no longer worried about the inter-group performance would affect the individual's salary, so there would be no conflicts arising from personal interests.



16. Quality Issue and Management

The major approach of quality management in IDEO team was the feedbacks. The feedbacks came from three parts: internal team members, Cineplanet and the audience. IDEO would openly comment on each new idea, and the person who created it would give an overall picture of the entire team, telling what the benefits this idea would bring to the client (Cineplanet) and what to bring to the audience experience. Then all members would be a comprehensive assessment of this idea and give their own feedback. The idea creator gathered these feedbacks and improved on their own products by controlling the quality of the project internally, ensuring that each new product has a role to play and contributing to good project quality.

In additional, the feedback given by Cineplanet was even more important. The feedback might come from Cineplanet's top leadership, but also come from ordinary employees. These feedbacks gave IDEO a clear grasp of the timing and implementation difficulties to check if the team delivered on time and at each stage and whether the delivered product was difficult to implement.

In the quality control section, the most important feedback came from the audience. During the prototyping phase, IDEO observed and randomly surveyed the audience about how these changes to the theater brought to them. The true reaction of the audience was the final test of the quality and effectiveness of each product. The most real feedback you could get from first-hand data was to make sure that every IDEO-made product was made meaningful and had the highest quality. IDEO team analyzed the feedback data given by the audience, the results would be directly beneficial to the perfection and modification of each product, in the quality inspection could ensure that each item or service could play their role, to achieve higher quality standard grade.

17. References

https://www.ideo.com/

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Project Management Body of Knowledge, Project Management Institute

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