



# The pilot project

## Agile and innovative project delivery

November 2014

AN URBACT II PROJECT



# What is a Pilot Project?

- › A **small-scale, short-term** experiment that helps an organization learn how a large-scale project might work in practice
- › A good pilot project provides a platform for the organization to **evaluate** feasibility, time, cost, adverse events and reveal deficiencies before spending a significant amount of time, energy or money on a large-scale project
- › A pilot project should be planned and run using the organisation's normal project methodology and tools, *however...* because the pilot has arisen from a collaborative design process, some fundamentally different approaches are needed to ensure it is consistent with the overall model...

# Core Principles

*A different approach*

- › The project pilot is CO-developed and CO-implemented by a variety of people who are genuinely committed: people involved in the previous stages of the process, key stakeholders and the organisation itself
  - › Consequently, **both risk and success are co-owned** and the partnership is sharing responsibility on the project
  - › The organisation will normally play a “process facilitator” role. However, depending on the challenge it could be involved as a project partner as well

# Key concepts

*Using a “Lean Startup” approach*

› Experimenting and Testing

› Build – Measure – Learn – Adapt

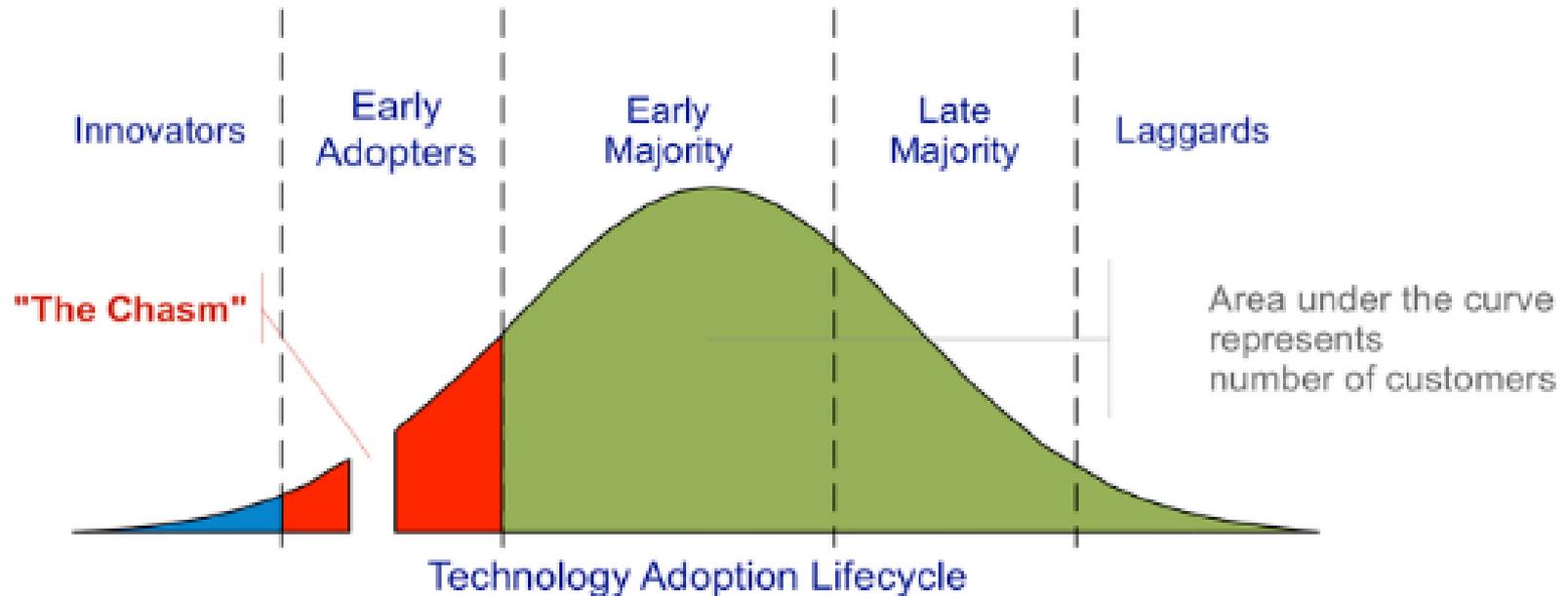
› Minimum Viable Product (MVP)

