

Project Plan

Volumetric Capture in GroupM Campaigns

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Company

GroupM
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Fontys
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Version History

Date	Version	Author	Comment
2023-05-09	0.0	J.C. Hendriks	Initial document
2023-06-27	1.0	J.C. Hendriks	Moved version history from the front page to its own page. Added scope table under The Assignment. Included risk analysis and contingency plan. Deliveries updated.

Abstract

GroupM Labs is an initiative within GroupM that explores cutting-edge trends and technologies that shape the future of the media industry. The company collaborates with Fontys University of Applied Sciences to tap into the next generation of talented professionals and leverage their expertise to create innovative solutions that drive business growth for its clients. The main challenge that GroupM faces is delivering innovative and engaging media content that can capture the attention of audiences while staying competitive in the market. The company aims to conduct research on volumetric capture technology to enhance its competitive edge and establish itself as pioneers in the industry, delivering truly immersive and unforgettable media experiences that stand out in a crowded market. The research will focus on exploring the capabilities and potential applications of volumetric capture in media campaigns and creating an innovative and engaging media campaign that showcases the technology's potential. The end product of the research will be a validated media campaign prototype that will help Charlie Freestone and Labs deliver a proposal to implement volumetric capture into future campaigns.

Stakeholders

GroupM Labs – The Company

Labs is a dynamic and forward-thinking initiative within GroupM that is dedicated to exploring cutting-edge trends and technologies that are shaping the future of the media industry. As a global leader in media investment, GroupM is renowned for its expertise in providing media planning, buying, and optimization services to a diverse range of clients. To stay ahead of the curve and maintain a competitive edge, GroupM offers comprehensive training and development opportunities to its employees. This includes targeted training on specific software and technologies from in-house experts, as well as broader personal and professional development programs. By fostering a culture of continuous learning and innovation, GroupM ensures that its employees are equipped with the latest skills and knowledge needed to succeed in a rapidly evolving industry.

GroupM has a strong relationship with Fontys University of Applied Sciences, with a history of working with and hiring ICT students who specialise in UX/UI design and creative technology. By collaborating with Fontys, GroupM can tap into the next generation of talented professionals and leverage their expertise to create innovative solutions that drive business growth for its clients.

Charlie Freestone – The Company Coach

Charlie Freestone is a seasoned professional with a background in Communications and Brand Strategy, and he currently holds the position of 'Heads of Labs' at GroupM.

He has a wealth of experience in innovation education and implementation, having worked with numerous high-profile brands across the globe. Charlie's impressive credentials include a Bachelor's degree in Law & Media/Arts Production from the University of Technology in Sydney, which equipped him with a unique skill set and a deep understanding of the intersection between law, media, and creative production.

With his extensive experience and diverse skill set, Charlie is well-equipped to lead innovation efforts at GroupM and drive growth for the company and its clients.

Jan Carlo Hendriks – The Researcher

Jan Carlo is a Peruvian-Dutch digital designer who specialises in web technologies. With a four-year degree in Media and Interaction Design and three years of work experience in web development, he has developed a deep understanding of the field. Currently, he is furthering his knowledge of the IT world by pursuing additional studies at Fontys University of Applied Sciences.

He is passionate about solving problems and creating unique digital experiences that captivate and engage users. Jan Carlo is committed to staying up-to-date with the latest trends and technologies in order to deliver innovative solutions that meet the needs of his clients. With a blend of technical expertise and creative flair, he is dedicated to delivering outstanding results that exceed expectations.

Assessing

Fontys – The University

Fontys University of Applied Sciences is a leading institution of higher education in the Netherlands. It is renowned for providing high-quality, practical-oriented education that prepares students for the challenges of the modern workforce. With over 44,000 students and a faculty of over 4,000, Fontys offers a wide range of undergraduate and graduate programs in various fields, including technology, health, social work, and business. The university prides itself on its strong ties to industry and its focus on innovation, sustainability, and internationalisation. Fontys aims to provide a supportive learning environment that fosters personal and professional growth and prepares students for successful careers in their chosen fields.

Eric Slaats – The University Coach

Eric is a passionate educator who teaches at Fontys Hogeschool ICT. He has a deep-seated desire to keep up with the ever-evolving landscape of education and is always on the lookout for innovative approaches. Eric believes in continuous improvement and regularly seeks reinforcement both nationally and internationally.

He is known for his enthusiasm and tireless efforts to find distinctive ways to enhance education. Eric is future-oriented, always looking ahead to the demands of tomorrow and how to prepare students for the workforce of the future.

The Assignment

As a leading player in the media industry, GroupM faces the constant challenge of delivering innovative and engaging media content that can capture the attention of audiences while staying competitive in the market.

