PROJECT CANVAS

Simplifying project communication

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INTRODUCTION

Projects are an essential part of business today. Managing projects in effective ways is important for all industries and is also the main focus of a number of academic initiatives.

This manual will explain the concept of Project Canvas and how it can be used to create an overview of any project. Project Canvas is a convenient tool for communicating within the project team, for decision making, and is thereby also a way of managing progress in the appropriate manner.

Unforeseen obstacles are always a part of the project management process, and they can affect resources, time and quality. Therefore, the success of a project is closely linked to the team's ability to plan, adjust and react to changing circumstances. Project Canvas is created in order to help all members of a team obtain a clear overview of a project. In other words: To be on the same page.

WHAT IS A PROJECT?

Before explaining Project Canvas, let us establish the definition of a project. "A project" can indeed be many things, from building a bridge to running a marathon. Projects can share many characteristics while still remaining unique. According to the *Oxford Dictionary*, a project is defined as:

"An individual or collaborative enterprise that is carefully planned to achieve a particular aim."

In the table we have provided a description of the main characteristics of projects. Each project has its own challenges. In order to control the progress of your project it is important to: form the right team, determine tasks and find the conditions to execute these tasks effectively.

Characteristics	Descriptions
Projects are unique.	A project is unique because some factors will always be different, such as the environment, team and/or the result.
Projects have specific end results.	A project is designed to solve one or more specific objectives ending up with a specific result.
Projects have limited resources.	No projects have infinite resources, there are always time and budget restrictions.
Projects introduce risks.	As a project is unique, it is unclear how the exact process will unfold. The project is not "business as usual".

ABOUT PROJECT CANVAS

Project Canvas is a tool that improves communication in project teams and provides a simplified project overview. Project Canvas is built on well known project methodologies including PRINCE2, PMI and Scrum.

To keep the tool simple, Project Canvas is inspired by empirically tested visual tools such as the Business Model Canvas and the Game Plan. Project Canvas is developed by several experienced project managers who combine both academic research and practical use.

This work has resulted in Project Canvas, which consists of 12 elements that altogether give you a complete overview of your project.

Project name _____   Project owner _____

Purpose
What is the intent of this project?
Why are we doing this project?

Scope
What does this project contain?
What does this project not contain?

Success Criteria
What do we need to achieve in order for the project to be successful?
How can the Success Criteria be measured?

Milestones
When will we start the project and when is the final deadline?
What are the key milestones and when will they occur?
How can the milestones be measured?

Actions
Which activities need to be executed in order to reach a certain milestone?

Outcome
What is the end result?
- A book
- A website
- An event

Team
Who are the team members?
What are their roles in the project?

Stakeholders
Who has an interest in the success of the project?
In what way are they involved in the project?

Users
Who will benefit from the outcome of the project?

Resources
What resources do we need in the project?
- Physical (office, building, server)
- Financial (money)
- Human (time, knowledge)

Constraints
What are the known limitations of the project?
- Physical (office, building, server)
- Financial (money)
- Human (time, knowledge, politics)

Risks
Which risks may occur during the project?
How do we treat these risks?

You might ask: *"Is there a need for another tool? Don't we have enough already?"* It is true, there are many tools which all try to solve specific project problems and/or help you in different areas of project management. Project Canvas, however, focuses on helping to establish an overview of the project you are involved in. Overview is important for the team to work in a common direction, being engaged and motivated. It is also important for briefing stakeholders who have concerns about the project status.

The tool is used by project teams to simplify project communication and to synchronize understanding of the project among those involved - both internally and externally. Project Canvas can be used both offline, as a physical printout with post-its, and online at app.projectcanvas.dk. The tool has proved valuable as a:

- pre-project tool to kickstart projects and specify *"what is the purpose?", "why is it undertaken?"* and *"how should it be delivered?"*
- sales tool to sell and convince recipients to accept a project.
- briefing tool for communicating project status.
- project management tool for those simple projects that do not need complex management systems.

The next chapter will cover all 12 of the elements in depth.

EXPLANATION
OF **ELEMENTS**

PURPOSE	SCOPE	SUCCESS CRITERIA	OUTCOME	ACTIONS	MILESTONES

GOAL-SETTING

TIMEFRAME

| TEAM | STAKEHOLDERS | USERS | RESOURCES | CONSTRAINTS | RISKS |

PEOPLE   ENVIRONMENT

PURPOSE

Definition: The reason the project is carried out and the intentions of the project owner.

What is Purpose?

The purpose describes why the project is started and the desired outcomes, which should be achieved. It is the fundamental reason for initiating the project, leading to the end result. Purpose shows that the project is "beneficial", which means it creates significant value for the project owner, the people involved in the project and its end users.

Why Purpose is important

When considering a project, it is important to identify what you plan to achieve. Therefore, the purpose acts as a continuing guideline for the project. It highlights what the project will accomplish and the benefits it should bring. It should also unify the team's understanding of the project.

