



# Project Initiation Document

**Programme:** Þríhnúkagígur

**Project:** Promotional Website

**Course**

Project Management

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## 1. Revision History

Date	Version	Description	Authors
27/03/06	1.0	Initial document	Tobias Klose
28/03/06	1.1	Changes on Background, Goal, Scope and business case	Kim Lindqwister
29/03/06	1.2	Added product, deliverables, Team, Time line	Diego Santacruz
30/03/06	1.3	Added Risk analysis, Quality plan, deviation handling	Béatrice Atallah
06/04/06	1.4	Added deliverables and milestones Worked other chapters over	Tobias Klose
10/04/06	1.5	Timeline and workplan updated	Diego Santacruz
12/04/06	1.6	Read whole document over and rewrite Deviation plan	Tobias Klose

## 2. About this document

This document describes a detailed project plan for the making of a promotional website for the Þríhnúkagígur programme.

## 3. Background

Þríhnúkagígur is a unique cave located inside an old extinct volcano 17km outside of Reykjavík. The size of the cave is one of a kind, being as high as two Hallgrímskirkja (the famous church in Reykjavík) stapled on each other and as wide as one lying flat down. Dr. Árni has been exploring and researching the cave for many years and his idea is to make it accessible for visitors. This unique phenomenon could both attract more and new types of tourists to Iceland and also open the eyes further onto the beautiful and ever shifting landscape of the country.

However, doing this, a variety of challenges are faced, starting with the construction of the infrastructure in order to get people safe to and into the cave by not damaging the surrounding ecosystem and ending with the challenge of getting through the political

difficulties of responsibilities and decision making. In between many more aspects have to be considered in order to bring this program into reality.

Dr. Árni is a passionate ambassador of the cave and has dedicated many years of his life in making this amazing work of nature available to the public. He is very concerned with keeping the environment surroundings as untouched as possible.

#### 4. Goal

Our idea concerning the undertaking of the Þríhnúkagígur program is to build a website that promotes Dr. Árni's idea and makes the whole program and all its aspects better known. The website shall give people detailed information about what Þríhnúkagígur is and what the potential for a tourist attraction it bears. Through information, stories, illustrations and photos it will get potential visitors excited about wanting to visit it.

The beneficiary is Dr. Árni, since more transparency about the program will make it more likely that the project will become reality. Furthermore, after the project has become real, the website has promoted it in forehand and will contribute to getting more visitors interested and coming.

Other beneficiaries are the website users since it has an informational and entertaining value. A promoting website would both draw attention to the cave and be able to create dialogue between concerned parties, both public and political, and Dr. Árni himself. It would also be able to create an understanding of the related issues and assure concerned parties of the benefits of the attraction. Thus, the potential benefits are that the program will become as popular and bring as much transparency that further doors will open concerning political and financing issues in order to actually make the program happen.

Through popularity, the program will get into further public discussion; TV shows might be a follow up, which can open many doors in order to bring the project into reality.

By making the cave interesting and attracting to visitors before the actual opening of it pressure will be put on politicians to make a decision about its being or not being.

It would be a pity to let go of an as unique and beautiful part of Iceland as Þríhnúkagígur is. It would be an excellent opportunity to show that a part of nature can be turned into a tourist attraction without necessarily hurting nature. It would build on the vision of Iceland



as a pure and beautiful country as well as showing the public that they are a part of the promotion of Iceland as part of the rest of the world.

### ***1.1. The business case***

The idea of a promotional website is to let the public in Iceland know about Þrihnúkagígur and Dr. Árni's idea of making it accessible for visitors. The business case is to create awareness and discussions among the Icelandic society, its politicians and interest groups (such as the tourism industry) in order to create pressure on the politicians, so the probability of them taking a positive decision towards the undertaking of the program will become greater and will be taken faster.

Secondarily the undertaking of building a promotional website will have long term marketing benefits, since people will get interested in the cave they are likely to be among the first visitors when the program is finished.

## **5. The Project Scope**

### ***1.2. What is the project***

This project is the construction of a promotional website, including content analysis of the Þrihnúkagígur program, analyzing the different aspects of it. Included in the promotional website project is also designing and programming the website. The content creation will include the writing and designing of texts, photographing relevant elements of the cave, getting third party content in order to make the program transparent and translating the website texts into relevant languages (such as English, German, French and Spanish). Another part of the project would be testing both functional and visual parts of the site in order to make it as usable as possible.

