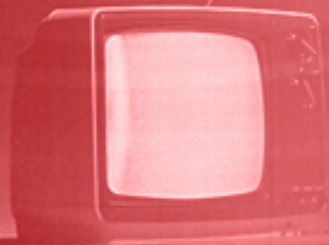


Stay on Target: Project Management for the Video Industry

Richard Harrington - RHED Pixel

www.RHEDPixel.com



Purpose

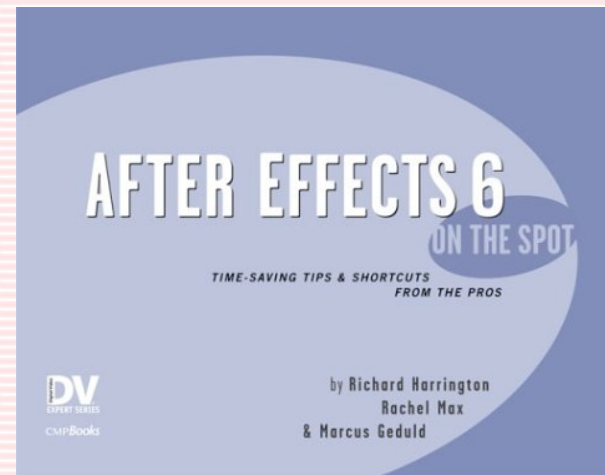
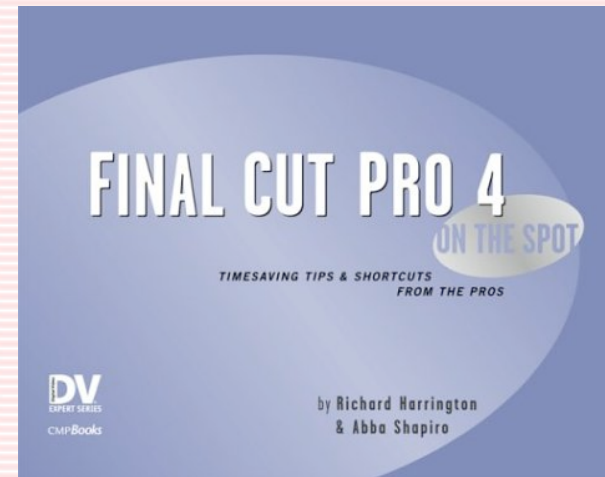
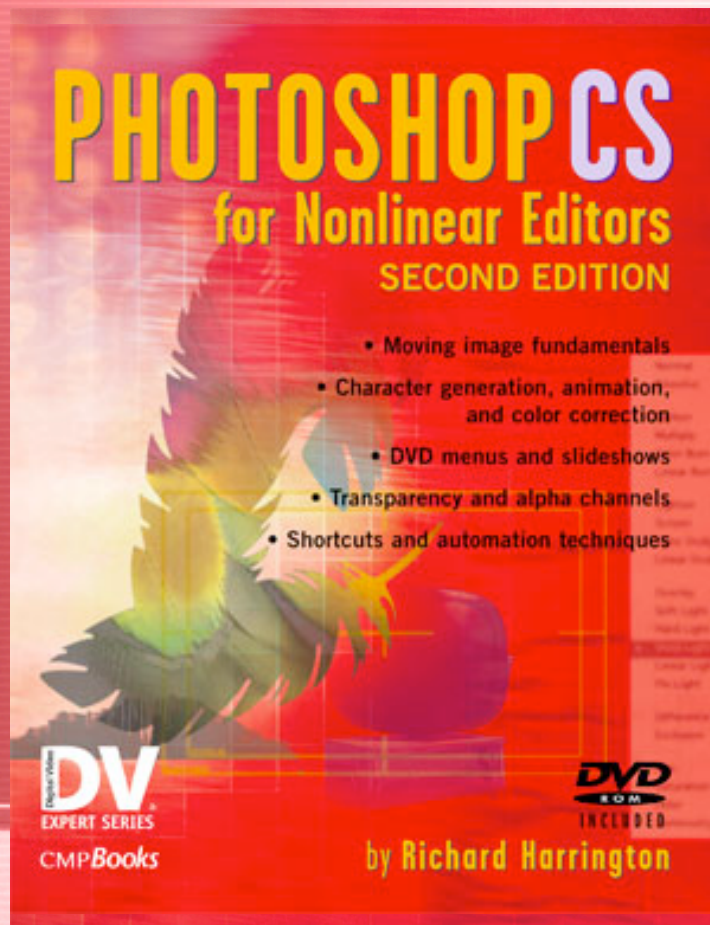
- **Address budgets and schedules**
- **Determine if you are losing money before a project is over**
- **Simple paperwork to clarify customer's relationship**
- **Better budgets**
- **Happier clients**
- **Competitive advantage**

