Assessment Submission Form

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Assessment Title	**Assignment 3 - Project Management Plan (PMP)**
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Module Co-ordinator	Dr Brendan Spillane
Tutor (if applicable)	
Date Submitted	
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Grade/Mark	

Group Members & Contributions:

Team Member	Contributions	Images, Tables, etc, Created :
Siyan Bu (24202507)	☐ Wrote Stakeholder Management Plan ☐ Wrote Communication Plan ☐ Assign tasks ● Reviewed Section Title (ensure Consistent Formatting) ● Reviewed Introduction, Rationale, and Project Charter ● Wrote Budget & Cost Management Plan as part of project charter ● Wrote Objectives, Goals, and Deliverables ● Wrote Change Management Plan	☐ Stakeholder Communication Plan Table ☐ Stakeholder Power–Interest Matrix ☐ Stakeholder Communication Plan
Varul Demta (24291194)	☐ Wrote Closure Criteria & Deliverables ☐ Wrote Testing and Verification Plan ☐ Wrote Maintenance & Support Plan ● Reviewed every section and discussed with the team ● Reviewed Whole document after formatting and finalizing	☐ Key Deliverables Table ☐ Testing and Verification Plans ☐ Maintenance and Support Plan
Divanshi Madaan (24281267)	☐ Wrote Quality Management Plan ☐ Wrote Resource Management Plan ☐ Wrote Risk Management Plan ● Reviewed Project Organisation and Governance ● Reviewed Scope Management Plan ● Reviewed Schedule Management Plan	☐ Resource Estimation Table ☐ Resource Tools Table ☐ Risk Register Table ☐ Probability-Impact Matrix
Anjali Nayak (24207319)	☐ Wrote Project Organisation and Governance ☐ Wrote Scope Management Plan ☐ Wrote Schedule Management Plan ● Reviewed Quality Management Plan ● Reviewed Resource Management Plan ● Reviewed Risk Management Plan	☐ Organisation Chart ☐ WBS ☐ Gantt Chart
Elizabeth Rasmussen (24229561)	☐ Integrated Document (assembling, editing, formatting, and finalizing the complete document) ☐ Created Table of Contents ☐ Edited Change Management Plan	☐ Reviewed, reformatted, and edited every table, chart, and figure ☐ Edited Timeline Table ☐ Changed everything to British English

	- Reviewed Closure Criteria & Deliverables - Reviewed Testing and Verification Plan - Reviewed Maintenance & Support Plan	
Sourav Tripathi (24210122)	☐ Wrote Section Title (ensure Consistent Formatting) ☐ Wrote Introduction, Rationale, and Project Charter ☐ Wrote Budget & Cost Management Plan as part of project charter ☐ Wrote Objectives, Goals, and Deliverables ☐ Wrote Change Management Plan ────────── - Reviewed Stakeholder Management Plan - Reviewed Communication Plan - Reviewing if everyone completed the tasks assigned	

Table of Contents:

Introduction, Rationale and Charter	
Project Introduction	The Online Furniture Store & Customisation Platform project aims to create a comprehensive e-commerce solution that allows customers to browse, purchase, and customise furniture products according to their preferences. This platform will bridge the gap between traditional furniture retail and modern digital shopping experiences by offering interactive customisation tools that enable users to visualise their choices before purchase.

This Project Management Plan (PMP) outlines the approach, methodologies, and processes that will be employed to ensure successful project execution. It addresses the key aspects of project management including scope |

	definition, timeline management, resource allocation, risk assessment, and quality control measures. The project will be executed using an Agile-hybrid approach, with core development occurring in iterative 3-4 week sprints while maintaining alignment with traditional project management milestones. This balanced methodology allows for adaptability to changing requirements while ensuring adherence to the €2,000,000 budget and 36-week timeline covering January to September 2025.
Rationale	The furniture industry is experiencing a significant shift toward online shopping, with market research indicating that e-commerce furniture sales have grown by over 12% annually in recent years. Despite this growth, many online furniture retailers fail to address a critical customer concern: uncertainty about how furniture will look and fit in their spaces. Our research indicates that: • 68% of potential furniture buyers hesitate to purchase online due to visualisation concerns • 43% of furniture returns occur because items don't match customer expectations • 87% of consumers would be more likely to purchase furniture online if they could customise and visualise it first By developing a platform that combines traditional e-commerce functionality with advanced customisation tools, we aim to capitalise on this market opportunity while solving a genuine customer pain point. Strategic Alignment: This project directly supports the organisation's strategic objectives in the following ways: 1. Digital Transformation Goal: Transitioning from traditional retail to an omnichannel approach 2. Customer Experience Initiative: Providing interactive and personalised shopping experiences 3. Revenue Diversification Strategy: Expanding into customised furniture offerings with higher margins 4. Operational Efficiency Program: Streamlining the design-to-manufacturing process
Project Charter	Project Vision:

To create the industry's most user-friendly online furniture platform that empowers customers to discover, customise, and purchase furniture that perfectly matches their style, budget, and space requirements.

Project Mission:

To develop and launch a fully functional e-commerce platform with integrated customisation capabilities that increases customer satisfaction, reduces return rates, and drives revenue growth in the furniture retail segment.