To meet this challenge, they are always on the lookout for new technologies and techniques that can help them create more immersive and engaging experiences for their clients. One such technology that has the potential to revolutionise media campaigns is volumetric capture, a cutting-edge 3D representation of real people, objects, and environments captured in digital form. While GroupM has some awareness of volumetric capture, they have not yet fully explored its capabilities or potential applications.

Conducting research on the capabilities and potential applications of volumetric capture in media campaigns presents a significant opportunity for GroupM to enhance their competitive edge and establish themselves as pioneers in the industry, delivering truly immersive and unforgettable media experiences that stand out in a crowded market.

The Problem Statement

Main question

How can volumetric capture be used in GroupM media campaigns to create immersive experiences in a determined use case?

Sub questions

1. What is volumetric capture technology, and how does it work?
2. What are the benefits and limitations of volumetric capture technology in creating immersive experiences?
3. What are potential applications of volumetric capture in media campaigns?
4. What is an achievable concept we can build based on the potential applications?
5. How can volumetric capture technology be integrated into existing GroupM client media campaigns, and what are the technical requirements and challenges?
6. What are the best practices for designing and executing volumetric capture-based media campaigns?

Goal

The main goal of the assignment would be to develop an innovative and engaging media campaign that incorporates and showcases the potential of volumetric capture technology.

End Product

Based on the research, a validated media campaign prototype will be delivered at the end of this project. This prototype will be the result of investigating the potential applications of volumetric capture in media campaigns and choosing an appropriate concept which will be ultimately tested.

This prototype and research will help Charlie Freestone and Labs deliver a proposal at the higher table of GroupM to further investigate and potentially implement Volumetric Capture into future campaigns.

Scope

The scope of this project is to identify and develop a media campaign that showcases the potential of volumetric capture technology. The project will consist of several phases, including research, concept development, prototyping, showcasing, and finalisation. The research phase will involve conducting qualitative research to understand the technology and its potential applications, while the concept phase will focus on ideating and selecting an appropriate concept for the media campaign. The prototype phase will involve designing, developing, and testing the selected concept, and the showcasing phase will involve presenting and showcasing the prototype. Finally, the project will be finalised by delivering a validated media campaign prototype, research findings, and any technical documentation.

The boundaries of the project include the types of volumetric capture technology that will be considered, the industries that will be targeted, and any constraints such as budget, time, resources, or technical limitations. The project will also need to take into account the needs and expectations of internal and external stakeholders to ensure their satisfaction with the final product.

In Scope

- Research documents
- Concept documents
- Prototypes

Out of Scope

- Design
- Production ready & high end digital product

Research Frameworks & Methods

Given the context of IT and innovation in this project, and to ensure best practices are applied. The frameworks described below will be used.

The DOT Framework

The DOT Framework (Development Oriented Triangulation Framework) is a tool that can be used by researchers to structure and communicate about their research. It is particularly useful for research in the field of IT, as it allows researchers to understand the differences and similarities between various research methods. By using the framework, researchers can select a suitable method or combination of methods to use in their research. This can help to ensure that the research is structured effectively and that the results are communicated clearly and accurately. The DOT Framework is a valuable tool for researchers in the field of IT, helping to ensure that their research is rigorous and effective.

Design Thinking

Design thinking is a problem-solving methodology that puts users' needs and experiences at the centre of the design process. It involves understanding the problem, empathising with the user, brainstorming ideas, prototyping, and testing the solutions.

The design thinking method is useful for projects involving emerging technologies because it encourages innovation and creativity in finding solutions to complex problems. By focusing on the user and their needs, it helps ensure that the technology is user-friendly and meets their needs. It also allows for rapid iteration and testing of ideas, which is especially important when working with emerging technologies that may not have a well-established set of best practices.

Agile & Scrum

Agile is an iterative and incremental approach to project management that emphasises flexibility, collaboration, and continuous improvement. Scrum is a specific framework for implementing agile that is widely used in software development projects.

In the context of a project involving emerging technology, agile and scrum can be useful for several reasons. First, emerging technologies are often characterised by uncertainty and change, and agile methodologies are designed to be adaptable and responsive to change. Second, agile and scrum emphasise collaboration and communication among team members, which is essential when working with new and unfamiliar technologies. Finally, the iterative and incremental nature of agile and scrum allows teams to rapidly test and refine ideas, which can be especially valuable when working with emerging technologies that are still in the development stage.

Agile and scrum can help teams effectively manage the complex and evolving nature of projects involving emerging technologies, while maintaining a focus on collaboration, flexibility, and continuous improvement.

Methods

This project will utilise qualitative and quantitative research methods to understand and utilise the technology of volumetric capture in GroupM client media campaigns. Qualitative research will be conducted to gain a deep understanding of the technology and how it can be utilised to create immersive experiences. This research will involve a literary study and (semi-structured) interviews with parties involved in the process of creating media campaigns.