How to use the Purpose element

The purpose is often expressed in one or two "soft" phrases, giving a perspective for initiating the project. The following questions can be helpful when defining the purpose:

▶ **Why are we doing the project?**
▶ **What is the intention of the project owner?**
▶ **What will be created, changed or enhanced?**

Tip: When defining the Purpose, do not use more than 1-2 statements.

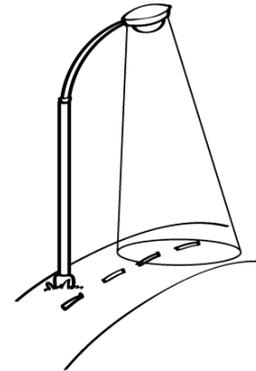Learn more at - projectcanvas.dk/toolbox#purpose

SCOPE

Definition: Scope represents what is a part of the project and what is outside of the project boundaries.

What is Scope?

The scope is designed to capture what the project will include and exclude. It is a considerable part of aligning the expectations of everyone involved in the project. If disagreements regarding the workload arise in the course of a project, a good scope definition serves as a common reference point for everyone.
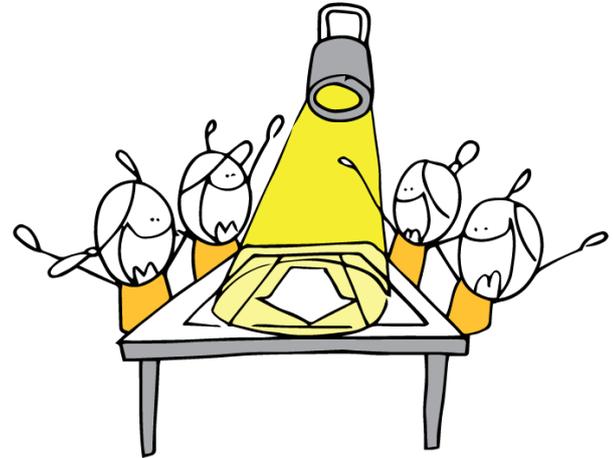
Why Scope is important

Expansion of the scope (scope creep) is an expected part of many projects. The customer or a stakeholder often returns with new requests or requirements for the project. These requests are likely to affect the project costs, time or quality. In such cases, the original scope definition can be used to determine whether there is a basis for a re-negotiation of project resources.

How to use the Scope element

When defining the project scope, the team explores the immediate project activities, milestones and end results. They are placed either inside or outside of the project's scope. The elements should be revised until a satisfactory scope has been created. To make the best use of scope as a project guideline, all stakeholders should commonly agree upon and authorize the defined scope before initiating the project. The following questions are helpful when defining the scope:

▶ Which areas should be covered with this project?

▶ Which areas should not be covered with this project?

Tip: Think project length, width and depth when defining Scope.

Learn more at - projectcanvas.dk/toolbox#scope
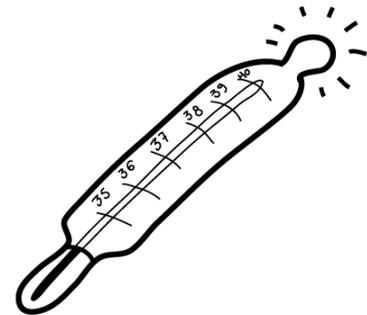
SUCCESS CRITERIA

Definition: Measurable criteria chosen to determine whether the project has achieved its desired result.

What are Success Criteria?

Success criteria indicate when the project purpose has been accomplished with a satisfactory result. The success criteria should be sufficiently detailed so it is easy to identify when a project is successful. Therefore, all desired objectives should be covered. The more elaborate the success criteria are, the easier it will be to evaluate the project afterwards.

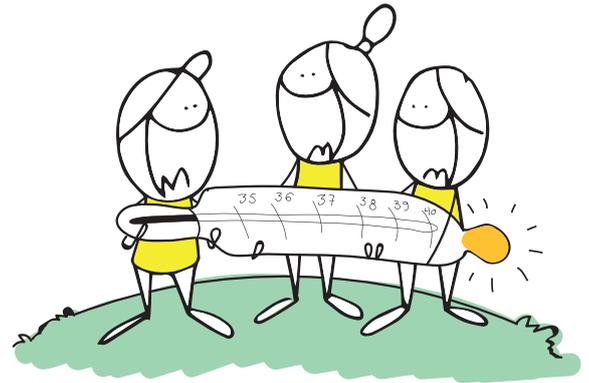## Why Success Criteria are important

Success criteria play a crucial role in evaluating a project and reporting its current status. They help in judging if the set goals have been reached to an acceptable level.