Budget and Cost Management Plan

Budget Summary Table:

Category	Sub-Category	Allocated Budget (€)	Percentage of Total	Description
Personnel	Core Development Team	800,000	40%	10 developers, 2 architects, UX/UI team
	Project Management	150,000	7.5%	PM, Scrum Master, Business Analyst
	Quality Assurance	120,000	6%	QA team, testing resources
Technology	Software Licenses	220,000	11%	3D engine, cloud services, development tools
	Infrastructure	180,000	9%	Servers, hosting, CDN, databases
	Security Solutions	80,000	4%	Security tools, SSL certificates, WAF
External Services	Consultancy	120,000	6%	E-commerce strategy, technical consultants
	Legal & Compliance	40,000	2%	GDPR compliance, legal reviews
Marketing & Content	Product Photography	60,000	3%	Professional furniture photography

	Content Creation	40,000	2%	Product descriptions, marketing material
Training & Support	Staff Training	50,000	2.5%	End-user and admin training
	Documentation	30,000	1.5%	User manuals, technical docs
Contingency	Risk Buffer	110,000	5.5%	Unforeseen costs, scope changes
TOTAL		2,000,000	100%	

Budget Allocation by Phase Table	Phase	Allocated Budget (€)	Percentage
	Initiation	50,000	2.5%
	Planning	100,000	5%
	Design	300,000	15%
	Development	1,100,000	55%
	Testing	250,000	12.5%
	Deployment	150,000	7.5%
	Post-Implementation	50,000	2.5%
	TOTAL	2,000,000	100%

Objectives	
	Business Objectives:

Objectives

Business Objectives:

1. Revenue Growth: Increase online furniture sales by 35% within 12 months of launch
2. Market Expansion: Acquire 20% new customers who haven't previously purchased from our brand
3. Digital Transformation: Shift 45% of in-store custom furniture consultations to the online platform
4. Customer Retention: Improve repeat purchase rate by 25% through enhanced customer experience
5. Operational Efficiency: Reduce design-to-manufacturing time by 30% for custom orders

Technical Objectives:

1. Platform Performance: Achieve page load times under 2 seconds for all critical user journeys
2. Scalability: Support up to 10,000 concurrent users during peak shopping periods

	3. Mobile Optimisation: Ensure full functionality across devices with 99% feature parity
Goals	Short-term Goals (0-6 months): 1. Complete platform development with all core functionality by 16 July 2025 2. Successfully integrate with existing business systems within 4 weeks of development completion 3. Train all customer service representatives on the new platform within 2 weeks of beta launch 4. Conduct beta testing with a minimum of 500 selected customers 5. Resolve 95% of identified critical and high-priority issues before public launch Mid-term Goals (6-12 months): 1. Achieve 100,000 unique monthly visitors within 6 months of launch 2. Process 2,500 successful customised furniture orders 3. Expand product customisation options to include all major furniture categories 4. Implement Phase 2 features including augmented reality visualisation 5. Reduce customer support inquiries related to platform usage by 30% Long-term Goals (12-24 months) 1. Establish the platform as the primary sales channel, representing 60% of total company revenue 2. Expand to international markets with localised versions in 3 additional languages 3. Develop a mobile app with feature parity to the web platform 4. Create an ecosystem of complementary services (interior design consultation, etc.) 5. Achieve industry recognition as a leading furniture e-commerce innovation
Deliverables	**Platform Essentials** 1. Complete e-commerce system (product catalog, accounts, checkout, orders) 2. 3D furniture customization tools with re al-time visualization 3. Mobile-optimized experience with touch controls 4. Enterprise system integrations (inventory, ERP, manufacturing) Delivering a full-featured furniture e-commerce platform with unique customization capabilities by September 2025 within €2M budget.

Project Organisation and Governance Chart

The success of the Online Furniture Store & Customisation Platform largely hinges on an effectively defined project organisational structure and governance model. These give a clear

definition of roles, efficient decision-making, accountability, and effective collaboration throughout the phases of the project—beginning with initiation right through to launch.

Governance Structure	This project will adopt a **hierarchical governance model** with clearly defined roles and reporting lines. Governance will operate at **three levels**: ● **Strategic Level** (Project Sponsor / Steering Committee) ● **Tactical Level** (Project Manager & Core Leadership Team) ● **Operational Level** (Execution Teams: Development, Design, QA, Marketing)

Hierarchical Governance Table:

Strategic Level	**Project Sponsor / Steering Committee**	● Approves budget and high-level milestones. ● Resolves escalated issues. ● Ensures alignment with organisational goals.
Tactical Level	**Project Manager**	● Oversees the overall project execution. ● Manages resources, budget, risks and timelines. ● Facilitates team collaboration and stakeholder communication.
	Functional Leads (Team Leads)	● Technical Lead: Overseas software development and integrations. ● Design Lead: Manages UI/UX work and customisation tools. ● Marketing Lead: Plans marketing and promotional strategy. ● QA Lead: Ensures quality standards and testing protocols.
Operational Level	**Execution Teams**	● Designers ● Developers ● Testers ● Content Creators ● Marketing Specialists who execute the tasks under the guidance of their respective leads.
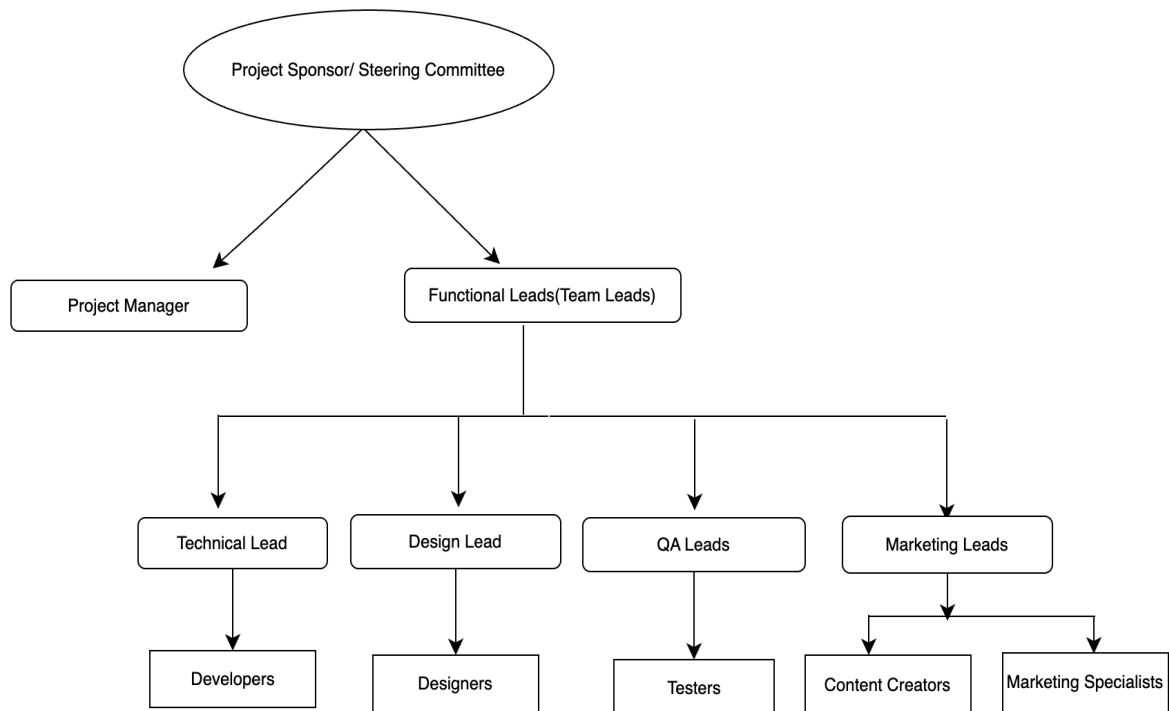
Fig 1: Personal Hierarchy

Scope Management Plan	
Scope Statement	The project involves the development of an interactive web-based furniture store and customisation website through which users can search, purchase, and customise furniture. The system will include user account management, inventory management, 3D customisation tool, e-commerce features, logistics integration, and customer support features.
In Scope	• Website and mobile-responsive design • Furniture browsing and filtering • Customisation engine (e.g., color, size, material) • User registration and login • Online shopping cart and checkout • Payment gateway integration • Inventory and order management • Admin dashboard • Marketing and analytics tools • Logistics tracking • Customer support chat
Out of Scope	• Physical manufacturing of furniture • Delivery logistics handled by third-party • In-store experiences or physical showrooms

Management Approach	- **Scope Definition**: Through stakeholder interviews, requirements documentation, and market research. - **Work Breakdown Structure (WBS)**: Used to structure all deliverables into manageable components. - **Scope Verification**: Formal review of each deliverable with stakeholders. - **Scope Control:** All change requests go through a Change Control Board (CCB) to avoid scope creep.
Work Breakdown Structure (WBS)	 **Fig 2: WBS Chart** 1. **Project Initiation** It lays the foundation for the project by establishing goals, identifying stakeholders, creating the project charter, and estimating initial costs and timelines. 2. **Planning** We prepare a comprehensive project plan for scope, requirements, schedules, risk planning, communication plans, and resource planning to facilitate organised execution. 3. **Design Phase** Design is all about creating user-friendly UI/UX designs, wireframes, and interactive prototypes of the online store and customisation tools. 4. **Front-End Development** This is the development of the website interface, including product browsing, customisation features, user accounts, and a seamless checkout process. 5. **Back-End Development**
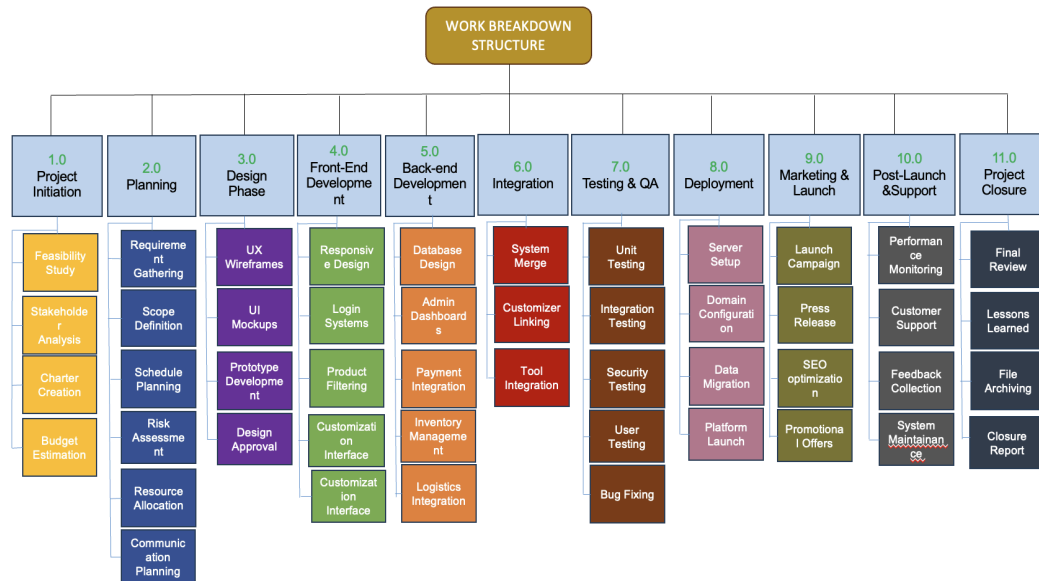
We implement server-side systems like the database, admin panel, payment gateway, inventory management, and logistics integration.

