Project Management Intermediate Report (PMIR)

Phase	Review
Due Date	@April 29, 2022

Company Overview

- WindPlan is in the first phase of the development of the Minimum Viable Product to be delivered to Vestas in the future.
- Currently, the company is still waiting for the NDA to be agreed upon and signed to get access to the client's data. Furthermore, we are developing tool components that do not require data access.

Company Description and Organization

- As part of the work of a company's Strategic Planning team, the prioritization of its projects comes as one of the main activities. Using both internal and external factors, our product looks to assess in which initiatives should the company invest its time and resources.
- Our company decided to organize itself by attributing the following roles to their respective members:

Member	Roles
André Assunção	*Test Manager & Client Communication*
André Malheiro	*Planning Manager & Supervisor Communication*
Henrique Pereira	*Support Manager & Planning Manager*
João Rocha	*Design Manager & Implementation Manager*
João Romão	*Quality Manager & Customer Interface Manager*
Miguel Gomes	*Customer Interface Manager & Support Manager*
Paulo Ribeiro	*Supervisor Communication & Process Manager*
Pedro Azevedo	*Implementation Manager & Design Manager & Test Manager*
Pedro Seixas	*Client Communication & Quality Manager & Process Manager*

Team Coordination and Work Planning

- The main communication between the development team takes place on a Discord server, which allows for a good organization of the different topics of discussion (aspects related to the client, LGP agencies, or the deliverables, for example). In addition to our weekly face-to-face meetings during the LGP practical class (on Fridays), the team usually meets virtually to advance deliverables and develop the project.
- All deliveries, weekly briefs, meeting minutes, meeting agendas, or any other relevant documents are kept in a Notion workspace, which helps with the collaboration between all team members.
- In addition to our constant email exchange with clients, we also meet virtually at the beginning of the LGP practical class to inform them of the current status of the project and to decide the next steps to be taken.
- Communication with the Supervisor usually takes place on Fridays, during the LGP practical class, or via email in cases of urgent questions that occur outside class time. This constant coordination allows us to contextualize the supervisor and know that we are heading in the right direction.
- Communication with LGP agencies takes place via email, allowing for the clarification of quick doubts or service confirmations. However, we have also arranged Zoom meetings with representatives of these companies in order to detail our requests.

Major Risks

A more detailed description of the risks can be found in the Risk Register file, in the root folder of our team channel in Microsoft Teams. The main current risks consist of:

- NDA approval delay, restricting access to the data
- High expertise needed by the client to maintain or change the product in the future
- LGP Companies services delay (mockups, usability tests)
- Complex client data might lead to data understanding problems

Lessons Learned

- Always have mitigation measures to dampen the impact of the risks since some of them are out of our control such as the NDA.
- Sometimes, it is good to make out points and priorities clear to the client and agree on a solution to discrepancies. In our case, the client wanted the tool to be developed using Power Apps but, in our opinion, that would slow down the process. The solution we found, together with the client, was to use React with MS Teams integration, given that it was the main reason the tool should be developed in Power Apps.

Project Overview

- The development of the project is not proceeding as we would like as there is a significant delay in the signature of the NDA, which prevents us from starting to develop the critical features of the application. Despite this, we have met all LGP objectives, having submitted all deliverables in due time.
- MS Teams Integration ✅
- Client-side database ✅
- Basic layout and functionalities (dataless) ✅
- Mockups ⌛
- Mockups into reality ⌛
- Data understanding 🛑
- Algorithm 🛑

Project Description and Client

- Vestas Wind Systems is a Danish wind turbine company. It operates across multiple countries worldwide, it has over 29000 employees, over 52000 active wind turbines and it had a multi-billion euro revenue in the last year. Vestas is the number one on-shore company, and it is their goal to also become the number one off-shore.
- Vestas Power Solutions is the business unit that we will be collaborating with and that is responsible for the development and design of wind turbines.
- We were commissioned to develop an app to help Vestas with portfolio prioritization, in order to better decide which products are best to invest both time and resources.

Project Management Practices

We've adopted an agile methodology, being constantly attentive to the current risks.

After completing the Project Survival Test, the requirements for which we assigned a lower score, followed by a justification of their low values, were:

- *Does the project have a detailed, written Quality Assurance Plan that requires design and code reviews in addition to system testing?*
    - Due to the NDA delay, our practical development of the project is limited, so we were only able to do the project setup. However, in the future, we intend to have this quality control in terms of design and code.
- *Has a single key executive who has decision-making authority been made responsible for the project, and does the project have that person's active support?*

    - In our team, we do not have a decision-making authority. We usually discuss the decisions to take all together and gather the team's input to reach a good solution to the problems.
- *Does the project have a feedback channel by which project members can anonymously report problems to their own managers and upper managers?*
    - We don't have a system like that, however, if we do have a problem we can easily discuss it with the whole team.
- *Does the project have a written plan for controlling changes to the software's specification?*
    - The software's specification only had to be changed due to budget restraints (couldn't use Microsoft Power Apps) and this was discussed with the clients beforehand, however in this state, we don't feel like a change will be needed as the features could be easily implemented when we get access to the data from Vestas.
- *Does the project have a Change Control Board that has final authority to accept or reject proposed changes?*
    - We do not have a group of people responsible for controlling the changes, but we do require pull requests to be overviewed by at least 1 other team member.
- *Is all source code placed under automated revision control?*
    - For the same reason presented in the first requirement, we do not have automated revision control yet, even though we intend to configure it as soon as we start developing the functionalities.
- *Does the project have a technical leader capable of leading the project successfully?*
    - The team also doesn't have a technical leader, since we usually discuss every problem (including the technical ones) altogether and gather the team's input to reach a good solution.

The first step was to make sure that the project vision was right and every team member knew exactly what it was. This helped and will continue to help in the development of the whole application.

We started the risk register after a suggestion from our client. This document is useful to keep us all up to date with the current situation of the project and the actions to take to mitigate possible risks. We also find it useful to make someone responsible for each risk.

For the deliverables, we got together every week to discuss what needed to be written or done and usually split the work. After the work was done we read everything and discussed if any changes needed to be done.

Current Scope

- The current scope of the project has not changed according to what was planned aside from the technologies that were initially proposed.

Project Plan for Build-Measure-Learn Phase

We’ve been following the LGP plan strictly, meeting all deadlines. The Build-Measure-Learn phase requires the following deliverables:

- Company Media Press Kit (CMPK)
    - This document must contain the main information about our product and our team, in a way that captures the attention of the media, so that our work could be recognized and publicized.
- Script for the Final Event (SFE)
    - This document should contain the full details of the final presentation outline, by elaborating the plan to be followed and jotting down some interesting ideas that could make our final presentation unique and memorable.
- Minimum Viable Product (MVP)
    - This should consist of a version of the product which shows the amount of validated learning about customers with the least effort, meaning that we must have an already functional version of the product ready, which encompasses the most fundamental functionalities in the vision of our customers. We’ve already specified the characteristics of our MVP in the document Product Vision & Prototype (PVP), which we intend to meet by the deadline of this deliverable (June 10).