About Me

- **Richard Harrington, PMP**
 - > **RHED Pixel (www.rhedpixel.com)**
 - > **Adobe Certified Expert**
 - > **Apple Certified Trainer**
 - > **Avid Certified Instructor & Master Editor**
 - > **Project Management Professional**
 - > **Teach courses on digital media production and web content creation**

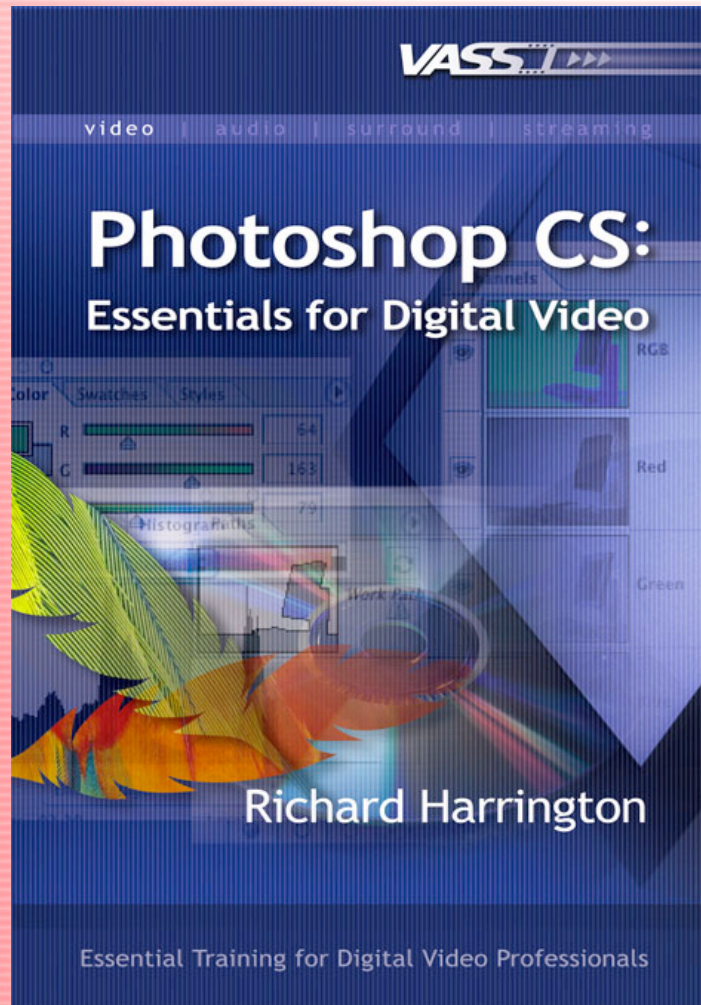


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About You

- **Primary Job**
 - > **Video Production/Post**
 - > **Motion Graphics**
 - > **Web/Multimedia**
 - > **Management**
- **Work in Project Management**
 - > **1 year or less?**
 - > **2-3 years**
 - > **3-5 years**
 - > **5 or more years**

The Bottom Line



The Bottom Line

- **Project Management is a collection business practices.**
- **It works.**
- **It is not a fad, it is not new, it is just getting the attention it deserves.**
- **As pace quickens, budget and workforce are shrinking.**

The Bottom Line

- **By employing an organized, tactical approach you can thrive in the changing film and video industry.**
- **You can never be too busy to manage a project.**



Triple Constraint



Triple Constraint

- 1. Scope: What is the work that must be completed?**
- 2. Schedule: What are the time constraints for the project?**
- 3. Budget: What are the financial constraints of the project?**



Triple Constraint

- Learning to balance these is essential to your success.
- There is a fourth force at work that holds all three together, **QUALITY.**
- Simply put, **Good, Fast, Cheap...**
Pick Two!



