

Norwegian University of Science and Technology

Reflection Report for Product-Based Assignments

Vegfind

TPK5100 Applied Project Management

Group 20

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Preface

This report is written as a part of the project assignment in the course TPK5100 Applied Project Management, at NTNU, fall 2022. The report is written by the project group, consisting of five students from five different study programs. The group consists of three Norwegian students and two exchange students from Germany. The task was to make a digital or physical, fully functioning product of our choosing. Our product is a digital platform for everyone in Trondheim who either follows a vegan and vegetarian diet or is interested in vegan food, and will be introduced further in this report.

Table of contents

1. Introduction	3
2. Evaluation of Project management effort	3
Organization of the project group	4
Risk management plan	5
Communication plan	6
Results and success criteria	7
3. Evaluation of the impact	9
4. Factors contributing to success	10
5. Important lessons	12
6. Reflection on learning and unlearning	13
7. Acknowledgements	15
8. References	16
9. Appendix	17
Appendix 1: Link to the product	17
Appendix 2: Link to the presentation	17
Appendix 3: Pre-report	17

1. Introduction

This report evaluates and reflects on the project work, the progress, and the lessons learned during the project work. As an introduction, the motivation for the product development, the actual product and the expected increase in value for the users are explained.

The motivation for this task originates from the observation of the exchange students that the range of vegan and vegetarian products in Norwegian supermarkets is rather limited compared to Germany. Shopping for vegans also becomes more difficult since the limited product range is not offered equally in all stores. The idea was then to create a website where people can get information about the assortment of vegan and vegetarian products in different supermarkets in Trondheim. In addition, the website should offer the possibility to check the availability of products in different supermarkets.

With increasing awareness of the environmental impacts of eating meat, such a website will be of greater interest, not only for vegan students in Trondheim, but for anyone who wants to explore vegan/vegetarian cuisine and know where to buy their groceries.

In order to get a better overview of whether the impression of the team members reflects the situation in general, the team made an online survey. Based on the results it was concluded that this problem concerns more people and that there is a general interest in such a website. The website was created and filled with a comprehensive database. A follow-up survey where users were asked about their experience while using the website, showed that all participants would use the website and recommend it to others.

2. Evaluation of Project management effort

In this section the project management approach is discussed. This includes the organization of the project group, the risk management plan, the communication plan as well as concluding the project results according to the originally stated success criteria.

Organization of the project group

The team members were assigned personal responsibilities. This way, each task became more manageable and everyone could work independently. Managing a project requires many tasks, and depending on the kind of project, some roles are more important than others. For this project, the management team settled for the following: Project Coordinator (PC), Technical Manager (TM), Concept Manager (CM), Communication Manager (ComM) and Market Research Manager (MRM).

The PC arranged weekly meetings as planned, and made interactive meeting documents. In these meetings the team shared progress, cooperated on tasks and held discussions. The ComM contacted supermarkets to see if they were able to provide the stock and refill data

from the stores. After it was established that this was not possible, the focus turned to visiting supermarkets and documenting the products. The CM and the MRM were responsible for developing surveys and test regimes. Before the project started they made a questionnaire to assess the need for such a product and find relevant information from the target group. Furthermore, the responsibility included gathering feedback and to find out how well the product was working. The platform architecture was designed at the beginning of the project and ideas and suggestions from the team, and the user survey were accounted for. Based on this, the TM started the software development of the platform. The other team members contributed by obtaining the data necessary to be able to build such a platform.

The project work was characterized by proactivity, where group members actively looked for unsolved tasks and started working. In the meetings, results were presented and opinions shared so that the work could continue. The responsibilities for different areas were therefore flexible and sometimes only defined for short periods of time, but this was not a problem due to the good team dynamics. This showed that the original project plan with the Gantt chart and the classic waterfall model was only suitable for a rough estimation. Since the work was done much more flexibly and in many iterations, an agile approach (Carter) was used instead. Agile software development methodologies are a common software development strategy where the current state of the product is constantly reviewed so that the stakeholders can change the requirements and reprioritize tasks. This helped the team work more closely to the needs of the stakeholders and end users (Beck et al.).

The main challenge was that only one member, the TM, was capable of making the website. This resulted in not having time to add all the wanted functionalities. However, the team organized it so that the TM was not responsible for more than what was essential. When the interface was done, everyone could add products on the website through admin access.