6. **Integration**
   All modules front-end, back-end, and third-party systems—are integrated to facilitate data to flow effortlessly across the platform and for customization features to be executed in real time.

7. **Testing & QA**
   The whole system is tested for usability, performance, security, and functionality through unit, integration, and user acceptance testing to make it stable enough for release.

8. **Deployment**
   The platform is deployed to a live server with end configurations, SSL setup, and performance optimisation before going live to the public.

9. **Marketing & Launch**
   We execute digital marketing campaigns, launch events, and SEO campaigns to make people aware of and push customers to the platform.

10. **Post-Launch & Support**
    Once launched, we monitor the platform, address user support inquiries, fix emerging issues, and implement changes from customer feedback.

11. **Project Closure**
    We close the project by verifying deliverables, documenting lessons learned, releasing resources, and closing contracts and formal documentation.

Schedule Management Planning

The **Online Furniture Store** project runs from **January to September 2025**, across **7 phases** and multiple sprints. It begins with **Initiation and Planning** (Jan–Feb), followed by a detailed **Design Phase** (Feb–Mar). The **Development Phase** (Mar–Jul) delivers features in five sprints, including infrastructure, customisation tools, and dashboards. **Testing and QA** (Jul–Sep) ensures quality through unit, integration, and user testing. **Deployment** takes place in early September, followed by **Post-Implementation** tasks like monitoring and project closure. The Gantt chart outlines clear timelines, dependencies, and milestones, supporting effective progress tracking and timely decision-making throughout the project.

Project Timeline:

Phase	Sprint	Tasks	Duration	Start Date	End Date	Milestone
Initiation	-	1.1 Project Kick-off Meeting 1.2 Stakeholder Analysis 1.3 Project Charter Approval 1.4 Team Formation	2 weeks	02 Jan 2025	15 Jan 2025	Charter Signed
Planning	Pre-Sprint	2.1 Requirement Gathering Workshops 2.2 Technical Architecture Planning 2.3 Resource Allocation 2.4 Risk Assessment 2.5 Vendor Selection 2.6 Project Plan Finalisation	4 weeks	16 Jan 2025	12 Feb 2025	Planning Complete
Design	Sprint 0	3.1 UI/UX Discovery Sessions 3.2 Wireframe Creation 3.3 Information Architecture 3.4 Visual Design System 3.5 Customisation Tool Prototyping 3.6 Database Schema Design	6 weeks	13 Feb 2025	26 Mar 2025	Design Approved
Develop-ment	Sprint 1	4.1 Basic Platform Infrastructure 4.2 User Authentication System 4.3 Product Catalog Basic Setup	3 weeks	27 Mar 2025	16 Apr 2025	Core Infrastructure
	Sprint 2	4.4 Shopping Cart & Checkout 4.5 Payment Gateway Integration 4.6 Order Management System	3 weeks	17 Apr 2025	07 May 2025	E-commerce Module
	Sprint 3	4.7 3D Visualisation Engine 4.8 Customisation Interface 4.9 Real-time Pricing Calculator	4 weeks	08 May 2025	04 Jun 2025	Customisation Tool
	Sprint 4	4.10 Mobile Responsiveness 4.11 ERP Integration 4.12 Inventory System Connection	3 weeks	05 Jun 2025	25 Jun 2025	Integrations Complete
	Sprint 5	4.13 Customer Portal 4.14 Admin Dashboard 4.15 Analytics Implementation	3 weeks	26 Jun 2025	16 Jul 2025	Full Platform MVP
Testing	Sprint 6	5.1 Unit Testing & Bug Fixes 5.2 Integration Testing 5.3 Performance Testing 5.4 Security Audit	4 weeks	17 Jul 2025	13 Aug 2025	QA Sign-off