Characteristics of a Project:



Characteristics

- Purpose
- Temporary
- Unique
- Resources
- Cost/Time Constraints
- Interdependencies
- Life Cycle – Tasks
- Conflict
- Risk



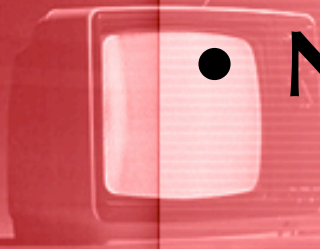
Project Objectives

- **Schedule**
- **Performance**
- **Cost**



Established Company

- **New products**
- **Management of contractors**
- **Upgrade of facilities**
- **Implementing a change**
- **New marketing efforts**



Entrepreneurial Company

- **Marketing**
- **Show development**
- **Fundraising**
- **Expansion**
- **Episodic series**
- **Multiple elements/single client**
- **High technology**

Why Project Management



Why Project Management?

- **Better control**
- **Better customer relations**
- **Better communication**
- **Higher quality**



Why Not Use PM?

- **Functional organization**
- **Accounting**
- **Personnel**
- **Immature employees**
- **Routine operations**



**Let's Get
Started**

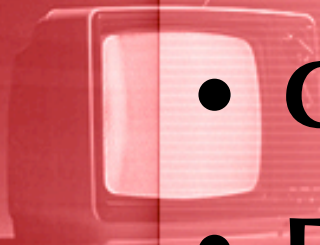


Let's Get Started

- **Develop concept**
- **Select the PM**
- **Develop charter**
- **Identify resources needed**
- **Define goals**
- **Create Work Breakdown Structure (WBS)**

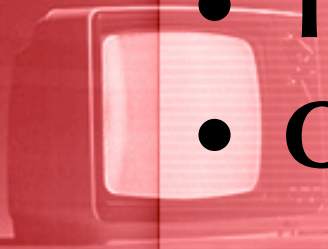
Let's Get Started

- **Create Work Breakdown Structure (WBS)**
- **Match workers to work**
- **Select team members**
- **Estimate time**
- **Create schedule**
- **Finalize Budget**



Let's Get Started

- **Build Project Plan**
- **Execute Work**
- **Coordinate efforts**
- **Measure and evaluate progress**
- **Take corrective action**
- **Test product**
- **Obtain sign off**



Let's Get Started

- **Transfer project to client**
- **Analyze the work and process**
- **Archive resources**
- **Have a debrief**
- **Create internal report or notes**



Scoping the Project



Scoping the Project

- Will take 2 - 16 hours to complete
- Document 2-10 pages... will become the charter
- Get all key players to attend
- Neutral facilitator
- Quiet room/no distractions
- Get Signoff

Scoping Document

- **Project Name**
- **Executive Summary**
- **Background**
- **Project Scope (High Level)**
- **Key Roles**
- **Signature Lines -
Sign Off "Charter"**



Success Factors

- **Right people at meeting**
- **Commitment from company**
- **Clear scope and objectives**
- **Clear understanding of constraints**
- **Buy in from employees**

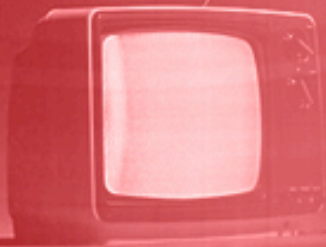


Warning Signs

- **Sponsor/management absent**
- **Overwhelming scope**
- **Unclear or no objectives**
- **Disagreement on purpose or nature of work**
- **Little benefit to doing the project**



Work Breakdown Structure



Work Breakdown Structure

- **Key to budgeting**
- **Identify the major tasks that need to be completed**
- **Keep breaking the job down into smaller pieces until you can accurately budget it and create time estimates**