How to use the Success Criteria element

Good criteria for success are characterised by being specific, measurable, realistic and time specified. At the same time, they should also be ambitious, but never unrealistic. The following questions are helpful when defining success criteria:

▶ **What (goals / targets) should be achieved in order for the project to be successful?**

▶ **What are the benefits of the project?**

▶ **How will the benefits be measured?**

Tip: Include a clear time frame within which the criteria can be met.

Learn more at - projectcanvas.dk/toolbox#successcriteria

OUTCOME

Definition: Outcome is a description of the desired result of the project work being undertaken.

What is Outcome?

The outcome captures what the project should lead towards. The other elements in the canvas should support and contribute to attaining the result. The result can be seen as a unifying intention throughout the project process.

Why Outcome is important

The result needs to be defined, because it influences the focus of a project. It should not be confused with purpose, which is the reason the project is carried out and the intentions of the project owner, whereas the result reflects the concrete desired outcome of the project. To deliver the project benefits and to fulfill the purpose, the project team must define the result.

How to use the Outcome element

A well defined outcome is characterised by being SMART: Specific, Measurable, Acceptable, Realistic (but ambitious and challenging), and Time set. It is important to remember that the result is more rigid while actions toward it are more flexible. The following questions can be helpful when specifying results:

▶ How do we realise the purpose of the project?

▶ What do we want to deliver to obtain the purpose?

Tip: When defining the Outcome be as specific as possible.

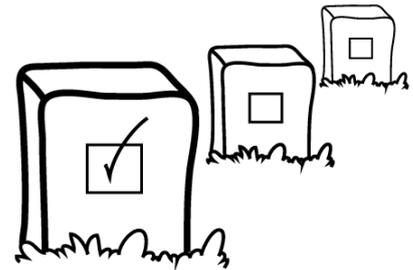Learn more at - projectcanvas.dk/toolbox#outcome

MILESTONES

Definition: Milestones are significant events in the project, which divides the project into manageable parts.

What are Milestones?

Milestones are used to provide a simplified overview of a project. Working with milestones means focusing on highlights of the work rather than the details. Milestones mark particularly crucial events in the project and are especially important in long-term projects. They serve as supplements to the success criteria and the end result.

There are several types of milestones:

- Decision points: for selecting sets of actions and transition to a new phase.
- Coordination points: where work on several fields must be completed at a certain point in time.
- Approval: both internal and external.
- Liability transfers: to or from the project team.
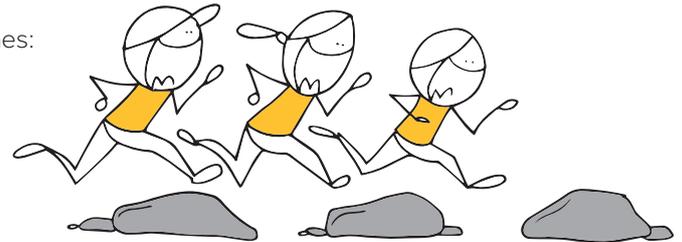
Why Milestones are important

Instead of just initiating and closing the project without defined check points, milestones are used to clear out the clutter and divide the project into smaller parts. It then makes it easier to determine if the project is on schedule. At the same time, milestones can be used for communicating with the team and stakeholders. They hereby serve as a status overview and identify the next steps to take.

How to use the Milestone element

Milestones are defined by identifying important success criteria and/ or results. They guide the completion of different parts in the project. Usually, four to six milestones is enough to create a project overview. Milestones should be selected throughout the entire project life cycle. The following questions are helpful when defining milestones:

▶ When does the project start?

▶ When is the deadline for the project?

▶ When do the key milestones occur?

▶ How is the achievement of a milestone measured?

Learn more at - projectcanvas.dk/toolbox#milestones

ACTIONS

Definition: Project actions are tasks, activities or work that helps to achieve the project's results.

What are Actions?

Actions are the completion of specific tasks within a defined period of time. They advance the project toward the desired result. An action can be split into minor activities depending on the level of detail of the Project Canvas. Actions are best described by using verbs like;

- create
- provide
- organise
- test
- produce

Why Actions are important

The absence of a clear action plan can lead to confusion or poor resource management, which may lead to project failure. Clearly defined actions make it easy to allocate the workload between the team members and keep the process under control.

How to use the Actions element

The "Action" should accurately describe what needs to be done, how it should be executed, by whom and when. It is crucial to consider which resources are required to complete each action. Specific and measurable actions make it easier to monitor and control the project. At first, actions can be identified by focusing on the end result. The level of detail can then be increased. The following questions can be helpful when specifying actions:

▶ What is the best way to describe the necessary actions?

▶ Does each action have a direct link to one or more of the outcomes?

▶ Are the actions detailed enough to develop a project plan?

Tip: When defining the Actions break them into manageable parts.