The project is also a way of building awareness of the cave as well as starting a dialogue with purpose of showing not only the benefits of the cave but also to get the public opinion about its becoming as well as encouraging a dialogue concerning the environmental matter of the cave.

### **1.3. What is the project not?!**

It is important to understand that this project is not the promotion of the website itself; it is neither a means of promoting an existing tourist attraction. Another aspect to take into account is that it's not a site only for politicians to debate.

## **6. The product**

### **1.4. The final product**

The final product of this project will be a website with the mission to both show the uniqueness of the Þríhnúkagígur cave and Dr. Árni's passion for it, as well as giving both public and politicians a chance to give their opinion on the making of a tourist attraction. The website will not only contain information about the cave itself, but also the issues surrounding it when it comes to the concern about the environment and ecosystem.

The photos on the website will not only give a picture of the cave as it is today, but also provide a vision of the attraction in the future. With both texts and pictures and illustrations, showing the benefits of the Þríhnúkagígur program coming into action, interested public and concerned politicians will get a serious, safe and assuring impression of it.

The website will also include the plan of getting to the final result of a functioning tourist attraction. There should not be any worrying question marks that cause suspicion and misunderstandings. The website will be as transparent as possible without leaving out the huge benefits of the program if it becomes reality.

The texts on the website will be created by professional writers that know how to convince without forcing the information onto the reader. They will make sure the facts are correct by consulting Dr. Árni continuously. The texts will give the reader a harmonic, calm and safe feeling of professionalism without getting complicated.

### **1.5. Deliverables and Milestones**

The main deliverable is of course the final product, which will be put live on the web on the day of launch after all working steps have been completed. This can be seen as the final delivery to the customer, even though it's a virtual delivery.

However, there are a couple of deliverables on the way, which will not be delivered to the customer but to the project manager for review. The PM will then pass these products or parts of it on to the responsible person to do the next job which builds on the just delivered one.

We look at those deliverables as milestones, since they always designate a crucial point in the process including a product.

The milestones are the following:

#### **1.5.1. Concept**

The concept is the general description of the site. It takes the points from the business case and lays out how the website should be. For what users it will be designed as well as what the general "look and feel" should be like.

It's the ground work for the content analysis and the structuring. The PM will do the concept in close relation to the customer. It should not take longer than one day, which is split up in a 2 hours preparation of the PM, then a 3 hours meeting with Dr. Árni and 3 hours of putting the information into a concept document.

#### **1.5.2. Content analysis**

The content analysis is made by the PM as well. It is the next step after the concept has been stated and the objectives from the business case are clear. The PM will use time to research other similar projects (benchmarking) in order to get ideas and see what others do good or less good. He will make a list of ideas and content that he thinks should be on the site. After the first content draft has been done the PM will meet Dr. Árni in order to talk his ideas through and get new input.

After this first iteration the PM will sit down again, use the information provided and make the final content analysis, which will one more time be talked through with the customer. If there are no further changes the milestone is reached.

#### **1.5.3. Structure**

The next step is the structuring of the content. This includes concepting a navigational system as well as a sitemap. The PM will do this step. He will use tools like Microsoft Visio in order to make his ideas visible. The products of this milestone are a Visio document showing the website and a document showing the basic layout of all the



websites. This is the basic work document for the designer and the programmer in order to see what requirements the design and the technical part need.

This step should include a user testing phase as well, where the Visio documents will be exported as a HTML prototype which can be user-tested. Potential flaws will be fixed after the testing.

#### **1.5.4. Technical System design**

The technical design will be done by the lead programmer after a briefing from the PM. The Visio documents produced in the structuring process will be the ground laying guidance.

The product of this step is a design document including the technical requirements, class diagrams, database design, etc.

#### **1.5.5. Graphical design**

The graphical design will be done on the grounds of the HTML-Prototype made in Visio.

The graphic designer will have a briefing from the PM. If Dr. Árni is on site it wouldn't hurt if he would be in the meeting as well even though it's not mandatory. The PM will explain the look and feel and the different websites to be designed as well as the flow. The graphic designer will make two basic layouts in order to be shown to the PM and the customer. They will talk about those proposals and decide on either one or a mixture of both after which the graphic designer will do a second proposal which ideally will be approved by the PM and Dr. Árni. On this ground the rest of the websites will be designed and finally user tested as well. Potential flaws will be fixed and the final design approved.