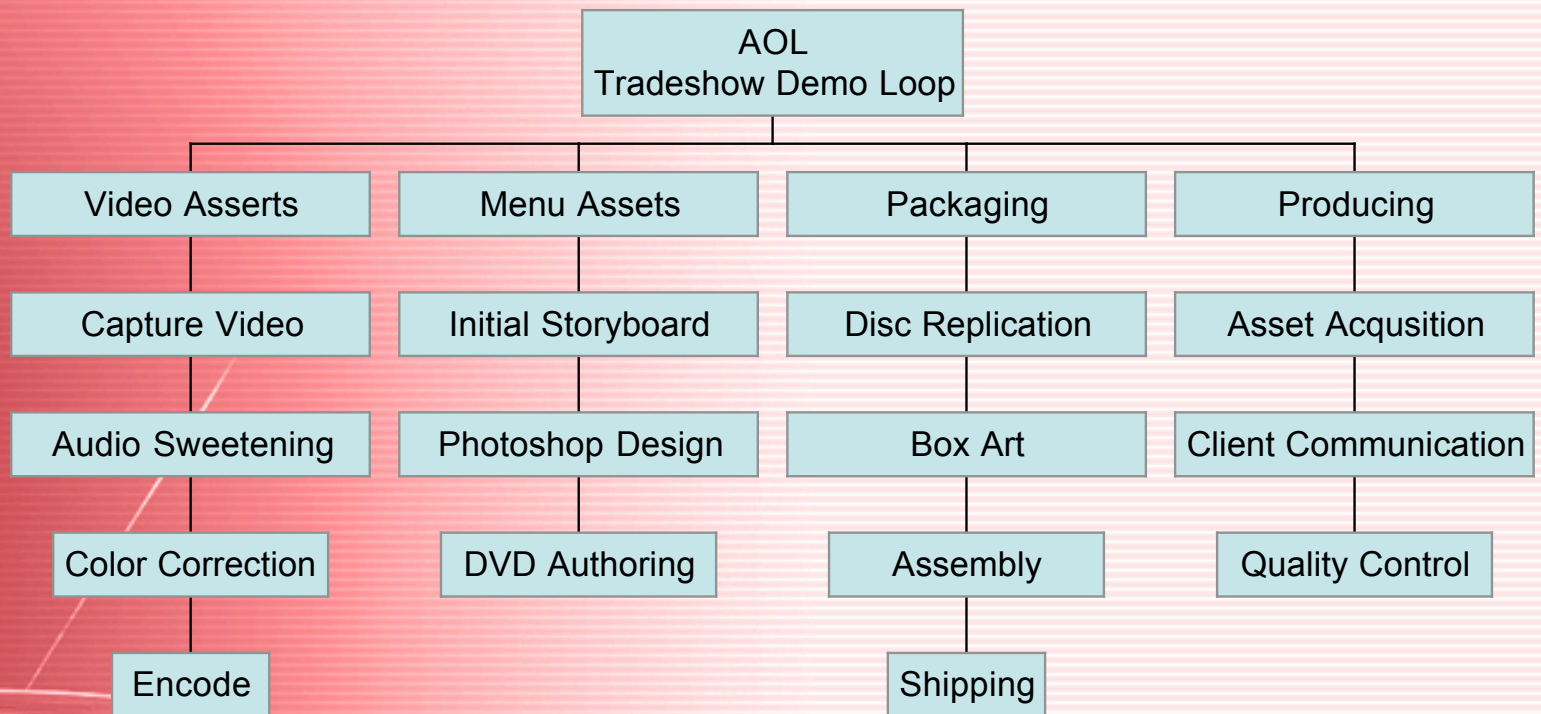


Work Breakdown Structure

- **Use Organizational Chart Maker in PowerPoint or OmniGraffle**
- **Outline and share**
- **Be sure to get input from client and team**



Work Breakdown Structure



Estimating Time

- **Survey Workforce**
- **Ask for time estimates for**
 - > **Optimistic**
 - > **Pessimistic**
 - > **Most Likely**
- **Time = $(O + 4M + P) \div 6$**



In Progress Reports



In Progress Reports

- **Communicate to the client where the project is at**
- **Best to be proactive... delaying 'bad' news only makes it worse**
- **Do not be overly optimistic or pessimistic... be realistic**