The first weeks of the semester the team members were very busy, and almost only met in lectures. The little time the team had together outside lectures was spent on assignments. The team did not have regular meetings, nor anyone in charge of scheduling this, which made it hard to get to know each other properly, build trust and for everyone to get a sense of responsibility. When the team first started planning the project, and organizing weekly meetings, a significant change was noticeable. After getting to know each other better, the project work felt more meaningful and the degree of trust and team spirit increased.

Risk management plan

The risk management plan identified several of the most likely long-term risk factors, but failed to fully cover the four processes of the risk management process: risk identification, assessment, response planning, and monitoring (Hussein 152). Although the main focus was on the risk identification process, the group failed to see risks within all of Pinto's risk clusters (Pinto, 2019, 246-247). Especially legal risks were disregarded, despite the website hosting information and pictures of each store without their consent. Even though this should

be fine for this non-profitable project, the project is dependent on this information, and these risks should have been discussed further. A comprehensive risk assessment, prioritization, response and monitoring plan was also absent from the original risk management plan. This was due to the lack of knowledge about risk management planning at the time, and time constraints. Further in this section we will discuss how the identified risks affected the project, and discuss the missing stages of the risk management plan for each risk. In addition, some overlooked risks will be evaluated.

The availability of product data in each store was an important identified risk as it served as the main value of the deliverable. The team made a good effort discussing the consequences, response planning and monitoring of this risk by contacting store owners and developing a backup plan. This was crucial for the project's success as each store was negative to our request for data, and we were thus unable to acquire any first class data directly from the stores within the project time frame. Instead, the team had to collect the data themselves by visiting each store.

To address the risk that users do not use or need the website, a user survey was planned and conducted to find the needs of the users. This revealed that users would consider the website very useful, even if it did not reflect the real-time offer. Using this knowledge, the website was created to reflect the product assortment in the individual supermarkets.

The risk of not maintaining the website in the long run was assessed to be a risk with high probability and large consequences. The plan to address this was to define the scope of products and supermarkets in advance, making this risk outside this project's problem space. This ensured that the effort was kept within acceptable limits. The TM has expressed his belief in the potential of the platform and hopes to use some of his spare time to continue working on the website. However, the group has no guarantee for further development.

The risk that the platform will lose relevance because the range of vegan products is rapidly increasing is very likely and will have large consequences for the website. However, it plays a subordinate role in the current project scope. If the increase in interest for vegan food continues in the next few years, it may come to pass that there is no longer a need for the website. Nevertheless, the structure of the website can also be used to show availability of gluten-free products, and may in that sense be relevant. Thus, it is important that the team monitors the situation to find out whether the website can be valuable in the future.

There were a lot of risks left out of the project plan, mostly because the scope of the project limits their impact on the project evaluation. Technical risks should have been discussed, as bad design or technical architecture could make the website useless. Financial risks, like the fact that the website currently earns no money makes it less motivating to continue work on the website. There were also risks concerned with people that were not addressed. The team having vastly different technical backgrounds and different languages, made it harder to communicate. Although the team was able to find common ground, this was not self-evident and should have been discussed in the project plan.

Communication plan

Due to the efforts of the PC, such as creating an agenda and writing the meeting minutes, the meetings were efficient and goal-oriented. As the meetings were about what was done, what should be done and some socializing, they made for a good tone between the members which was vital for the project. Data exchange was done via Google Drive, and messaging was done with Facebook Messenger, which worked well. Although the channels for communication were good, the team could have been better at communicating the status of each task. This left other team members unknowing of the progress, especially on the technical side. Although this was fine for a small scale project, insight into the status of tasks through a task board can be an effective tool in the future.

Communication with the users was achieved through the survey. Here the participants were able to express their comments, wishes and concerns through multiple choice answers. Following the first product development stage, another online survey on user experience was conducted. The participants were able to comment on the website and rate e.g. the visual appearance of the homepage. This type of communication with the users made it possible to obtain information and feedback quickly and easily, which could be integrated into the development process. However, because of time constraints, most of the people who answered the surveys were friends of the team members, which could have impacted the positivity of the results. To get a better overview of the opinions of the community, it might be more useful to use a more random sample in the future.