› A minimum viable product has just those core features that allow the product to be deployed, and no more

› Pivoting

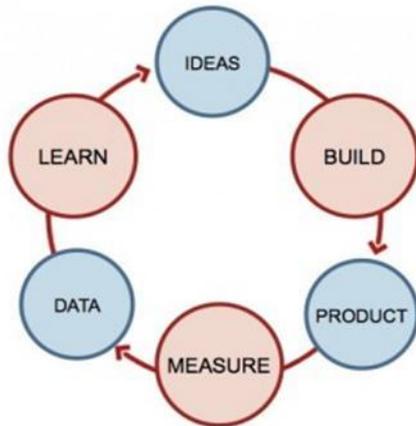
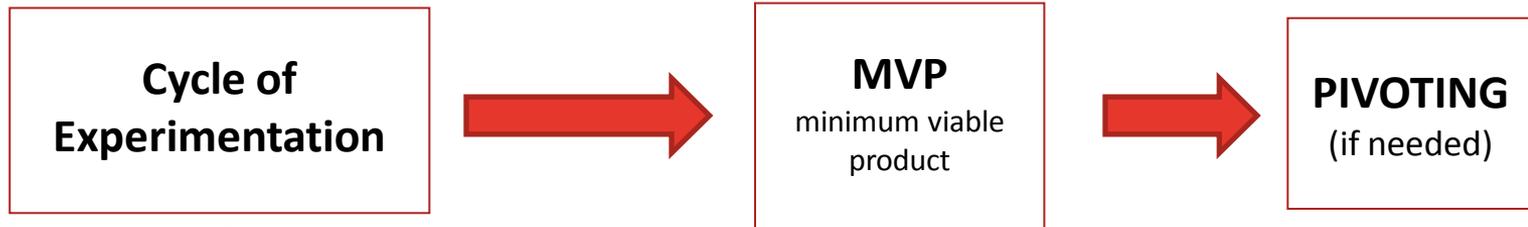
# Lean startup

- › The Pilot Project principles are aligned with a *Lean Startup approach* which, based on a new product adoption curve, recognizes that the first version of an idea needs a lot of work and to involve the Innovators and Early Adopters to help avoid solutions get stuck in the chasm. It presumes that an idea will evolve considerably before it becomes a successful idea.



# The process

- Lean Startup proposes that this evolution must involve a rapid cycle of experimentation, learning, measuring, continually **iterating the process**:



A **minimum viable product** (MVP) has just those core features that allow the product or service to be deployed, and no more. The MVP is a “Beta version” that is used in live, but with the expectation that it will change and improve based on feedback from real life use so it needs to be tested by real users.

