Case Study 1hPush
Exercise Block 01 – Project Objectives and Project Management Fundamentals

Learning objectives:

– You can describe how to differentiate a project.
– You can adequately formulate the project goals with five criteria (S.M.A.R.T.).
– You can name and explain three types of project goals/objectives.
– You can distinguish between goals/objectives and requirements.
– You know different types of projects and can apply and delimit them to a concrete example.
– You know the different types of project characteristics and can define them in a concrete example.
– You know the differences between project, program and portfolio and can explain them.

Task and Conditions

- Time: 180 minutes (incl. breaks)

- Book chapter(s): 1.2.2, 1.2.3, 1.3, 1.4 and 10.1-10.3

- Work on the following exercises/tasks in your group

- Supporting materials:

    - Case study; Book

1   Exercise

a. Read the extension of the case study 1hPush.
b. Name the project and develop the overall project objective of the project.
c. Formulate the overall project objective in a S.M.A.R.(T.) way.
d. Reflect the overall project objective in relation to the company goals/objectives.
e. Develop "System objectives", "Process objectives", "Additional objectives" of the project.
f. Reflect the objectives from e. in relation to the company goals/objectives (if possible) and provide reasons for your assessment.
g. Prioritise the objectives from e. and provide reasons for your assessment.
h. Develop non-goals of the project to define its scope.

2   Exercise

a. What kind of project is it?
b. Justify your classification along the examples and hints in chapter 1.4.
c. Which project characteristics do you already know from the description in the case study, which ones are still open for you?
d. Describe what a program and a portfolio could look like in the context of the case study and justify it.

3   Documentation

a. Create a documentation based on the template for exercises 1 - 2
b. Upload the documentation to MS Teams.

Extension 1hPush – Project Objectives and Requirements

<u>Transcript of the conversation with Sonja (CEO):</u>

Our starting position is that we have grown considerably over the past months. Meanwhile, we have problems designing our processes homogenously. Especially, our processes are – for no reason – run completely differently. This concerns, for example, procurement and how we try to gain new suppliers, but it also includes our work with the "community". We are currently not able to learn from each other, because neither our processes are documented uniformly and they are partially only known by few employees. We definitely need to change that.

Additionally, we feel that we are not generating sufficient ideas that are of interest for the market. We wish to improve this in future. The project has several dimensions; on the one hand, we want to establish a uniform understanding of processes, and, on the other hand we want to actively integrate a community into the development of new ideas. This concerns, for example, procurement and how we interact with our suppliers and also includes the feedback of existing customers.

Goals of the project are in my opinion:
- Preparation of a process map
- Shared understanding of the process map
- Development of all relevant processes with our business partners
- Shared understanding of the processes
- Development of processes to operate our social media channels
- The maximum duration of the project is 6 months
- The budget for the project is 200'000 CHF
- The relevant stakeholders are involved
- All processes are modelled in BPMN 2.0

To obtain a shared understanding of our areas of operation and to clarify how the activities of each employee contribute to value generation, we want to establish a process map. This is an important part of working together efficiently. For this, we need the approval of the stakeholders of all areas of operation. I definitely want to be informed, should this cause any problems. The process map will not automatically lead to a shared understanding, hence it should be implemented in all areas of operation and be communicated accordingly.

At the moment, we are working together with our business partners (suppliers and retailers) at times somewhat unstructured and ad hoc. It will be necessary to define and structure the processes for and of our business partners. We should consider what is specific for each

country and what can be a common basis across all organizational units. We should extract "the best" of all areas and transfer it to all organizational units.

Since we are growing strongly, it is important for the training of new employees to be able to work in a quick and productive manner. Thus, we will be able to shorten the time of «onboarding» in future. Not only new employees should develop an understanding of the processes, but also the existing employees. Within the scope of the project it should be ensured that the majority of employees understands the processes. It is not about restructuring existing processes, however it is about homogenising and documenting them. There will be no further training within the scope of the project.

The centre of the project is the development of a common vision across all sites regarding the process of operating our social media channels. This uniform process should be defined in a way so it can be automized with a software solution to a high extent. Especially, media discontinuity shall be avoided and all channels shall be operated through one solution and in four languages. It is very important that we communicate professionally and efficiently with our consumers and especially "with one voice". The evaluation and the concrete elaboration of requirements for a general solution, the evaluation of this solution and it procurement, we will develop after this project in a separate project. We will have enough to do with the development of our processes in this project.

We have a significant budget for the realisation of the project. We also have a tight time frame of only 6 months. It is important that all relevant stakeholders are involved in the development of the content.

In the initial phase, we will not acquire any professional software for the compilation and management of processes. However, the processes are to be documented in BPMN 2.0. The BPMN 2.0 training for employees needs to take place at the very beginning of the project. The idea behind this is that we want to automate more processes in future. Existing processes will not be automated within the scope of the project, however automation potentials may be identified and documented. Regarding the project approach, we remain open, as long as we chose an appropriate method.

The process map needs to be integrated into our intranet (SharePoint). Subsequently, all documented processes will be uploaded to the intranet making them available for all.