#### **1.5.6. Final Code**

The programmers will use the products from the Structuring part and the graphical design and create the HTML/CSS code as well as programming logic that is necessary for some features. The database will be programmed as well and filled with "blind texts" in order to be able to test it. The final project is the functional website without any content. This will be unit-tested as well as tested as a whole. Flaws will be fixed and the website will be approved.



### **1.5.7. Texts**

The texters will use the content analysis as well as the sitemap and the single websites as their work ground. After all texts have been written, they will be read over by the PM and the customers and changes will be proposed and discussed. The texters will work the texts over until they are perfect and finally approved.

### **1.5.8. Translated Texts**

The approved texts will be translated by the translators.

### **1.5.9. Final product**

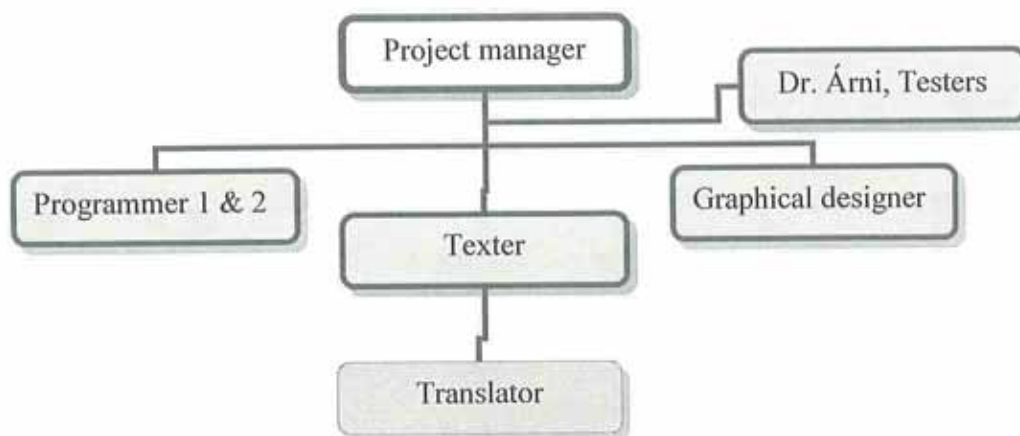
When all single milestones are completed, everything comes together, which basically means that the texts in the different languages will be put into the database and the website will be put on a test server in order to test the website as a whole. Last flaws will be fixed before the website as a whole will be approved and go live.

For detailed time and cost of the single deliverables, please see the project plan in the appendix.

## 7. The Team

This section describes who is involved in managing the process, creating the project and who has what kind of responsibilities.

The team management structure and job descriptions are as followed:



### Client (Dr. Árni)

We include the principal client, because with him the project will be monitored and tested to fulfill the necessities laid out by him and accomplish the objective of the project.

### Project manager

In this case the project manager will be responsible for diverse tasks among the project execution, some of them have to be with Concept definition, content analysis, preparation of the host, some testing, revisions and approvals and final package together to upload it and present it to customer for possible feedback. Of course the PM is the key member in the team through whom the communication between the other members flows.

**Texter**

The main task and responsibility of the texter is the text design as well as cooperation when the time bundling up of the project when the occasion comes.

**Graphical designer**

As its name reveals, they will be in charge in all the graphical design of the web page, as well as image acquisition. In addition the 2 designers will be taking part in the building up of the web page.

**Programmer**

The main responsibility it's obvious to program and give sense to the web site in programming issues. However, the 2 programmers will be taking part of the technical system design and the building up.

**Testers**

All milestone products will be tested by the PM first. Some of the deliverables will be tested by a user group that will be invited in order to get an objective test. The PM might be just to deep in the topic and oversee important flaws. Finally after flaws have been fixed Dr. Árni will test some of the deliverables.

**Translators**

Translations.