	Sprint 7	5.5 User Acceptance Testing 5.6 Beta User Testing 5.7 Load Testing 5.8 Cross-browser Compatibility	3 weeks	14 Aug 2025	03 Sep 2025	UAT Complete
Develop-ment	-	6.1 Production Environment Setup 6.2 Data Migration 6.3 Soft Launch 6.4 Monitoring & Optimisation	1 week	04 Sep 2025	10 Sep 2025	Go-Live
Post-Impleme ntation	-	7.1 Performance Review 7.2 Stabilisation Support 7.3 Documentation Finalisation 7.4 Handover & Project Closure	2 days	11 Sep 2025	12 Sep 2025	Project Closure
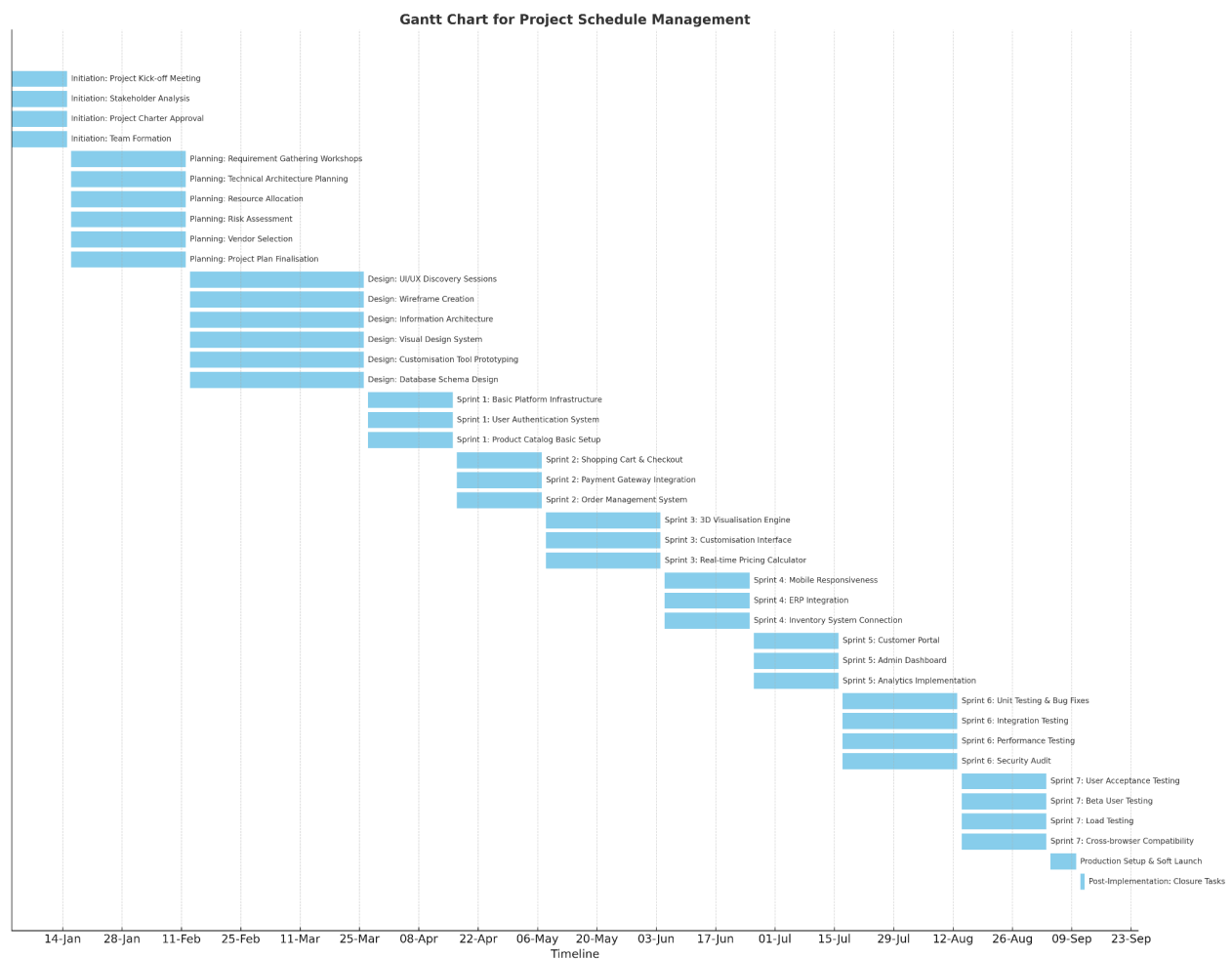
Fig 3: Gantt Chart

Quality Management Plan
5 essential steps of Quality Chart:
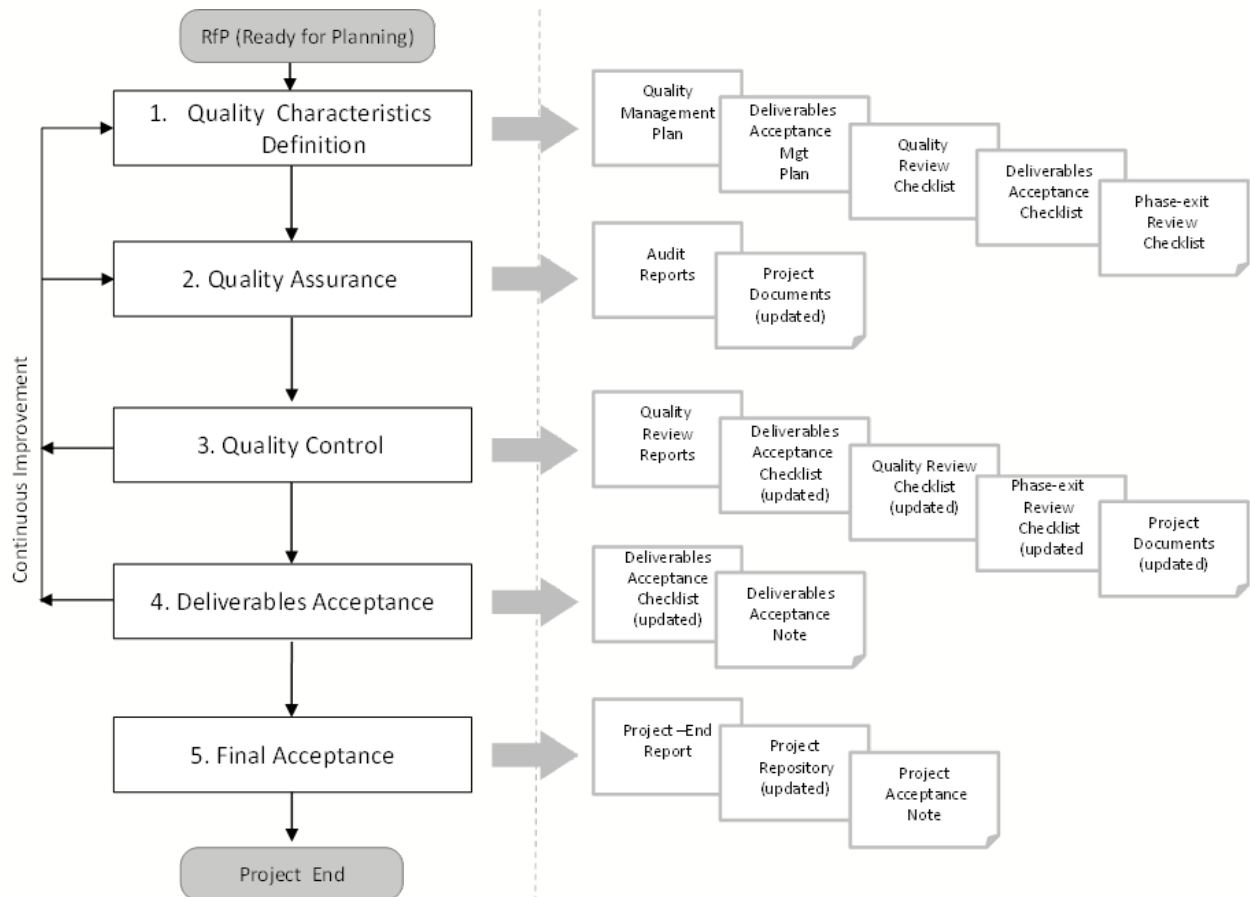
The quality process has five essential steps, which are shown in the chart above from defining quality attributes to reaching final acceptance. Throughout the project lifecycle, each stage generates important deliverables that enable ongoing assurance and control, including audit reports, acceptance notes, review checklists, and updated documents.