Learn more at - projectcanvas.dk/toolbox#actions

TEAM

Definition: Group of individuals who work in collaboration to implement the project and achieve a desired outcome.
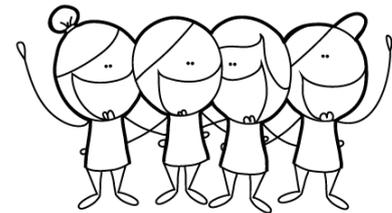
What is Team?

The team is a group of people who plan and execute the project. Each member of the team has a role and responsibility for performing particular actions throughout the project.

Note: As the number of team members depends on the size and the complexity of the project, the team can also consist of just one person.
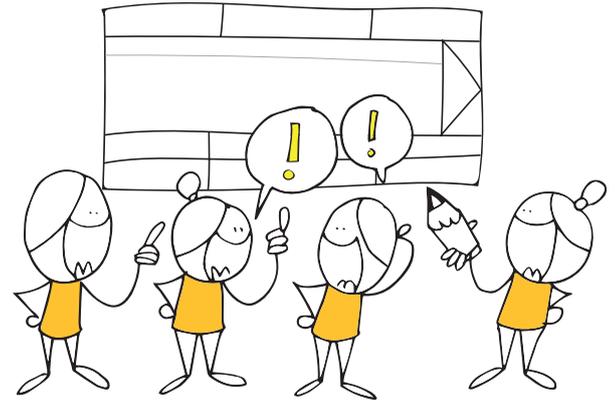
Why Team is important

It is important to create the right combination of individuals with a diverse skill set, so the project tasks are efficiently delegated. All the team members should have a complete understanding of project objectives and be aware of their responsibilities. The team should cooperate throughout the project to identify issues that require action.

How to use the Team element

It is always good practice to align expectations and form a common understanding of the project between members of the team. The roles and responsibilities of individuals should be defined along with the necessary competences, which are not available from within the team. The following questions can be helpful when defining the team:

▶ Who are the participants?

▶ Who is the project manager?

▶ What other roles are present in the team?

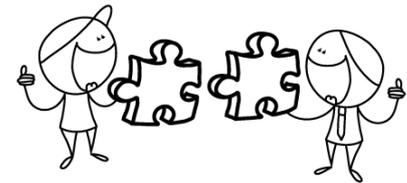**Tip:** When selecting the Team, choose people from different backgrounds

Learn more at - projectcanvas.dk/toolbox#team

STAKEHOLDERS

Definition: Groups or individuals, in addition to the team, who affect or are affected by the outcome of the project.

What are Stakeholders

In the Project Canvas framework, what is meant by stakeholders is the individuals or groups, which positively or negatively affect the performance or completion of the project from outside of the team. They may exert influence over the project, its actions or its team members. Stakeholders can act as a part of the team, if their roles are aligned with the project team members roles. This is usually decided in a dialogue between the team and the stakeholders. The stakeholders often provide different kinds of services to the project team.
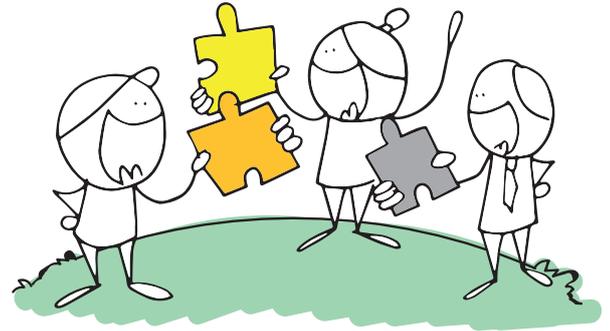
Why Stakeholders are important

Stakeholders are important because they may have resources, such as specific knowledge, that can help carry the project forward.

How to use the Stakeholders element

Working with stakeholders should strengthen the project. They can bring know-how and resources, which are not available to the team, but are important for the project to be successful. If the team, for example, lacks understanding of their end users, the stakeholders can provide this insight to the team. The stakeholders can become involved with the project at any point. The following questions can be helpful when defining the stakeholders:

▶ Who is interested or affected by the project?

▶ What is their role in the project?

▶ What knowledge or information is lacking inside the project team?

▶ What external assistance is needed to achieve the desired outcome?

Tip: Develop a plan for engaging and communicating with Stakeholders.

Learn more at - projectcanvas.dk/toolbox#stakeholders

USERS

Definition: Recipients of the project's desired outcome or groups of individuals who will be impacted by the outcome of the project.

What are Users?

The users are individuals or groups who benefit from the outcome of the project. Therefore, users are intrinsically linked to the purpose of the project. It is important to examine which challenges users face and gain insight into what they need, so the solution solves a real and present issue.

Why Users are important

The users are important, because they validate the reason for the project's existence. An absence of users means a lack of purpose and no justification to continue. Identifying users' needs early in the project will increase the chance of achieving the best possible outcome.