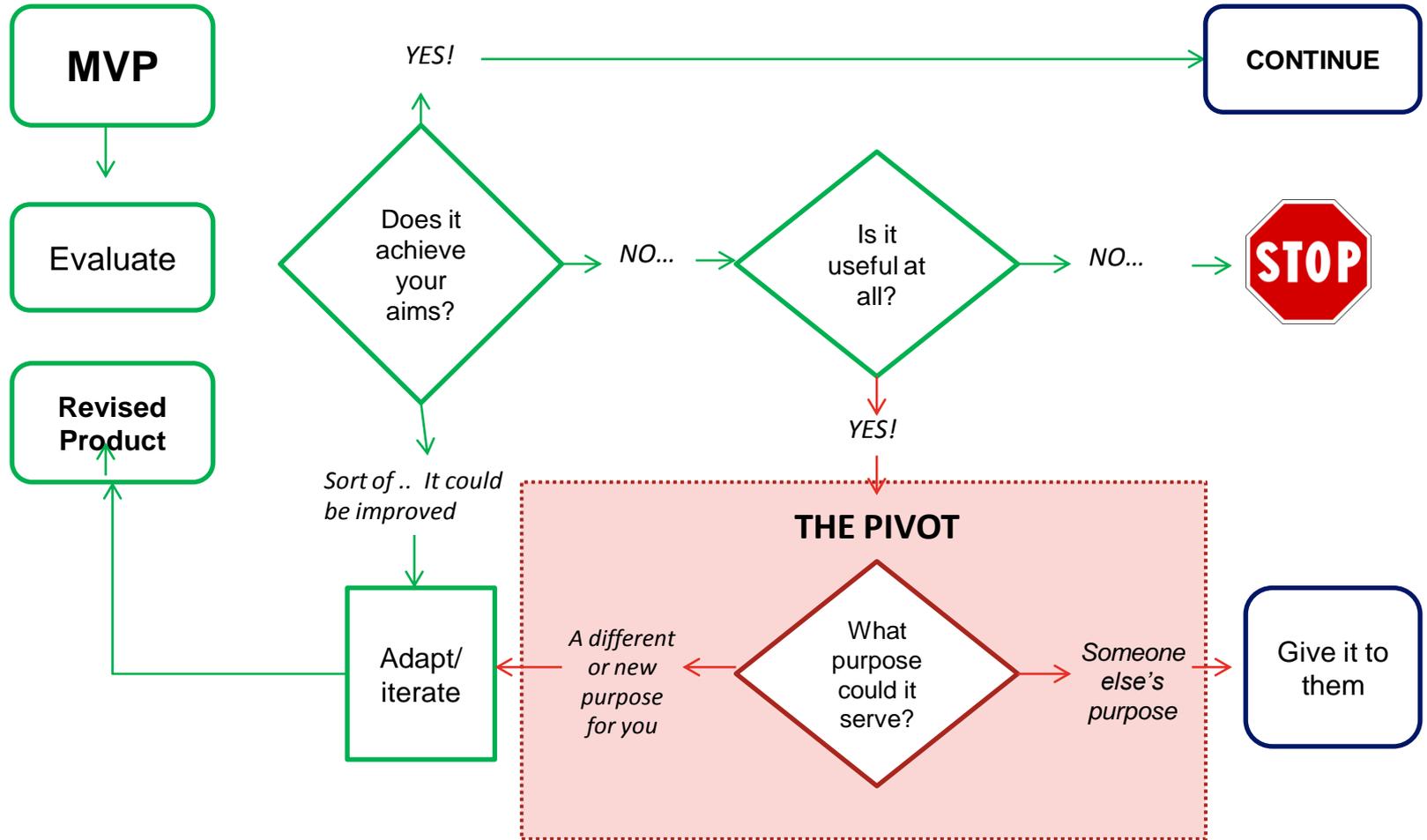
The product/service is typically deployed to a subset of possible customers/users, such as early adopters who are likely to be more forgiving, give useful feedback, and able to grasp a product or service vision from an early prototype or marketing information.

The **Cycle of Experimentation** (or the build-measure-learn feedback loop) is an iterative process in which the developers ideate, build a minimum viable product (MVP), measure its effectiveness in the market, and learn from that experiment. Then the cycle starts again, adapting the product to the experiment results.

# PIVOTING

- › During the iterative pilot process you might find the solution idea is not achieving the expected aims. However, the solution might have positive benefits in another area (new opportunity) or help others to solve a different challenge. A **pivot** is actively deciding to use your solution to solve a different problem or in a different way.

# PIVOTING



# Challenges

- › Acceptance of highly iterative process
  - › May feel like backtracking to some
  
- › Uncertain outcomes
  - › Must be prepared to end up somewhere unexpected
  
- › Need to respond and adapt quickly
  - › Requires quick and decisive action

# Benefits

- › Early testing builds user engagement
- › Product / service establishes its viability early
  - › Users shape the design
  - › Ideas can evolve quickly
- › Non-viable ideas are quickly identified and killed

# Process facilitator role

- › Facilitate the pilot project team creation, involving the winning group and other key people/organisations
- › Ensure they are going to commit for this stage and take forward the pilot project, their roles and resources committed
- › Support them in identifying and collecting a relevant combination of skills
- › Check they have a project plan and follow up their progress
- › Ensure the success criteria for the project are *clear* and *relevant* – what is the project going to test? What will be demonstrated in a successful test?
- › Support them with your network and contacts, expertise, logistics and other resources available
- › Coordinate communication actions for any remarkable achievement over the course of the project
- › When the pilot project succeed support the process to enable large scale, searching for alliances and new resources

Grazie Thanks  
Danke **Merci** Gracias  
**Ευχαριστώ** multumesc  
Takk dziękuję dakujem hvala  
**Obrigado** dziękować  
tänan kiitos köszönöm aciu  
Tack děkuji paldies  
**nizžik ħajr dank u wel**