The project will adhere to the structured quality management procedure. Documents including project reports, audit logs, and checklists will be updated at each stage of this QMP to take into account stakeholder feedback, test results, and continuing evaluations. This guarantees precision, ongoing enhancement, and traceability across the whole development process.

Quality Management RACI Matrix

Quality Activity	Project Manager	Frontend Developer	Backend Developer	QA Analyst	UI/UX Designer	Content Specialist	Logistics Coordinator	Supplier Liaison Officer	Marketing Lead	Legal Advisor	Customer Support Rep	Project Steering Committee
Prepare QMP	Accountable	Consulted	Consulted	Consulted	Consulted	Informed	Informed	Informed	Informed	Informed	Informed	Responsible
Define Deliverables Acceptance Plan	Accountable	Consulted	Consulted	Consulted	Consulted	Consulted	Consulted	Consulted	Consulted	Consulted	Informed	Responsible
Conduct Quality Assurance	Responsible	Consulted	Consulted	Accountable	Consulted	Informed	Informed	Informed	Informed	Consulted	Informed	Informed
Conduct Quality Control	Responsible	Consulted	Consulted	Accountable	Consulted	Informed	Consulted	Consulted	Informed	Informed	Consulted	Informed
Perform Deliverables Acceptance	Responsible	Informed	Informed	Accountable	Consulted	Consulted	Consulted	Consulted	Consulted	Informed	Consulted	Consulted
Final Product Acceptance	Accountable	Informed	Informed	Responsible	Informed	Consulted	Informed	Consulted	Consulted	Consulted	Informed	Consulted

Various stakeholders either support, consult on, or own each quality activity depending on its nature. As outlined in the RACI matrix, the Project Manager is primarily accountable for planning and executing quality processes, while the Project Steering Committee oversees strategic direction. Other roles are consulted or informed as needed, ensuring cross-functional alignment throughout QA, QC, and deliverables acceptance. Contact details for all stakeholders are provided in the Project Stakeholder Matrix.

Resource Management Plan

Required Personnel Table:

Staff Type	Grade/ Experience	Duration	Work Package (WP)	Activity
Project Manager	Senior (10+ years)	Full-time (9 months)	WP1	Coordinate project execution, team leadership, and reporting
Frontend Developer	Mid-level (3+ years)	Full-time (9 months)	WP2	Build UI components, responsiveness, and accessibility features
Frontend Developer	Mid-level (3+ years)	Full-time (9 months)	WP2	Implement interactive elements, bug fixes, and UI integration
Backend Developer	Mid-level (3+ years)	Full-time (9 months)	WP2	Create and manage APIs, database logic, and authentication
Backend Developer	Mid-level (3+ years)	Full-time (9 months)	WP2	Manage infrastructure, security features, and performance tuning
UI/UX Designer	Mid-level (2–3 years)	Full-time (7 months)	WP3	Design user journeys, wireframes, and interactive prototypes
QA Analyst	Mid-level (3+ years)	Full-time (6 months)	WP4	Write and execute test cases, log bugs
QA Analyst	Mid-level (3+ years)	Full-time (6 months)	WP4	Conduct regression, load, and device/browser compatibility tests
Content Specialist	Entry-level	Part-time (5 months)	WP5	Write product descriptions, content guidelines, and help text
Marketing Lead	Mid-level (3–5 years)	Part-time (5 months)	WP6	Plan and manage outreach, campaigns, and branding
Logistics Coordinator	Mid-level (3–5 years)	Part-time (6 months)	WP9	Coordinate delivery schedules, track dispatch, handle logistics
Supplier Liaison Officer	Mid-level (3–5 years)	Part-time (5 months)	WP9	Communicate with manufacturers, track stock & customisation lead times
Legal Adviser	Senior (5+ years)	Part-time (3 months)	WP7	Ensure GDPR compliance, legal review of content and policies
Customer Support Representative	Entry-level	Part-time (5 months)	WP8	Respond to customer queries, handle complaints, and feedback