In addition to users, supermarkets have also played an important role in the consideration of stakeholders. At the beginning of the project, the team communicated with the supermarkets' public relations departments via email. As data transfer was not possible and therefore further direct contact was not necessary, the team went directly to the supermarkets to collect the necessary data. This was because the team evaluated that it would take an unreasonable amount of time to get data directly from stores. In hindsight we think that this decision was correct, as it made the team focus on adding items manually and actually creating a decent product.

Results and success criteria

After the concept was defined the team formulated seven success criteria. In this section the success criteria are commented on and evaluated whether they were fulfilled or not.

Category	Success criteria Comment				
Cost	The project will not cost money	No parts of the project spent any money, thus we were able to stay within budget.	~		
Timeline	Stick to project plan and finish within time	As the team changed to following an agile approach the project plan was not followed to the point. Still the main deliverables as product, report and video were finished in time.	~		
Scope	The webpage will include product information about at least five stores located in the city center of Trondheim, with all vegan products in the categories meat substitutes , dairy substitutes and tofu .	At the end of the project the website included eight stores in the city center of Trondheim, chosen from where the respondents answered they shopped most frequently. In all these shops we were able to add all projects within the planned categories, but also added some products in the new categories "snacks" and "spreads, toppings and sides".	~		
Deliver- ables	The team will finish the webpage as a product, a reflection report and a video presentation.	All three deliverables were finished and delivered.	~		
Stakehold er satisfactio n	At least 50% of stakeholders involved in user testing find the project valuable and say they would use the webpage.	In testing all respondents responded that they would use the website and that they would recommend it to a friend. The overall conclusion is that the website brings value to users.	~		
Quality	Ensure that the database is accurate and of high quality within the scope.	All existing products within the scope were recorded with picture, price, weight and volume. However, it could not be finally ensured that all products were actually listed. In addition, there were uncertainties regarding the information on allergens.	~		
Team satisfactio n	Every team member will contribute to the project, and will consider both the process and product as a success	Each team member did contribute to the project as discussed in section 2. The team had an evaluation meeting at the end of the project where all members shared their opinions on whether the process and product was a success. The conclusion was that all members agreed to this.	~		

Even though the team evaluates the project management effort as successful, there were some deviations from the stated success criteria. This was likely due to lack of communication of the process itself and uncertainties when adding products to the website. If the team had spent more time on explaining and understanding agile development and planning how to add a product to the website, the original success criteria could have been more realistic.

Scale	Strongly disagree	Disagree	Neither agree nor disagree	Agree 🗸	Strongly agree
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3. Evaluation of the impact

In order to evaluate the impact of the project on the added value for the target group, the results of the two user surveys are analyzed below.

After defining the project, it was clear that the target group was vegan people in Trondheim. As they would be the most important group of stakeholders the survey was used to learn about their needs and shopping habits. The survey was distributed in social media groups targeted for vegans and vegetarians, but also in general groups and among friends to cover other perspectives and eating habits. It was answered by 74 people, and approximately 38% of respondents classified themselves as vegan, approximately 30% as vegetarian, and approximately 17% as meat eaters. The survey was generally intended to capture as broad a range of opinions as possible from different groups of the population. Fifty percent of the vegans surveyed found the effort of grocery shopping in Trondheim to be "sometimes difficult" and "annoyingly difficult". Only about 8% of those who identify themselves as meat eaters felt that the effort of grocery shopping in Trondheim was "sometimes difficult". About 12% of the vegans described the assortment of vegan products in Trondheim as "good" or "very good", meaning that the rest were not satisfied with the current situation. According to two thirds of the respondents, various vegan products are out of stock several times a week.

After the website was completed, 11 potential users tested it. Data collection was also done via an online survey. All respondents said they would use the platform in the future. The reasons were varied, but generally centered around that it provided a good overview of the product range, allowed users to visit stores in a more targeted manner and compared different product options online. The idea or concept of the platform was largely rated as "helpful" or "very helpful" and the user interface as "neutral" or "good", which gives room for further development of the product. The information provided on the webpage was also largely rated as "sufficient". All users would also recommend the platform to friends.

The conclusion of the testing is that the user need is met by the platform and provides value to users by simplifying their grocery shopping. The testing also provided feedback about a few functionalities that would improve the product, such as being able to filter based on specific stores, to see if the store would have all products the user wanted. It was also mentioned that the website would give more value if it had more stores and more products. The project team was mostly aware of these possibilities for improvement, and they were not solved due to prioritizing more critical functions. The team also concluded that the product is a good first version, and that even though it already provides value to users and includes the main functionalities, it has room for improvement.