How to use the Users element

When using this element, it is important to consider all possible users. Users are typically presumed as people from outside of the project team; however, team members may also use or be impacted by the outcome of the project. The following questions can be helpful when identifying the users:

▶ Who are the targeted users of the project?

▶ Who will benefit from the outcome of the project?

▶ Are there people in the project team who also represent the users?

Tip: When defining Users, collect insight and avoid making assumptions.

Learn more at - projectcanvas.dk/toolbox#users

RESOURCES

Definition: What is needed in order for the project's actions to be executed and completed.

What are Resources?

The resources include the total time estimated for all project actions, their cost and used materials. They can be tangible (i.e. paper) or intangible (i.e. knowledge) resources that are needed to complete the actions. For example, some project actions may require time and specific knowledge or skills together with work space and special supplies. People or manpower can also be considered a resource.
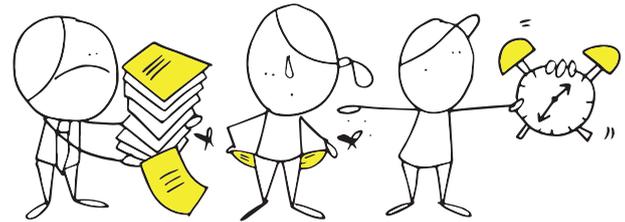
Why Resources are important

It is impossible to reach the desired outcome of the project without sufficient resources. Accurate resource allocation is important for efficient execution of the project tasks. Lack of resources is a serious constraint for completing a project and is often the reason for failure.

How to use the Resources element

The resources element should clearly identify all the project needs. It is important to minimise the duration of the project and maximise the use of available resources. The following questions can be helpful when identifying the resources:

▶ **What resources are needed in the project?**

▶ **What resources are lacking in the project?**

▶ **Where will lacking skills/materials be found?**

▶ **Will certain tasks need to be outsourced?**

Tip: Time is one of the most important resources to remember.

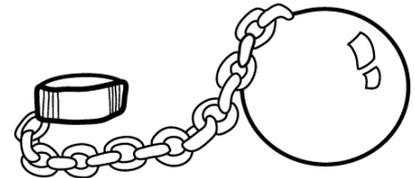Learn more at - projectcanvas.dk/toolbox#resources

CONSTRAINTS

Definition: Limitations such as events, resources or other complications that interfere with the project.

What are Constraints?

Every project has limitations set by its environment. This may for example be rules, procedures or standards, but also aspects such as time, money, technology, or knowledge – aka. Resources in Project Canvas.

Why Constraints are important

Being aware of the constraints is important for everyone involved in the project, especially for the project team. The team members need to take the constraints into account, so they can plan and adjust the project accordingly.

How to use the Constraints element

When initiating a project, the team should acknowledge what constraints exist and how they influence each of the other elements in the canvas. The following questions can be helpful when identifying the constraints:

▶ **What are the current barriers or limitations to the project?**

▶ **Which restrictions affect the project development?**

Tip: Remember the triple constraint of Time, Resources and Quality.

Learn more at - projectcanvas.dk/toolbox#constraints

RISKS

Definition: Likelihood of events or conditions that can have a positive or negative impact on a project and the outcome.

What are Risks?

Risks are different from constraints in that they only have potential to occur. They can be defined as threats and opportunities. Every project holds uncertainties, which can affect it in both good and bad ways. For example, hiring a new employee can be an opportunity to gain manpower and expertise. At the same time, the new employee may require extra training that can create delays in the project – which is a threat.
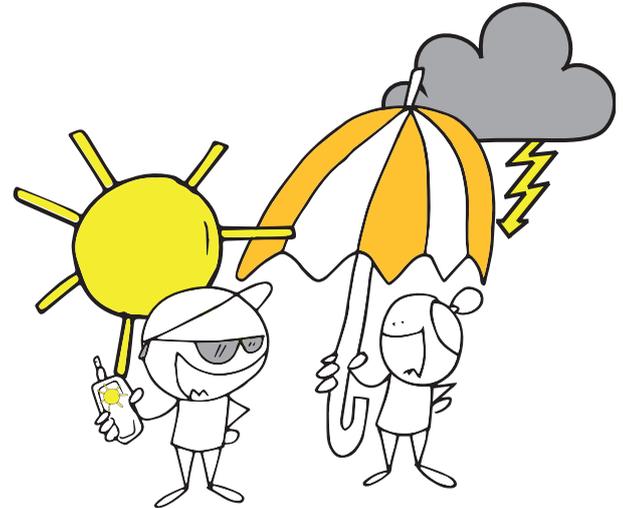
Why Risks are important

Risks are present in all projects. Therefore, it is important to identify and keep them in mind, but not to avoid them. This will help to increase the probability of meeting the project objectives. In addition to this, efficient risk management will keep the project as close to the agreed plan as possible.