### 1.6. Project working method

The following communication plan identifies people with an interest in the project, communication needs, and methods of communication. It will help us to ensure that everyone who needs to be informed about project activities and results gets the needed information:

#### Communication plan

	Product	Description	Method	Frequency	Responsible	Receiver
<b><u>Written document</u></b>	Report of design	Tracking of design status	e-mail	Every 2 weeks	Designer	PM
	User testing	evaluation sheet showing results	meeting	once in project	Graphical designer	PM
	Text testing	evaluation sheet showing results	meeting	once in project	Text designer	PM
	Final test	evaluation sheet showing results	meeting	once in project	PM	Whole team
<b><u>Announcements</u></b>	Final report	PID of the project	printed and e-mail	once in project	Whole team	Dr. Arni
	Milestone 1	Website building starts	meeting	once in project	PM	Whole team
	Milestone 2	Bundling up	meeting	once in project	PM	Whole team
<b><u>Reports and meetings</u></b>	Team meeting	Revision of advance and feedback	meeting	once a week	PM	Whole team
<b><u>Team spirit</u></b>	Good work atmosphere	Team building	social meeting	twice a month	Text designer	Whole team

## 8. The Time line and work plan

For the project, as it is presented in the project plan there are 4 milestones or events that help us to verify that the progress toward accomplishing goals and objectives is on track and on schedule.

1. Concept, Content analysis and structure finished due to Tuesday 18 / 04 / 06
2. The finish of the graphic design, which is the preliminary to the programming due Monday 08/05/06.
3. The finish of the programming due Tuesday 06/06/06
4. The final launch after all tests have been conducted and flaws have been fixed and revised due Friday 16/06/06.

The project will initiate with a concept description phase that will start the 3<sup>rd</sup> of April for a 1 day duration with the project manager in charge, then a content analysis will be done up to the 12 of April with a total duration of 6 days. Furthermore a preparation that will take just 1 day will be done in parallel with the structure that will take 6 days and will be done for the 12 of April. Then 4 activities are planed to start in parallel. The first one has to be with the technical design, and it will take 5 days due to 21 of April, then programming will start in parallel with duration of 20 days due to 12<sup>th</sup> of May. In addition image acquisition will take 14 days due to 11<sup>th</sup> of May and the text design that will be 16 days long and is due to the 15<sup>th</sup> of May.

Subsequently to technical design and graphical design the programming activity takes place for 20 days and finish the 9<sup>th</sup> of June. Afterward Text design has successor activities, the first is the test of it that takes 2 days and is up to the 17<sup>th</sup> of May. Then revision and translation together are 5 days due to 24<sup>th</sup> of May. Then the semifinal testing will take 3 days finishing the 14<sup>th</sup> of June. The subsequent task has to be with the building up, that will take 1 day and finish the same day as the semifinal testing. Finally the page will be uploaded in the day 15<sup>th</sup> of June and a final testing and revision will be done during 5 days until the 15<sup>th</sup> of June of 2006.

See the project plan in the appendix for a visual description (Gantt diagram) and further details.

## **9. Financial estimation**

The financial estimation is based on the time each deliverable takes and the salary of the specialist according. The total price for the complete website is estimated **2.323.120 isk.**

### ***1.7. Timing of payments***

This amount will have to be paid in 2 parts, in order to have cash flow while the project is running to pay the different individuals for their work.

On the 30. of May 1.000.000 isk will be paid and the rest (1.323.120 isk) after the website has launched.

### ***1.8. Costs of the single deliverables***

Please see the project plan in the appendix to get a detailed overview on the cost of each individual part of the project.



## 10. Risk analysis

	General risks
Human	Incompetent employees. Illness of the personal.
Operational	Misunderstanding between the different actors: Dr. Arni, Project manager, texters, etc.
Financial	The website should help the project to become real, However if the cave never open to the public, the investment will be lost. No return on investment. The financial risk is high as soon as the project is not sure to be realised.
Technical	Technical problems: hardware, software not working as expected.
Political	The problem to promote a product that does not exist can create barrier from the government instead of helping: if the website doesn't attract as many people as expected, it can convince the Icelandic politicians to not realise the cave project.

There are several risks concerning the making of the website, that is why it is important to make an accurate analysis of the risks of each activity.

However, some activities do not include risk (revision, programming, tests...), for the others we have to know what threats exist.