Quantitative research will also be conducted to test the efficacy of the prototype. Surveys in the form of usability tests will be used to collect data on user experience and to evaluate the effectiveness of the technology. By combining both qualitative and quantitative research methods, this project aims to gain a comprehensive understanding of the technology and its potential applications in media campaigns.

Plan

Duration for this project is 5 months. Starting from 1st April to 20th August.

Phase 1: Research (Weeks 1-3)

- Conduct desk research on volumetric capture technology
- Conduct interviews with industry experts and stakeholders to gain insights on volumetric capture and its potential applications in media campaigns
- Develop a research report that summarises the findings

Phase 2: Concept (Weeks 4-6)

- Brainstorm concepts that utilise volumetric capture technology in media campaigns
- Gather stakeholder feedback on the concepts
- Develop a concept brief that outlines the chosen concept

Phase 3: Prototype (Weeks 7-17)

- Design and develop a prototype that incorporates volumetric capture technology
- Conduct user testing to evaluate the prototype's efficacy

Phase 4: Showcase (Weeks 18-19)

- Develop a presentation that showcases the prototype and its potential applications in media campaigns

Phase 5: Finalise (Week 20)

- Conduct a project hand-over to the appropriate team within GroupM
- Develop a post-project report that summarises the findings and the success of the project

Milestones & Deliverables

Introductory Analysis of Volumetric Capture

This includes library studies and interviews to find the potential of volumetric capture.

GroupM's Clients Analysis & Applications report

An analysis of GroupM's clients and a list of potential use cases for volumetric capture in media campaigns.

Brainstorm ideas

Generation of ideas to be refined into an actionable concept.

Concept briefing

A briefing of the final concept approved by the company will be developed including a list of requirements and definition of done.

Low Fidelity Prototype

A first draft of the concept will be created and tested in order to gain insights regarding usability of the application.

Qualitative Risk Analysis

Qualitative risk analysis is the process of assessing the likelihood of a risk occurring and the impact it would have on a project if it happened. This analysis enables informed decision-making and the development of effective risk mitigation strategies, ensuring project success.

Risks Identification & Assessment

During the initial Risk Identification step, a risk register is completed which is simply a list of the most important risks to the project. Afterwards, a probability and an impact score is given to each risk. Since risk has two components, probability and impact, both need to be considered. Lastly the risk score is calculated as follow:

$$\text{Risk score} = \text{Probability} \times \text{Impact}$$

The higher the score, the higher the priority.

Below the legend for the probability and impact scores. In the following page a table with the assessment.

Probability	Impact
<i>1 = Rare</i>	<i>1 = Negligible</i>
<i>2 = Unlikely</i>	<i>2 = Minor</i>
<i>3 = Possible</i>	<i>3 = Moderate</i>
<i>4 = Likely</i>	<i>4 = Major</i>
<i>5 = Almost certain</i>	<i>5 = Catastrophic</i>

ID	Description	Probability	Impact	Score	Priority
1	<u><i>Technology not available</i></u> GroupM may not have a volumetric capture room available yet.	5	3	15	1
2	<u><i>Lack of expertise or experience</i></u> The researcher may not have the necessary expertise or experience to successfully execute the project.	3	2	6	6
3	<u><i>Technical challenges</i></u> The use of volumetric capture technology may pose technical challenges, such as compatibility issues or difficulties in integration with existing systems.	3	3	9	4
4	<u><i>Time constraints</i></u> The project may face time constraints that could impact its scope or quality.	3	3	9	3
5	<u><i>Changes in company requirements</i></u> The company's requirements may change during the course of the project, which could impact the project's scope or timeline.	2	3	6	7
6	<u><i>Security breaches or data loss</i></u> The use of digital technologies and data storage may pose risks of security breaches or data loss.	2	4	8	5
7	<u><i>Stakeholder management</i></u> The project may involve multiple stakeholders outside of the here defined with differing interests and priorities, which could impact the project's success.	3	4	12	2

Contingency

Once the risks to the project have been identified, their probability and impact given a value, and an overall priority established, risk responses can be drawn up.

ID	Description
1	<u><i>Technology not available</i></u> To manage this risk, the researcher can use other technologies to resemble the 3D characteristics of volumetric capture. Think of using 3D models from the internet.
7	<u><i>Stakeholder management</i></u> To manage this risk, the researcher can establish clear communication channels with the main stakeholders, conduct regular check-ins to ensure their needs are met, and be prepared to negotiate and make trade-offs as needed.

Bibliography

GroupM Labs

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<https://maken.wikiwijs.nl/129804/>

https://ictresearchmethods.nl/Main_Page

Design Thinking

<https://www.interaction-design.org/literature/topics/design-thinking>

Agile

<https://www.atlassian.com/agile/scrum>