



Beneficial Partnerships

Richard Gray, Footmark Media Ltd

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Who do you need?

- ▶ Identify the tasks
- ▶ Identify the required outcomes
- ▶ Identify the stakeholders
- ▶ What skills do you have in-house?
- ▶ What content / resources do you have in-house?
- ▶ What time do you have?

NOW:

- ▶ What is missing?
- ▶ What's your budget?



Break down the process

- ▶ Project planning
- ▶ Product planning / design
- ▶ Consultation
- ▶ Resource preparation
- ▶ Prototyping
- ▶ Evaluation
- ▶ Adjustment and delivery
- ▶ Maintenance
- ▶ Evaluation and refinement



Identify where you need outside input

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Who you gonna call?

- ▶ Recommendations
- ▶ Credits on projects you like
- ▶ Posting on appropriate boards and mailing lists (e.g. Dlnet)
- ▶ Listing on directories (e.g. GEM Freelance list)



Request initial information / EoI

- ▶ Clear statement of project aims / outcomes
- ▶ Constraints and opportunities
- ▶ Ask for initial approach and examples of similar work
- ▶ Useful to give indication of required length



Nature of relationship

- ▶ Service provider
- ▶ Sub-contractor
- ▶ Project partner (both reporting to a separate client)
- ▶ Joint venture partner (sharing commercial advantage)
- ▶ Consultant / producer
- ▶ Product provider



The brief!

- ▶ Background
- ▶ Aims and objectives
- ▶ Required outcomes
- ▶ Tasks expected / required from contractor
- ▶ Technical requirements / constraints / environment
- ▶ Consultation / evaluation mechanism
- ▶ Milestones and deliverables
- ▶ Criteria for success
- ▶ Budget constraints
- ▶ Guidelines for tender document – length, format, dates



The brief

- ▶ Don't ask for full project plan or detailed designs – this should be evolved in consultation with you
 - ▶ Do ask for examples of previous relevant projects and any specific requirements for their proposed solution, e.g. specific hardware or software required
 - ▶ Costs should be broken down appropriately to demonstrate flexibility and options
 - ▶ Shortlist and meet face-to-face – preferably at least three options.
-
- ▶ Look for chemistry – important in any partnership!



Remember the five P's!

▶ P

▶ P

▶ P

▶ P

▶ P



Remember the five P's!

- ▶ **PROPER**
- ▶ **PREPARATION**
- ▶ **PREVENTS**
- ▶ **POOR**
- ▶ **PERFORMANCE**



Saving money

- ▶ What can effectively be done using existing resources?
- ▶ Tight planning prevents “scope creep” and overspend
- ▶ BUT build in flexibility to take advantage of opportunities
- ▶ “Free” resources widely available – but beware hidden costs!
- ▶ Use of volunteers / students / study projects (but see above)
- ▶ Don't stint on planning or evaluation – sometimes expensive ‘add-ons’ add little to the value
- ▶ Look for value from your contractors – but that doesn't always mean the cheapest!



Running the project

- ▶ Define clear review stages and milestones – perhaps linked to payment stages
- ▶ Make use of communication technologies to keep up with progress and to involve stakeholders
- ▶ Remember that meetings are expensive – use sparingly!
- ▶ Ensure there is a properly mandated project manager with the power to make decisions – *a camel is a horse designed by a committee!*
- ▶ Stakeholder opinions should be taken into account – but bear in mind their own agenda, expertise (or lack of) & experience
- ▶ Use the **expertise** of your **experts!**



Richard's Recipe for Reciprocally Rich Results

- ▶ Plan carefully
- ▶ Bring in expertise early
- ▶ Use different experts for different phases if appropriate
- ▶ Ensure requirements and criteria for success are clearly understood
- ▶ Choose someone you are comfortable working with and who shares your vision
- ▶ EVALUATE, REFINE, CONSULT (*but make decisions!*)
- ▶ Avoid the demons of scope creep and changing briefs!



Richard's Recipe for Reciprocally Rich Results

- ▶ **Buy your contractor a bottle of champagne at the end of the project!**





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