How to use the Risks element

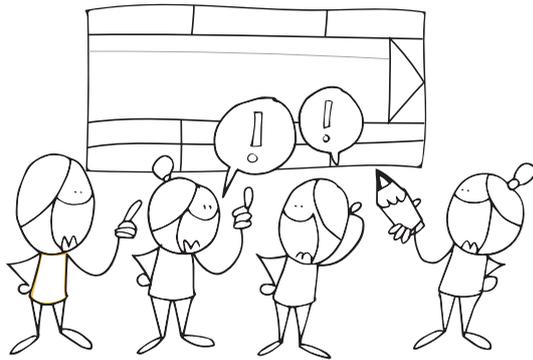The following questions can be helpful when identifying the risks:

▶ **What are the possible events or conditions that can affect the project?**

▶ **What are the threats?**

▶ **What are the opportunities?**

▶ **How would risks affect the project?**

▶ **What can be done to reduce or enhance the risk probability?**

Tip: All Risks identified have a probability and an impact to consider.

Learn more at - projectcanvas.dk/toolbox#risks

USE CASES

The next sections present two cases where Project Canvas has been used by organisations trying to achieve very different results. This provides a perspective on how the canvas can be utilized in various types of projects and, furthermore, it illustrates the versatility of the tool. In both cases, members of the Project Canvas team facilitated workshops with the featured organisations to support and guide the process. This practical experience demonstrated how the use of visual tools helps to make your project plan clear and your project communication more efficient.

project canvas

Project name: _Project workshop at Kraftwerket_   Project owner: _Kraftwerket_

Purpose
What is the intent of this project?
Why are we doing this project?

Improving conditions for educating entrepreneurs

Scope
What d...
What c...

Funding within CPH municipality budget

Users have final mandate

Success Criteria
What d...
How c...

First prototype done

50% of users in the 1st prototype should be new

Milestones
When will we start the pr...
What are the key milesto...
How can the milestones b...

Clear vision for the project space

Detailed project plan

Plan for building the physical frames

First prototype starts

Evaluation of 1st prototype

Actions
Which activities need to be executed in order to reach a certain milestone?

Team process

Feedback from partners

User involvement process

Involve 50% new users

Opening party

Fundraising

Need analysis

Plan the 1st prototype

Marketing and user recruitment

Budget mockup

Research

Building the workspace

Testing the operating plan

Outcome
What is the end result?

Operating plan and new physical space

Team
Who are the team members?
What are their roles in the project?

1 project leader 3 KW employees

Stakeholders
Who has an in...
In what way a...

The rest of Kraftwerket team

Copenhagen municipality

Users
Who will benefit fr...

Youth 18-25

Employees at Kraftwerket

Resources
Wh...
- Pr...
- Fi...
- Hu...

Kraftwerkets existing space

Existing users

Project team 140 hrs per week

Constraints
What are the...
- Physical (office,...
- Financial (mone...
- Human (time, k...

Lack of user engagement

Large workload for the team in summer

Risks
Which risks ma...
How do we tre...

Lack of focus from the management

Existing users may not approve

KRAFTWERKET

KraftWerket is a municipality project workshop in Copenhagen, which acts as an 'embassy' for young Copenhageners. They educate the cultural entrepreneurs of tomorrow and create dialogue between the youth and the city council.

KraftWerket is the most experienced institution in Copenhagen when it comes to project guidance for young people. For more than a decade, they have advised project managers as well as artists and performers to develop their ideas and realise projects.

KraftWerket has used the Project Canvas to kickstart an internal development project. It helped them to brainstorm and organise their vision for the future. This is an overview of their project plan.

The purpose of the project is to enhance the conditions for educating cultural entrepreneurs, while the desired outcome is to create a new plan for operations, along with improvements to their workspace. One of the most important success criteria is that of all users in the project, half should be new, so there will be a unique influx from this initiative. This strategy should ensure that the user base will expand in the future.

During the project, the team will create the first prototype of the operations plan. But before doing so, they want to involve stakeholders and users in creating a shared vision for the new project space. After exploring Project Canvas, the Kraft-Werket team now have a clear overview of all 12 elements of the project, including the actions which will lead them to the desired outcome. They know what the available resources are, they are aware of the constraints and understand the risks.

Project name Drivr - CPH

Project owner Drivr CPH office

Purpose
What is the intent of this project?
Why are we doing this project?

Launch Drivr in DK

Scope
What does this project...
What does this project...

Sales and marketing

customisation for DK

Success Criteria
What do we need to achieve...
How can the Success Criteria...

150 taxis in CPH

Proof of concept in DK

Milestones
When will we start the pr...
What are the key milesto...
How can the milestones...

Finding partners

Beta test booking system

Launch front end booking + app

Pilot test backend

97% bookings with first partner

Actions
Which activities need to be executed in order to reach a certain milestone?