We evaluate the quality of our final results as outstanding:

Scale	Strongly disagree	Disagree	Neither agree nor disagree	Agree 🗸	Strongly agree
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4. Factors contributing to success

An important factor that led to project success was that the team found a topic that interested most of the people in the group. Another great advantage was to have people from the target group in the team. This way the rest of the team felt more connected to the target group and could get more in depth information than the survey could offer. The team has been working with determination and a will to do well in this project, although all of the team members were very busy at times.

It was important for this project to be well planned as there were a lot of known unknowns, as defined by Rumsfeld, in his risk matrix. Known unknown factors are those cases that do not have to occur, but for which one must plan because they can occur (Rumsfeld, 2011, xiv). Such an event was when none of the stores replied that their data were accessible. Having a backup plan then made it possible to change the project to be made simpler and only include the most general products in each store.

The team also viewed the diversity within the team as a success factor. Coming from different educational backgrounds and countries bring different perspectives to the team as well as giving the team a broad knowledge basis, e.g. the TM, who had the skills to develop a website. The diversity and skillset of the team members led to another success factor, being having a qualified team. By assigning roles from the beginning and distributing tasks in meetings, there were no unfinished or neglected tasks. It also made communication easier when everybody knew who was in charge of the different tasks.

Another major contribution to the success of the project has been the user involvement. Through the survey at the beginning, the perceptions of the team were confirmed by the user needs. During the project, user needs were the focus of development and were represented by the vegan team members. This also presented a challenge as team members then had to adopt two perspectives at the same time. However, the advantages of detailed insight into the end users outweighed the disadvantages, as it also meant the product could be better fit for the end users.

Agile development which resulted in effective change management was also a success factor. By implementing agile principles and having project demos often, the team was able to change their requirements to create a product better fit for the end users. One factor that could have contributed to failure was being too optimistic regarding how much time the team would have to invest in the very limited time frame of the project. The team noticed that it did not have the capacity to make the webpage with as many functionalities as planned. This was solved by always having a list of functional requirements organized by importance, so the team could prioritize the most important functionalities.

The critical success factors can be identified by looking at the (1) factors independent of project characteristics, (2) those influenced by project uncertainty, and (3) those influenced by project scope (Hussein, 2018, 87). By looking at the most prevalent factors within each of these, we can identify the 3 corresponding and most important critical success factors: (1) the knowledge and diversity of the team members, (2) having a backup plan when the stores could not provide the team with the data directly, and (3) end user involvement to define the project scope. This is further supported by the critical success factors from Fortune and White (Hussein, 2018, 88), where equivalent success factors can be found in the most cited success factors. Some of the most cited success factors from Fortune and White, being support from senior management and a detailed up-to-date plan are not reflected in the identified success factors from our project. This is because the scope and organization of the project was small, making a detailed plan and support from senior management not as relevant.

In Hussein (2018, 92) some success factors are identified to find correlations between critical success factors and project characteristics, and these can be used to reflect over the identified critical success factors in this project. Here three categories of success factors are proposed: case specific factors, structural factors, cultural factors (Hussein, 2018, 93). An important structural characteristic for this project was that the project was a transformation project for the shopping routines of vegans. According to Hussein (2018, 95), this means that clarity of objectives, end user involvement, balanced project group and that the project manager has adequate business insights are the critical structural success factors. Here we can see that end user involvement and balanced project group is reflected in the critical success factors of this project, enforcing these as important factors. The last critical success factor for this project, being the backup plan as a result of risk assessment, can be identified as a case-specific factor. This is further backed up by an important success factor in software based transformation projects, like in the case "Downsizing by introducing speech recognition software" (Hussein, 2018, 91). Although not reflected in the prioritized critical success factors for this project, the team recognizes that the good team dynamics were also a crucial cultural success factor for this project's success because of the importance of cooperation in this project. Thus, all three of Hussein's critical success factor categories are reflected in this project.

5. Important lessons

Organize the first meeting as early as possible and get to know each other.

Our advice is to arrange a meeting as soon as you have formed a potential project group, even

if it is only for a short amount of time. We learned that planning meetings in advance made it easier to book rooms and for all members to prioritize it, which makes the meetings more professional and efficient. We also learned that by spending the first and last five minutes of meetings talking about how we were feeling that day we understood and respected each other more. Our experience was that the team noticed a significant change in motivation, trust and effectiveness after starting with regular meetings, and getting to know each other better.