In Progress Reports

- Identify milestones complete
- Report percentage complete on tasks in progress
- Identify tasks not yet started
- Agree on regularity of reports with clients in advance
- **DON'T MAKE THEM ASK!**

Fixed Price Contracts



Fixed Price Contracts

- **Growing in Popularity**
- **Protect both parties if written properly**
- **Frequently favor the client, not vendor**
- **Important to CLEARLY define the product and service to be delivered**



Fixed Price Contracts

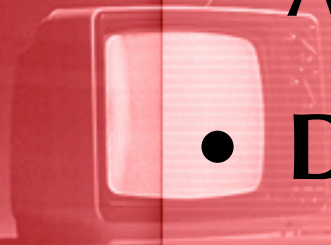
- **Need to provide protection to you if the scope of the project changes**
- **Keep accurate time records**
- **Bottom Line:**
 - > **Say what you are going to do**
 - > **Do what you say**
 - > **Update along the way**
 - > **Track changes and get approval for each as they arise**

Successful Teams



Successful Team Start Up

- Agree on the Purpose
- Identify the stakeholders
- Identify limits of work
- Identify the roles
- Agree on the ground rules
- Decide on team logistics



Effective Team Membership

- **Take responsibility**
- **Follow through**
- **Listen actively**
- **Communicate clearly**
- **Provide feedback**
- **Accept feedback**



Resources



Resources

- www.pmi.org
- www.creativecow.net
- www.cmpbooks.com
- www.dv.com
- www.rhedpixel.com

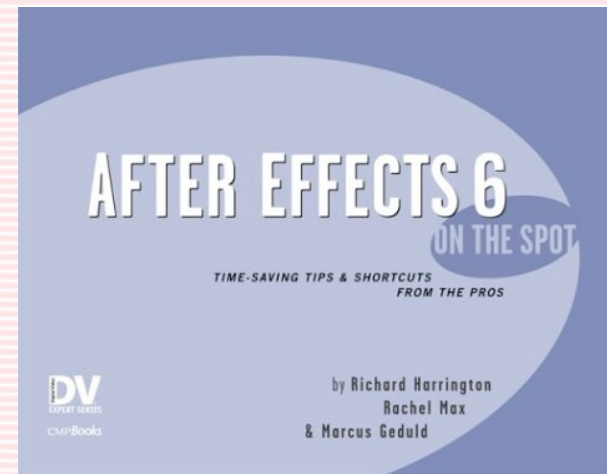
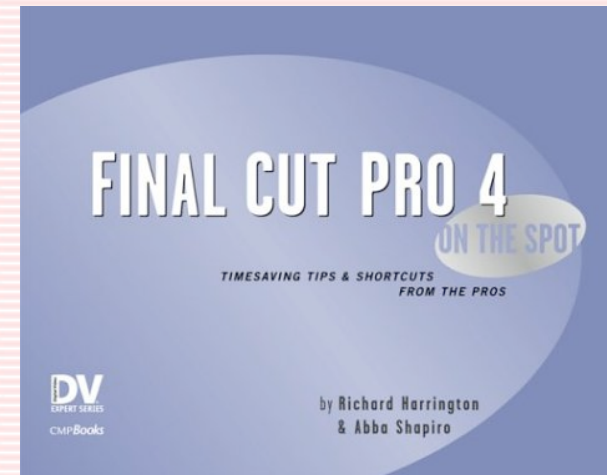
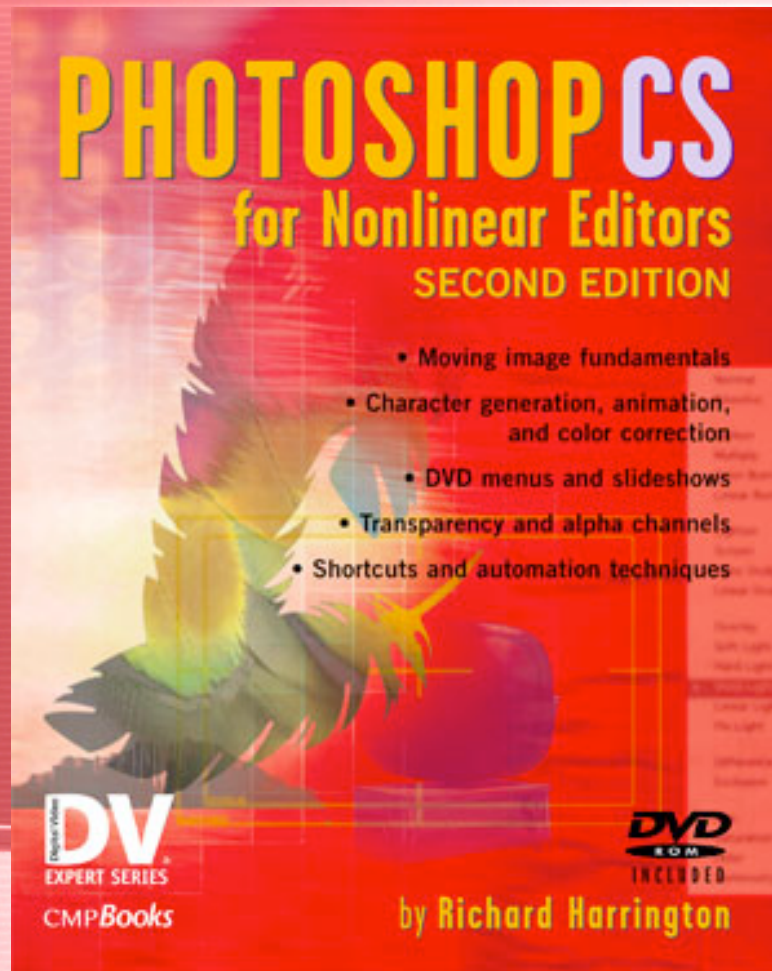