### Concept and content analysis

Dr. Arni will have to take part of this stage. Will his vision be understood by the people employed? The website would like to make his project known and inform the public, however the promotion of the website itself is not a part of the project. Will Dr. Arni understand the "marketing tricks"? There is a risk of waste of time in long discussion, or on the contrary a precipitation forgetting some points. This is a tricky stage because everything has to be thought of, and nothing may be forgotten.

### **Structure**

This is the most critical point. The structure has to be clear and understandable to all users. A bad framework will confuse the public. When the structure is decided it is difficult to change because this is the base for everybody's work. All the next activities will depend of the structure therefore there are no mistakes possible. The choices are delicate because bad websites are generally the consequence of a bad structure. Revision by the concepters, the project manager and Dr. Arni is the important point in order to avoid falling for this risk.

### **Graphical design**

The graphic can not fit with the expectations formulated during the concept and content analysis activities. A misunderstood result or one that is not satisfying will waste the work of the others part. The graphical design has to be reviewed and tested by users that fit into the group of later users. Furthermore the client has to be comfortable with the design, since it represents his project and vision.

### **Text design**

The text has to be clear and may not be too scientific for the potential clients that are not into the matter as deeply, but enough to be credible for the one who are interested for this geological phenomenon. There is a risk with texts being too complicated or too long. The texts will give a lot of information and there is a risk of the validity of the information. Texts have to be reviewed and tested as well.

### **Translation**

The competence and the rapidity of the translators.

### **Image acquisition**

The risk is to not use good illustrations. It can damage the credibility of the website. The product does not exist yet, the image has to illustrate the text and not give a fake image. Furthermore, a lack of collaboration with the texts writer could damage the credibility.

Image choice has to be reviewed.

### **Final "bring it all together"**

In order to have the final result as wanted all former single steps need to be perfect and fit to each other. As for example the images need to fit the texts, etc.

### Uploading

The server needs to be in place as well as usernames and passwords for the ones who are responsible in putting the final project live.

## **11. Quality plan**

We have planned to have several tests in different steps of the project.

Testing the programming is not the same than testing the text content; it is the reason why each task will have a period of testing in order to modify what is necessary. A final test will be conducted as the result of these months of work.

Regular unit tests will be done in programming, it will consist of checking the small programmed units and see if everything works correctly.

The test in graphic design and user interface as well as the test for the text will be organized with a public user testing group. This group has to be chosen carefully to be representative of our target group.

The user interface test implemented by the graphic design has to show the pertinence of the choices made by the graphic designer. Does the atmosphere of the website fit with the project's idea? Is it easy to use?!

The test of the text has to show the content's clearness. One of the risks is that the public doesn't understand all the explanation of the volcano's cave. This test phase will resolve it.

After this test session some modifications will probably be made concordant with the comments received by the people present during the test.

When each task will be finished a final test will be conducted, with the website finished.

We hope that the modification that will occur due to the public comments won't be big.

This however shouldn't be the case, since all single modules have been tested before and major flaws should have been identified earlier.



## 12. Deviation handling

As we can see in the project plan and have heard in the description of the tasks most of the tasks build on the previous one. In order to make the structure, the content analysis has to be finished and the same for the programming, in order to program HTML and CSS the graphical design needs to be finished and may not change again. In this project it is really important that we get the different people working the different tasks on time, because if they delay the whole project will delay. A planning ahead of time is crucial concerning the staff. For each key employee an alternative should be available. The alternative employee does not have to be booked but in the case that e.g. the key programmer will be sick the project manager needs to have a clear idea where to find an alternative in time.

Each task is calculated with a bit of a buffer (25%) if some extraordinary changes or problems come up or after the testing has been conducted some bigger flaws show up that need extra attention.