Find the strength and competencies of the team before choosing a project.

Our advice is for all team members to share their study background, hobbies and other relevant topics to make a qualified choice of a project that all members are passionate about. We learned that this was important to get a good understanding of the team's collective strengths and competencies. We also learned that it must not necessarily be the same aspects of the project that different members are passionate about. Our experience was that after this it was easier to understand the team's limitations and possibilities considering the type and scope of the project. This made it easy to assign roles, and thus, since the whole team was passionate about their role and the project, the motivation was higher. This, in turn, contributes to building a good working environment and increased degree of trust.

If depending on stakeholders with critical influence and small interest, make a backup plan

Our advice is to find an alternative solution from the beginning if you have a project that depends on stakeholders that might not have the time, resources or motivation to offer the help you need. It is very difficult to foresee how some stakeholders will respond to the project. They might not be interested at all or spend a lot of time before responding. Therefore we also reccommend starting early with contacting them. We learned that big corporations spend weeks on replying and are not likely to have interest in small student projects. Our experience was that by having this plan from the start and continuously evaluating whether we should initiate the backup plan or wait for the data, we had an almost seamless transition.

6. Reflection on learning and unlearning

As identified in the project plan, the team had the individual domain knowledge about veganism and software development for the project, but needed to acquire knowledge to connect these two domains. To do this, it was important for the team to utilize relevant tools for the development process, and to document the needs of the target audience.

To bridge the gap between technicalities and domain knowledge, the team used Sanity as a database that could be populated with data through a good graphical user interface. This tool made it quick to set up these technical entities, so that the people with domain knowledge about vegan products could focus on gathering data, and the TM could focus on the website.

12

Creating a survey as well as later analyzing it was a new challenge that the group members had to face. Above all, asking specific questions in order to draw the most meaningful conclusions possible for user needs without prescribing too many opinions or ideas to the respondents was challenging. The later evaluation of the survey, for example to find significant correlations between the statements, was also a task that the group had to learn at least in part.

To be able to work more closely to the requirements, the team used an agile approach to the project. This was new for most of the team, except the TM, as most of the projects the other team had worked on so far used waterfall-like methodologies where the product is reviewed only in the end. However, to learn agile it was important to unlearn the waterfall practice of only doing end-of-project evaluations. Using an agile development methodology made the team able to constantly review the product and make changes to the listed requirements and tasks. As an example the team wanted originally to implement a page for listing the different stores, but while the site was developed realized that filtering products was a more valuable feature. This was because the products are the most important part of the product. Without reprioritizations like these, the product would just be a cluster of hard to find information.

Another critical belief that had to be unlearned, was that only the best case product could be considered a success. Originally the team wanted real-time product data directly from the stores, which would populate the website with a lot more data more easily. Through risk analysis the team realized that this was a crucial part of the application, but could be hard to do in time. Thus, it was important that the team prepared for not losing morale when only the second best thing could be achieved. As the team unlearned this belief, the website got filled with products far surpassing our expectations, thus contributing strongly to the project's success.

7. Acknowledgements

We would like to thank all the participants of our surveys who allowed us to get a deep insight into the needs of the target group and also to validate our final product.

Tusen takk!

8. References

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9. Appendix

Appendix 1: Link to the product

https://vegfind.rosby.no/

Appendix 2: Link to the presentation

https://youtu.be/drtM-wHEeNA

Appendix 3: Pre-report

The pre-report/project plan starts on the following page



TPK5100 Applied Project Management

Project Plan

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Preface

This is a paper written for the course TPK5100 Applied Project Management at NTNU in the fall semester in 2022. Our group of 5 students have created a project plan for our project. The group consists of three Norwegian students and two exchange students from Germany. This project will be producing a digital platform for vegans in Norway. Our motivation for this project is rooted in the lack of such services in Norway. In times of increasing focus on what we eat and its effects on nature and the climate, we want to make it easier for people to access alternative nutritional sources to meat.