Intention agreements

Feedback from partners

PR + marketing

Implement system

Add call center

Find partners

Design the system

Partner support

Final delivery

Research potential partners

Develop system backend

Customer support

Optimize system

Outcome
What is the end...

All partners use Drivr as main booking system

Team
Who are the team members?
What are their roles in the project?

2 biz dev
2 operations
1 sales

Stakeholders
Who i...
In wh...

Board of investors

Super users

App dev. team

Users
Who will...

Taxi & limousine companies

Private taxi customers

Business taxi customers

Resources

Transportation know how

Legal knowledge

Financing & investment

Constraints
What...
- Physi...
- Finan...
- Human...

Time (running out of funds)

Technical Danish customisation

Small project team

Risks
Which risks m...
How do we tre...

Legal Danish taxi laws

Scalability - is the system ready for 150 taxis?

DRIVR - CPH

Drivr is a start-up company focusing on upgrading taxi services. For two years, their main product has been an app that orders taxis with just one click, and now Drivr is expanding. They are going to provide the cars themselves as they become a full service high end taxi company. Drivr wanted to get an overview of their Copenhagen launch. For this, they used Project Canvas.

expensive booking systems. Another clear market advantage is the fact that Drivrs tablet solution is much cheaper for the individual taxi drivers in comparison to old booking systems which cost 40.000 DKK to get installed in one taxi. The launch is a complex task with many stakeholders and users. The company has already launched in London and is running with a fleet of 250 cars on the street. In Denmark, there are many challenges, risks and constraints

that must be taken into consideration. For example, governmental taximeter regulations that demand a high degree of customisation of the Drivr product. For Drivr, getting an overview of their project launch with Project Canvas was really beneficial. The tool helped them point out milestones along the way for the whole team, and gave them a common frame of reference so that everyone was on the same page in the project.

The purpose of their project is to Launch Drivr as a high end taxi and limousine service in Copenhagen. They aim to improve ground transportation, ease booking hassles and provide a luxurious taxi experience for customers. At the same time Drivr wants to create a cheaper alternative to the expensive booking systems used by other taxi companies. The new Drivr product is an extension of the digital application, and by making Drivr's booking system accessible on mobile devices in each taxi, they can bypass the use of

Premier cars
at awesome prices
- Suited drivers, easy payment -

HOW TO USE
PROJECT CANVAS

Project Canvas is a dynamic tool that can be used in different ways to suit the needs of your project. It is, however, recommended to follow the order of steps laid out in this facilitation guide.

The elements of Project Canvas are divided into 5 groups. Each group represents a certain step in the facilitation process. The illustration shows how the elements are organised and the order in which they should be examined. The questions for each element on the canvas allow project team members to gain a shared understanding of what to focus on. The questions also guide the discussion to simplify the decision making process.
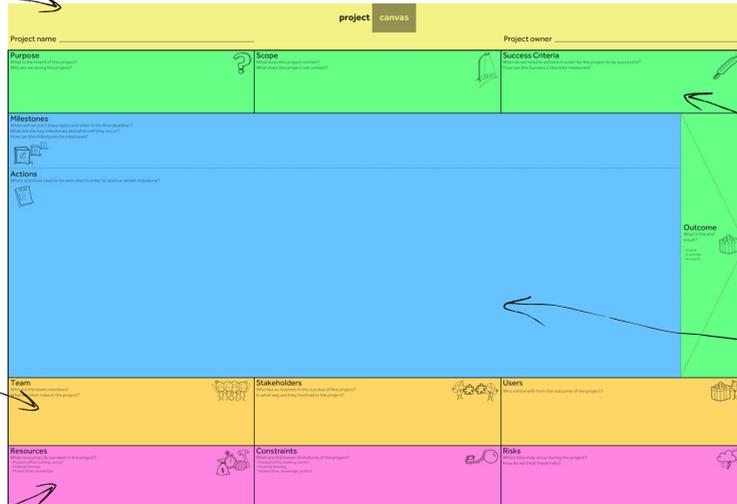
For using Project Canvas a facilitator is needed. The facilitator can be one person (e.g. a teacher or project leader), but can also be a group who co-facilitate (e.g. a study group). The facilitator has been introduced to Project Canvas in advance, either in a course or workshop, or by reading through the explanation of elements given in Chapter 2 on his/her own. Each element should be explained to the team by the facilitator(s) before adding any information to the canvas.

Remember to discuss and make sure everyone agrees when adding new information onto the canvas. It is a good idea to use 'sticky notes' for this process so everyone can contribute. The canvas can be revised as many times as needed and does not have to be perfect on the first version.

Tip: Create a parking spot for good ideas you don't know where to put right now.

FACILITATION IN 5 STEPS

STEP1
Define
project

STEP2
Goal-
setting

STEP3
Identify
people

STEP4
Examine
environment

STEP5
Setup
timeframe

Step 1: Define Project

State the project name and the project owner - a person, group or organisation that is ultimately responsible for the success or failure of the project.