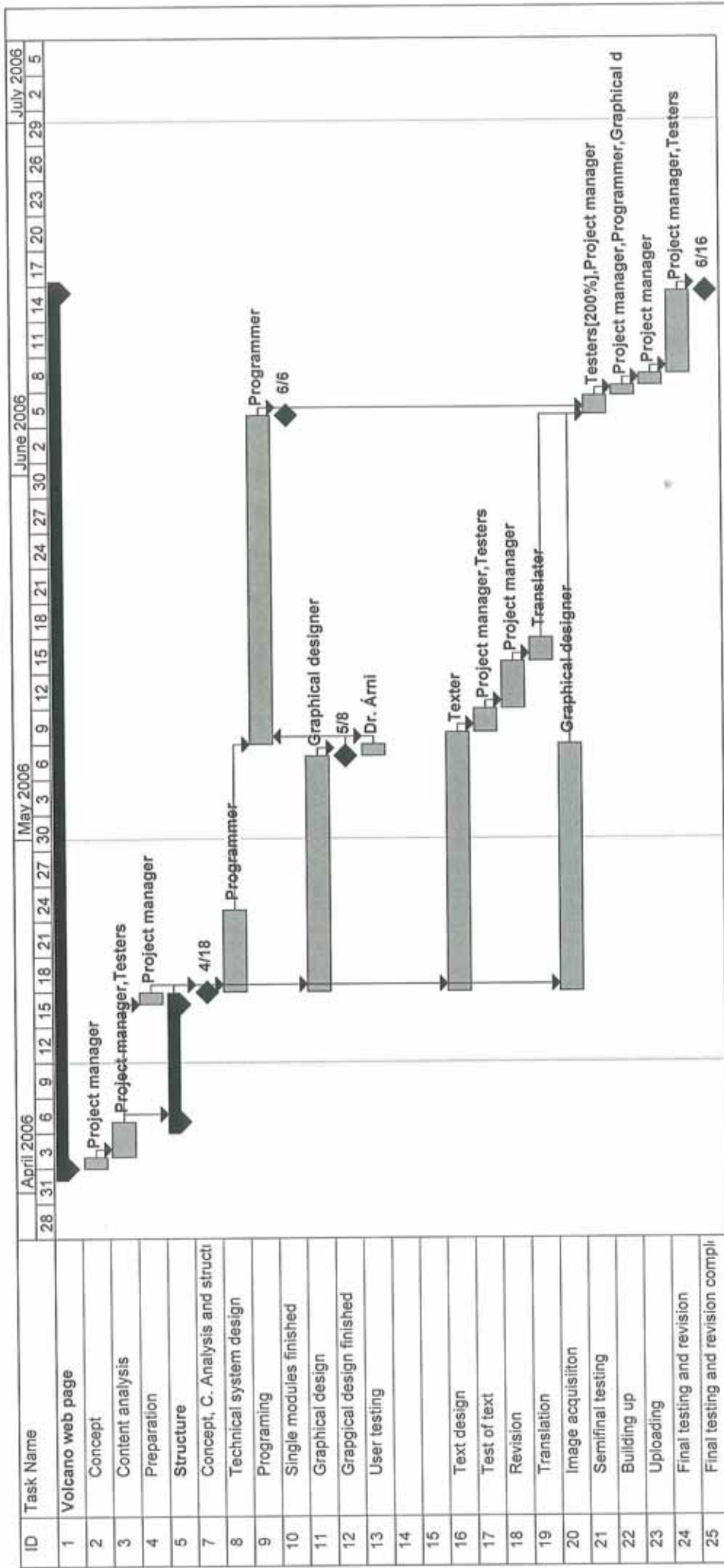
However, a few tasks can run in parallel. These ones start after the structure has been finished. The next milestone after that would be the finish of the graphical design. After that the programming starts. At the same time when these tasks are running, the texts will be written and the images found. Those 2 tasks actually don't have to be finished completely until the programming milestone is finished. See also the WBS in the project plan concerning this.

Another point concerning a plan B would also concern the staff, meaning that in the case that tasks consume more time than planned additional employees might be available to help. This option however would also bring disadvantages, since more people does also mean more overhead and time to teach those people as well as more complex communication. This step would only be taken if the final deadline may not at all move and there would be no other way.