Table of contents

About the product	4
Problem	4
Objective	4
Product	4
Expected Benefits	5
About the project	6
Stakeholder analysis	6
Project Risk Assessment Plan	7
Skills	9
What we know	9
What we will learn	9
Project Breakdown	10
Project schedule	10
Time estimate of each task	11
Success factors	12
Roles and responsibilities	12
Communication plan	13
Internal communication	13
External communication	13
References	14
Appendix 1: Gantt Diagram	16

About the product

Problem

A vegan lifestyle is becoming more and more widespread. This trend is also noticeable in Norway. Referring to Google search trends, the number of searches with the keywords "vegan" and "vegansk" in Norway has increased significantly in the last 10 years (*Home*, 2018). But still the range of vegan products like seitan, tofu or other soy products in supermarkets in Trondheim is quite small compared to that in supermarkets in similar cities in the UK, the Netherlands and Germany (*Studie: Deutschland Weltweit Viertinnovativstes Land Für Vegane Lebensmitteleinführungen -"Pflanzliche" Auszeichnungen Legen Zu*, 2022). People who want to buy vegan products therefore have to spend more time grocery shopping, as they may not be able to get all the products they want to buy in one supermarket. Some products are not available in the big supermarket chains, so people have to go to small shops that do not have an online shop. Therefore, there is no way to find out in advance in which shops certain products are available.

Objective

The aim of this elaboration is to map the entire project management process in order to develop an online platform where people can inform themselves about the vegan assortment of different supermarkets. The procurement of vegan products should be made more time-efficient and effective for users.

Product

An online platform will be built and launched where people can find out about the current availability of vegan products in various supermarkets in Trondheim. It will also be possible to view vegan product ranges from various supermarkets.

Expected Benefits

The aim is to create added value for users who follow a vegan lifestyle and are therefore required to buy vegan products. This group of people is intended to save time and thus make shopping easier. But also for non-vegans, who consume vegan products in their daily life, an increase in value is to result from the online platform. Both groups can not only find out about the current availability of the products of their choice, but also discover new vegan products. This also results in added value for the supermarkets where the products are offered. The online platform increases the visibility of the different supermarkets for the customer.

About the project

Stakeholder analysis

		Interest	
		Small	Large
	Critical	• Supermarket chains located in Trondheim	• End Users (especially vegan customers)
Influence	Marginal	 non-vegan customers Manufacturing companies of non-vegan food products Media 	 single stores located in Trondheim Manufacturing companies of vegan products Institutes for vegan food labeling (V-Label)

Group 1: Large interest, critical influence

The end users in Trondheim are here identified as stakeholders with large interest and critical influence for this project. To ensure that the project goes well, it is necessary to work in collaboration with these stakeholders. For the product to be successful, the needs of the end users must be satisfied and their comments and concerns addressed. Otherwise, there is a risk that the platform will not be used and thus will not offer any added value.

Group 2: Small interest, critical influence

We believe that the supermarket's interests will be small, since they offer much more than just vegan options, and the project will not have a large influence on their business. A sufficient data basis is the foundation of the platform. This data is provided by the supermarket chains. These may also have requirements that must be met in order to ensure data availability on an ongoing basis.

Group 3: Large interest, marginal influence

In category three we have placed the single stores located in Trondheim and the manufacturing companies of vegan products. Stakeholders with large interest and limited influence are key to the project as they can have significant expectations and it is important that they are pleased in the long run. Certification agencies for vegan products may also have an increased interest in the platform.

Group 4: Small interest, marginal influence

Both non-vegan customers and manufacturers of non-vegan food products fall into category 4 of stakeholders with small interest and marginal influence.

Project Risk Assessment Plan

A risk assessment at the beginning is essential for successful planning and implementation of the project. For this purpose, potential risks are first identified. Then, possible consequences are analyzed and options for possible responses to the risk are developed. During the course of the project, the various risks must be monitored and possible measures must be initiated.

For the platform to be successfully implemented, data on the presence of products in the various supermarkets must be made available. The supermarkets have this data, but the extent to which it can be made accessible, whether it is available digitally and in real time, must be clarified at the start of the project. Cooperation with supermarkets will be sought so that the data can be easily used. If the data cannot or may not be made available, the success of the project is in jeopardy. Consequently, other sources must then be used to obtain the data. Accordingly, a concept change would be conceivable so that the information as to whether a product is available in a specific supermarket is entered into the platform by the customer himself and made available to the other users. This would mean that some compromises would have to be made with regard to the real-time availability and correctness of the information, and a reward or motivation system would have to be implemented for the customer who enters information into the platform.

The first step must therefore be to talk to the supermarket chains in order to clarify the extent to which the provision of data is realistic and feasible, so that the project concept can then be adapted quickly if necessary.