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www.creativecow.net
- **Future Media Concepts -**
www.fmctraining.com

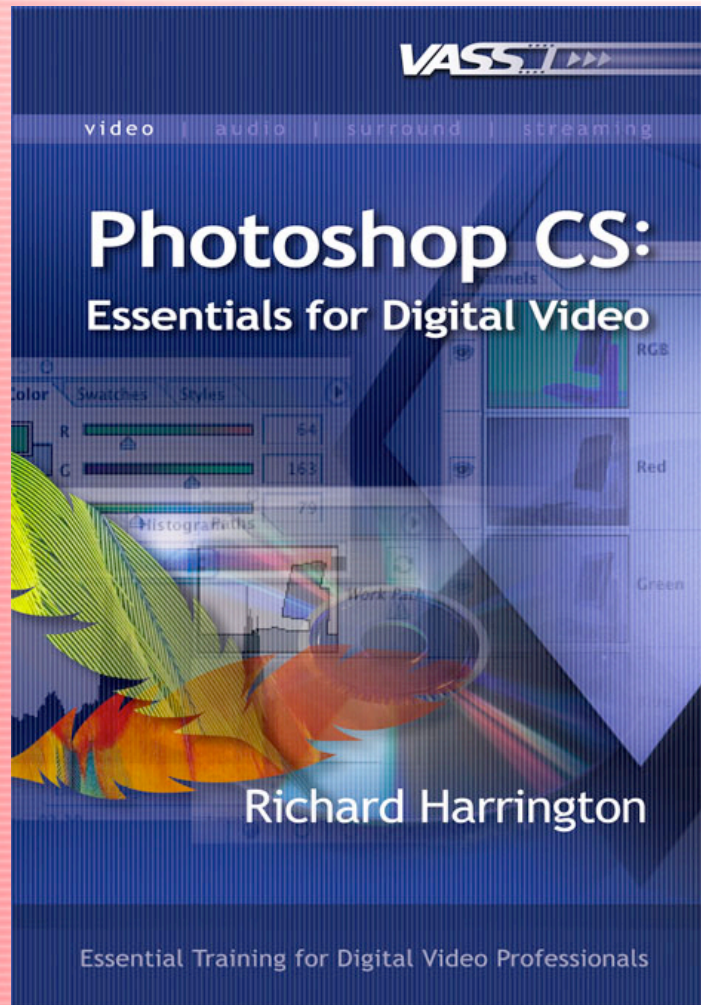


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Questions & Answers



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