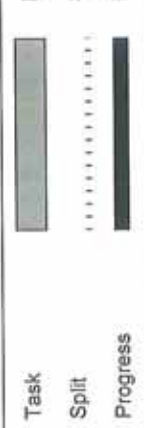
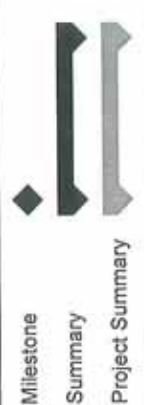
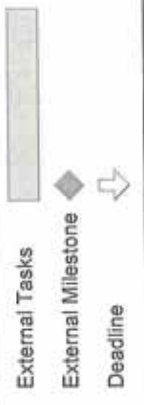
ID	Task Name	Duration	Predecessors	Resource Names	Fixed Cost	Fixed Cost Accrual
1	Volcano web page	54.25 days			Kr100,000	Prorated
2	Concept	1 day		Project manager	Kr0	Prorated
3	Content analysis	3 days	2	Project manager, Testers	Kr0	Prorated
4	Preparation	1 day	3	Project manager	Kr0	Prorated
5	Structure	6 days	3		Kr0	Prorated
7	Concept, C. Analysis and structure release	0 days	5,4	Project manager	Kr0	Prorated
8	Technical system design	5 days	5,4	Programmer	Kr0	Prorated
9	Programming	20 days	13,8	Programmer	Kr0	Prorated
10	Single modules finished	0 days	9		Kr0	Prorated
11	Graphical design	14 days	5,4	Graphical designer	Kr0	Prorated
12	Graphical design finished	0 days	11		Kr0	Prorated
13	User testing	1 day	12	Dr. Arni	Kr0	Prorated
14						
15						
16	Text design	16 days	5,4	Texter	Kr0	Prorated
17	Test of text	2 days	16	Project manager, Testers	Kr0	Prorated
18	Revision	2 days	17	Project manager	Kr0	Prorated
19	Translation	1.88 days	18	Translator	Kr0	Prorated
20	Image acquisition	15 days	5,4	Graphical designer	Kr0	Prorated
21	Semifinal testing	1.5 days	9,20,19	Testers[200%], Project manager	Kr0	Prorated
22	Building up	0.75 days	21	Project manager, Programmer, Graphical designer, Texter	Kr0	Prorated
23	Uploading	1 day	22	Project manager	Kr0	Prorated
24	Final testing and revision	5 days	23	Project manager, Testers	Kr0	Prorated
25	Final testing and revision completed	0 days	24	Project manager, Dr. Arni	Kr0	Prorated

Total Cost	Baseline	Variance	Actual	Remaining
Kr2,363,120	Kr0	Kr2,363,120	Kr0	Kr2,363,120
Kr32,000	Kr0	Kr32,000	Kr0	Kr32,000
Kr144,000	Kr0	Kr144,000	Kr0	Kr144,000
Kr32,000	Kr0	Kr32,000	Kr0	Kr32,000
Kr192,000	Kr0	Kr192,000	Kr0	Kr192,000
Kr0	Kr0	Kr0	Kr0	Kr0
Kr80,000	Kr0	Kr80,000	Kr0	Kr80,000
Kr320,000	Kr0	Kr320,000	Kr0	Kr320,000
Kr0	Kr0	Kr0	Kr0	Kr0
Kr224,000	Kr0	Kr224,000	Kr0	Kr224,000
Kr0	Kr0	Kr0	Kr0	Kr0
Kr0	Kr0	Kr0	Kr0	Kr0
Kr384,000	Kr0	Kr384,000	Kr0	Kr384,000
Kr96,000	Kr0	Kr96,000	Kr0	Kr96,000
Kr64,000	Kr0	Kr64,000	Kr0	Kr64,000
Kr45,120	Kr0	Kr45,120	Kr0	Kr45,120
Kr240,000	Kr0	Kr240,000	Kr0	Kr240,000
Kr72,000	Kr0	Kr72,000	Kr0	Kr72,000
Kr66,000	Kr0	Kr66,000	Kr0	Kr66,000
Kr32,000	Kr0	Kr32,000	Kr0	Kr32,000
Kr240,000	Kr0	Kr240,000	Kr0	Kr240,000
Kr0	Kr0	Kr0	Kr0	Kr0





ID	Task Name	April 2006	May 2006	June 2006	July 2006
1	Volcano web page				
2	Concept				
3	Content analysis				
4	Preparation				
5	Structure				
7	Concept, C. Analysis and struct				
8	Technical system design				
9	Programming				
10	Single modules finished				
11	Graphical design				
12	Grappical design finished				
13	User testing				
14					
15					
16	Text design				
17	Test of text				
18	Revision				
19	Translation				
20	Image aquisilton				
21	Semifinal testing				
22	Building up				
23	Uploading				
24	Final testing and revision				
25	Final testing and revision compl				



Project: strating project  
Date: Wed 4/12/06