Another risk affecting project success is that the platform will not be adopted by users. However, as part of the stakeholder analysis, the different users are analyzed and their needs and wishes are recorded. Accordingly, a complete rejection by the users is not to be expected. Because there is no readily available comparable solution and the need exists due to the current situation regarding the availability of vegan products. Consequently, the goal must also be for the platform to be as user-friendly as possible.

Another risk is the maintenance of the platform, as this entails an increased maintenance effort. For a satisfactory customer experience, it must be ensured that the information on the presence of the products is correct. The product range is large and broad compared to the products actually present in the supermarkets, i.e., there are theoretically many different products that would have to be presented by the platform, but most of them are only very rarely present in selected supermarkets. In addition, it must also be taken into account that new products are additionally launched on the market at regular intervals. This is associated with a high maintenance effort, which must be operated so that the customer has a satisfactory user experience. The benefit is disproportionate to the effort. One measure would be to limit the assortment presented by the platform, especially in the first phase, and to restrict it to selected products that are particularly relevant for customers and are generally carried in many supermarkets. After completion of the project, it can then be evaluated whether an expansion of the range of products presented is possible and makes sense.

The biggest risk for the platform is that the selection and availability of vegan products in the supermarket increases to such an extent that there is no longer any need for the platform. If this development is to occur, it cannot be avoided. However, since this is a process that takes place over a period of time, the platform can be used for this time. In addition, the field of application can be expanded and changed after the platform once has been set up, so that the focus is on gluten-free products, for example.

Skills

Since the main product is the website, the team will need general knowledge about building websites, as well as a structure to fill and update the contents of the website. Building a website requires technical knowledge about programming languages, frameworks, communication technologies, databases, design and other technical tools. Filling the content of the website, however, does not require such a technical skill set, but domain knowledge of vegans and popular vegan shop items. It is important to be able to connect these two domains to fulfill the project requirements.

What we know

One team member has vast knowledge and experience building websites, serving as the technical foundation of this project. This includes experience building websites with a variety of technologies, making the process of choosing coding languages and frameworks easier. The problem is that only a single team member has the knowledge to build and deploy such a website. Some other team members have some experience with coding simpler programs; it may be possible to delegate some simple tasks to these people.

Multiple team members are vegan and are thus deeply invested into the vegan lifestyle. This serves as the basis for vegan domain knowledge. With this, the team is able to find what products vegans care about, and what steps to take to make the website usable for vegans.

What we will learn

Although the team has the ground knowledge for each domain, they have not cooperated within each other's domain before. It is thus important that the team shares the important knowledge about each field, to be able to accommodate each of the domains and create the best possible product. How this communication and learning interaction should happen, is an essential skill the team has to learn.

Project Breakdown

The main deliverable is the website. To do this we need to do a market analysis, make a platform definition and finally implement and test the product. To complete this task we have decided to break each deliverable into sub-deliverables and from there, further into work packages. Each member of the group can then be responsible for single work packages and get a feel that the task is manageable within the given time frame. Also if the tasks are smaller, it will be easier to keep track of where we are in the process. The table below shows the project breakdown before project start and is not complete, but will be discussed further and updated continuously through the project.

Main	D.1. 11	6 1 1 1 11	WIDI	D 1
deliverable	Deliverable	Sub-deliverable	Work-Package	Due date
		Report about		
	Market	comparable		
The web-site	Analysis	solutions		28.09
		Report about		
		end-users		05.10
			User survey	01.10
	Platform	Determine		
	definition	platform concept		06.10
		Final Layout		
		-		02.10
			Layout draft	30.09
	Implement			
	design			23.10
	Implement			
	functionality			23.10

Project schedule

To aid us in this we have constructed a Gantt diagram. Gantt diagrams break up the deliverables into smaller tasks and show the duration of each task. This way the tasks can easily be controlled and executed as planned. Part of the diagram is displayed in the next subsection and can be found at the bottom of the document as an appendix.

The project is planned to be finished no later than the 3rd of November. The time frame to complete everything is therefore just over six weeks. With a carefully developed plan that accommodates for eventualities we should be able to finish on time. The first deadline is already met with the delivery of this pre-report. The next task will be to investigate the market by searching for comparable solutions, contacting different shops and reaching out to the vegan community to find the needs of the end user. We have planned for this to be done within two weeks from now.