Step 2: Goal-setting

Firstly, define the project Purpose: What is the basic intention of the project? Then determine the Scope of the project by exploring the boundaries of the project activities. What does the project contain and what does it not contain?

When the Purpose and Scope are defined, you need to agree on some measurable Success Criteria. What do you need to achieve in order for the project to be successful? The Success Criteria can help you see, if the project is meeting the predefined goals. As the final step in the project goal-setting phase, you should define the project Outcome: What is the project end result?

Step 3: Identify People

When you have reached a shared understanding of what the project is, it is time to focus on the people in and around the project. Start with the Team: Who are the team members and what are their roles in the project?

After that, focus on your Stakeholders: Who has an interest in the success of the project? In what way are they involved in the project? It is equally important to understand who will be the Users that benefit from the outcome of the project. These can also be stakeholders and team members.

Step 4: Examine Environment

It is time to look at the project environment. First, focus on the project Resources: What resources do you need? This includes financial, physical and human resources of the project. Second, look into the Constraints. What are the known limitations of the project? While constraints help you define what is certain in the project environment and establishes the boundaries, assessing the Risks will help you to be prepared for any uncertainties. So, ask your team (or yourself) what might happen that could restrict the project?

Step 5: Setup Time Frame

The last step is to create the project timeline. Start by defining the project Milestones as a series of tangible events or deadlines that are essential to the project's progress. When will you start, and when is the deadline? What are the key milestones and when will they occur?

After listing the project Milestones, it is time to review Activities. Which Activities need to be executed to reach a certain milestone? List the activities under the milestone(s) they relate to.

Where to use Project Canvas

Project Canvas can be used for different purposes depending on the size and complexity of the project, the needs of the team, and stage which the project has reached. The use of Project Canvas is divided into three contexts:

▶ **The project kickstart**
for pitching & initiating projects

▶ **The project overview**
for briefing, communication & status

▶ **The project management**
for assigning tasks and charting progress

The Project Kickstart

Project Canvas can be used before anything has been defined in a project. In this context, Project Canvas is a pre-project tool which provides an overview of what needs to be covered to get a shared understanding of the project.

When moving through the 12 elements in the canvas, make sure the group is given time to brainstorm and discuss different perspectives. Welcome and encourage contributions, but be sure to agree on content before it is put onto Project Canvas.

The Project Overview

After a project has been initiated and work has commenced, Project Canvas can be used for communicating with stakeholders, e.g briefing or reporting project status. Use Project Canvas to ensure everyone understands: completed and ongoing tasks, any changes to resources or scope, and how to manage present risks.

The Project Management

When a project is already underway and

the project group requires a simple project management tool, Project Canvas is useful for assigning tasks and charting progress. In this context, the tool allows all members of the project group to gain perspective about a project's status on a daily or weekly basis.

Context of Use	Project Kickstart	Project Overview	Project Management
Conditions	Pre-project tool, Brainstorming, Discussion, Definition.	Communication with Stake-holders, Briefing, Reporting status.	Project management, Assigning tasks, Charting progress, Controlling pro-cess.
Guidelines	Starting from the question "What is the project about?" explore all the elements on the Canvas (this can be done by one or several team members). When working in the group: encourage brainstorming and discussions, consider different perspectives and opinions. Keep it simple: don't include too much information, only what is relevant and useful.	Begin by presenting activities which are complete and then the progress towards success criteria. (status) Focus on activities which change over time. Monitor changes to available resources and identify scope creep to maintain focus. Understand the present risks and how to manage them.	Led by the project manager use the canvas on a daily or weekly basis. Sign off against completed tasks. Assign resources to new activities. Monitor the project variables to control and optimize the workflow.
Average Time frame*	2-4 Hours	0.5-1 Hours	Ongoing

* The specified time frame varies according to the complexity of a project and size of the project team. The estimated team size is 4-12 people.
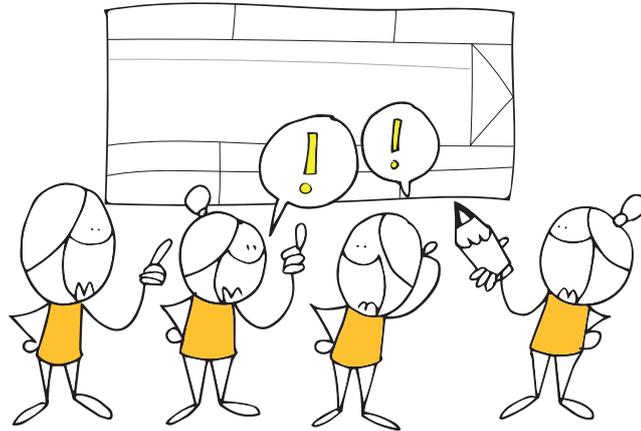
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