Next, we will start to implement the findings on our platform. The platform itself will be developed at the same time as the market research, but can only be supplied with information after the market investigation is completed. This task is the one thought to take the longest as the user interface and the functionality of the web page is of uttermost importance.

Finally, we have scheduled to check the feasibility and devoted a couple of weeks to test and verify that the product is something that can be used by vegans. The scope of this project is to create a web page, but if this is something that works out well, the project could be extended to incorporate apps, more stores and nationwide coverage.

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	1. Planning and pre-report	4	19.09.22	22.09.22																			
	1.1 Stakeholder analysis	4	19.09.22	22.09.22																			
	1.2 Risk analysis	4	19.09.22	22.09.22																			
	2. Market analysis	12	23.09.22	05.10.22																			
	2.1 Search for comparable solutions	5	23.09.22	28.09.22																			
	2.2 Contact different stores	9	23.09.22	02.10.22																			
	2.2.1 Call/Write email to ask for acess to database	5	23.09.22	28.09.22																			
	2.2.2 Process input	3	29.09.22	02.10.22																			
	2.3 Reach out to vegan community	12	23.09.22	05.10.22																			
	2.3.1 User survey	12	23.09.22	05.10.22																			
	3. Platform definition	8	28.09.22	06.10.22																			
	3.1 Choosing code language	2	28.09.22	30.09.22																			
	3.2 Finding a platform	2	29.09.22	01.10.22																			
	3.3 Choosing the layout	2	30.09.22	02.10.22																			
	3.4 Determine platform concept	4	02.10.22	06.10.22																			
	4. Implementation	20	03.10.22	23.10.22																			
	5. Check feasability	17	10.10.22	27.10.22																			
	6. Testing and verification	18	10.10.22	28.10.22																			
	7 Validation	10	24 10 22	03 11 22																			

Time estimate of each task

Below is a part of the Gantt diagram to show the time estimate for each task. The full Gantt diagram is added as an appendix at the end of this text.

Success factors

In order to successfully complete the project, the focus must be particularly on the following success factors. First, clear realistic objectives must be set so that it is clear to all stakeholders which goals are to be achieved in the course of the project. The special focus here is also on realistic objectives, which result from another success factor, effective project risk management. In this context, for example, the scope of the products presented or the availability of data is considered, which in turn then influences the objectives.

Another success factor is user/client involvement, since it can be assumed that the platform will only be accepted by users if it meets their wishes and needs.

Other aspects that contribute to the successful completion of the project and relate more to internal structures are clear roles and responsibilities and a skilled/qualified team. Here, it is important to consider which competencies are available in the team, especially with regard to programming the platform, and to what extent these can be used in a targeted manner.

Role	Responsibilities
	Planning meetings for the project group and booking rooms
Project Coordinator Ragna Myhr Kveli	• Responsible for making sure the project is following the project schedule.
	Coordinating testing, verification and validation
	Choosing the code language
Technical Manager	Finding the platform
Ulrik Røsby	• Implementing
	Check feasibility
Concept Manager	Responsible for determining the concept
Melanie Bauer	Responsible for layout and design
Communications Manager Vemund Gransæther	Communication with potential partners
	Research of comparable solutions
Market Research Manager Henriette Höfermann	Survey for potential end-users
	• Defining the end-users' needs.

Roles and responsibilities

Communication plan

Internal communication

Since the project team consists of only 5 members we plan to keep a close communication throughout the project. Even though we have our own areas of responsibility, we plan to cooperate on most tasks. The Project Coordinator will find times for weekly meetings and provide a document with an agenda for each meeting. This document will be available for the other group members to add topics of discussion. During meetings this document will be used as a meeting report for anyone not present, or for looking back at what was discussed. If needed the group members can arrange more meetings, for some or all group members.

We will work using the platform Google Drive for sharing information. This way everyone in the group can access all documents and it will be easy to get an overview of the project.

External communication

When communicating with potential partners and other stakeholders we will primarily use email. Before any external communication is initiated we will do research about the stakeholders, and plan the communication further.

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2.2.2 Process input	3	29.09	02.10																	Ì				Ť				Ĩ				
2.3 Reach out to vegan community	12	23.09	05.10	İ																Í				Ť		Π		Ē			T	
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Appendix 1: Gantt Diagram

7. Validation 10 24.10 03.11	
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