Resources Needed By Role Table:

Resource Type	Tools Required
Project Manager	Laptop with PM software (Trello, MS Teams), remote access
Frontend Developer	Laptop with frontend dev tools (VSCode, browser tools, testing software)
Frontend Developer	Laptop with frontend dev tools (VSCode, browser tools, testing software)
Backend Developer	Laptop with backend stack support (Postman, Firebase, database management)
Backend Developer	Laptop with backend stack support with cloud access (e.g. AWS CLI, deployment tools)
UI/UX Designer	Laptop with Figma, prototyping tools, large display preferred
QA Analyst	Laptop with Jira, Selenium, cross-browser/device testing tools
QA Analyst	Laptop with Jira, Selenium, cross-browser/device testing tools
Content Specialist	Laptop with Google Docs, Grammarly, CMS platform access
Marketing Lead	Laptop with Canva, Mailchimp, analytics tools (Meta Ads Manager, Google Ads)
Logistics Coordinator	Laptop with access to delivery tracking systems, shipping software, and logistics dashboards
Supplier Liaison Officer	Laptop with supplier CRM, order tracking tools, and inventory management system
Legal Adviser	Laptop with secure access, legal review software (if applicable)
Customer Support Representative	Laptop with email, helpdesk system (Zendesk or similar), voice/video tools if needed

Resource Tools Inventory Table:

Tool/Platform	Purpose	Used For	Used By
Trello	Task & sprint tracking	Weekly sprints, backlog management	Entire team
GitHub	Source code versioning	Code collaboration, branch management	Frontend & Backend Developers
Jira	Issue and QA management	Bug tracking, sprint logs, test case tracking	QA Analysts, Developers
Figma	Collaborative design	Wireframes, user flow maps, UI mock-ups	UI/UX Designer, Frontend Devs

Firebase	Backend service & auth	Hosting, analytics, login system	Backend Developers
AWS	Cloud infrastructure	Hosting app, storing assets, backups	Backend Devs, Project Manager
Canva / Mailchimp	Marketing tools	Campaign visuals and email marketing	Marketing Lead
ShipStation / EasyPost	Delivery tracking & logistics management	Monitor deliveries, schedule shipments	Logistics Coordinator
Airtable / Zoho Inventory	Order and inventory tracking	Track custom orders and supplier updates	Supplier Liaison Officer
Slack / Email / Zoom	Vendor communication	Daily updates, supplier meetings	Supplier Liaison Officer
GDPR Checklist	Legal & compliance reference	Ensuring privacy compliance	Legal Adviser
Zendesk	Customer support	Ticketing, user query management	Customer Support Rep

The resource management strategy guarantees that technical and human resources are allocated appropriately to achieve the objectives of the Online Furniture Store & Customisation Platform project. This strategy ensures transparent accountability and operational efficiency by outlining precise roles, tools, and duties. The equipment requirements make sure team members are properly prepared for remote execution, while the tools on the list facilitate more efficient collaboration.

Risk Management Plan

Risk Register with RAG Status Table:

Type of Risk	Description of Risk	Probability (High, Med, Low)			Impact (High, Med, Low)			Mitigation	Prevention	Risk Owner
		H	M	L	H	M	L		**Action**	
Technical	Feature mismatch with requirements	H			H			Feedback loops, early revisions	Align specs early with users	Project Manager
Resources	Unqualified or missing QA staff		M				L	Upskill or reassign QA	Early hiring & training	Project Manager
Communication	No staff for user complaints	H				M		Assign dedicated support	Launch communication channels	Project Manager

Category	Description	P1	P2	P3	I1	I2	I3	Mitigation	Contingency	Owner
Budget	Exceeds allocated funds	🟥			🟥			Experienced budgeting & controls	Contingency planning	Project Manager
Infrastructure	Partner/vendor failure (e.g. supplier drops)		🟧				🟩	Multiple backup vendors	Signed vendor agreements	Supplier Liaison Officer
Logistics	Late or missed deliveries		🟧			🟧		Use reliable delivery platforms, track shipment	Logistics automation and schedule buffers	Logistics Coordinator
Legal	GDPR or policy compliance issues		🟧		🟥			Use verified tools & APIs	Internal compliance checks	Legal Team
Customer Behaviour	Inappropriate use of chat or features			🟩		🟧		Moderation feedback channels	Terms of use & user training	Project Manager
Customer support gap	Users are unaware		🟧			🟧		Add visible contact support	Onboarding and footer help link	Customer Support rep.
Content confusion	Misleading or unclear product			🟩		🟧		QA review of content	Content reviewed by PM	Content specialist
Peer competition	Similar product in market		🟧			🟧		Focus on USPs, monitor market	Ongoing competitor analysis	Marketing Lead
UI/UX issues	Users struggle to navigate		🟧			🟧		Regular usability testing	Incorporate feedback loop	UI/UX Designer
Database	Data loss or corruption			🟩	🟥			Weekly cloud backups	Backup automation & redundancy	Backend Developer

Risk Impact Analysis and Probability – Impact Matrix Table:

Risk ID	Risk Description	%Probability	%Impact
A	Technical Failure	0.8	0.7
B	Resource (QA) Skill Gap	0.3	0.4
C	Communication Failure	0.7	0.5
D	Budget Overrun	0.6	0.8
E	Supplier Delay	0.5	0.3
F	Legal (GDPR Breach)	0.6	0.9
G	Customer Behaviour	0.2	0.3
H	Logistics Delay	0.4	0.4
I	Weak Marketing	0.3	0.2

| J | Database/Data Loss | 0.1 | 0.8 |
| K | UI/UX Confusion | 0.5 | 0.5 |
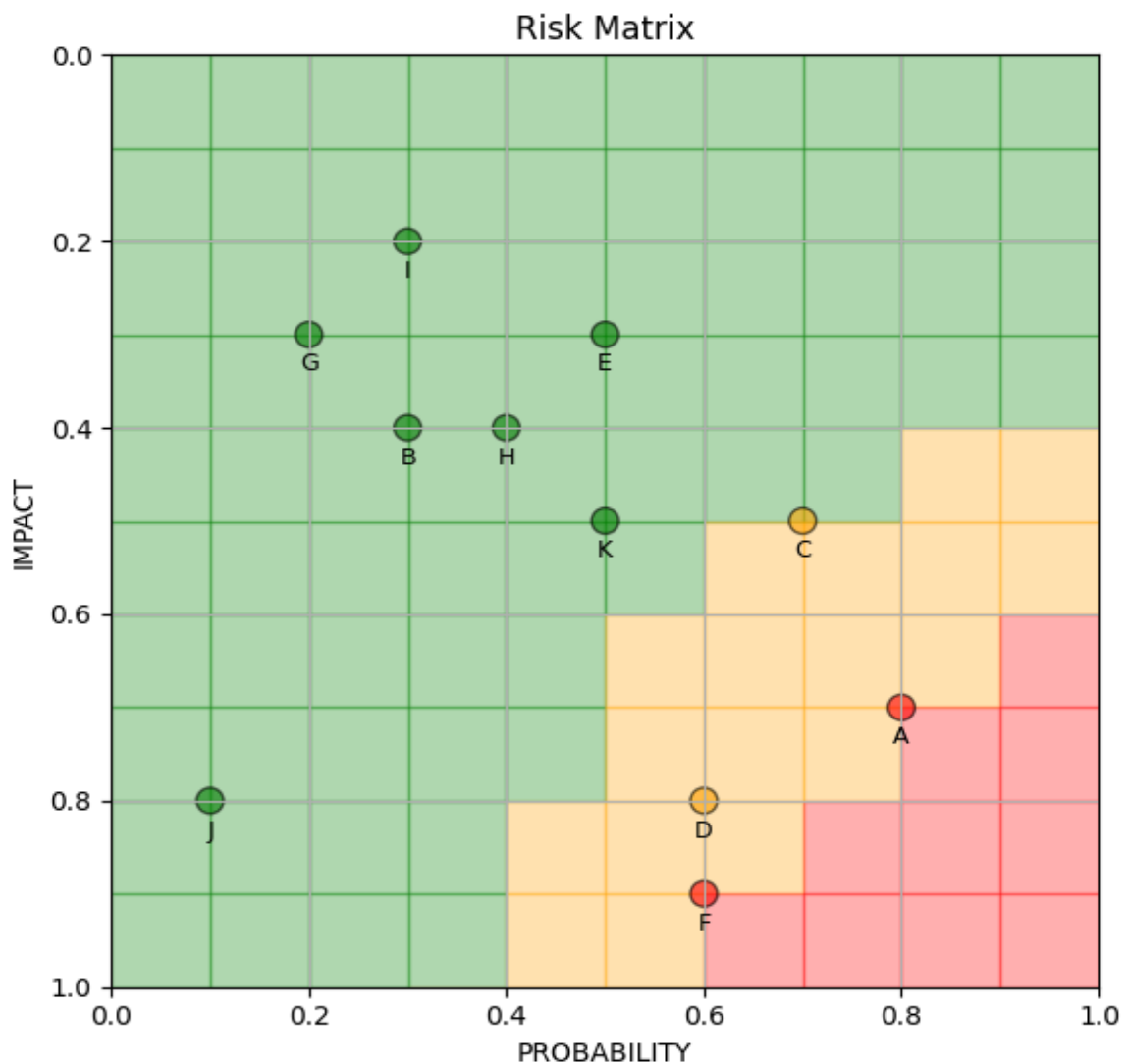
Figure 4: Risk Matrix

A combination approach is utilised to efficiently monitor threats. In order to avert any losses, risk avoidance entails completely removing risk elements, albeit this may also reduce the advantages of a project. Through early planning, control measures, and mitigation tools, risk containment aims to lessen the chance or impact of risks while taking prevention costs into account. Throughout the project, risk utilisation guarantees ongoing risk monitoring, response plan adaptation as circumstances change, and prompt handling of both developing and current issues.

Stakeholder Management Plan

Stakeholder Register:

| Stake-holder	Responsibility	Interest	Power	Stakeholder Requirements	Strategy to Gain Support or Reduce Obstacles
Project Sponsor	Provides funding and approves major project decisions	6	10	Timely delivery and budget transparency	Monthly reports on financial and progress status via email and dashboard
Project Manager	Manages schedule, risks, communication, and team performance	8	8	Real-time updates and responsiveness	Daily stand-up meetings and weekly milestone planning
UI/UX Designers	Create platform interface and user flows	8	5	Clear requirements and timely feedback	Weekly design reviews using Figma and Slack
Web Developers	Build e-commerce features, product configurator, backend	7	6	Stable priorities, accessible documentation	Agile task tracking via Trello, Slack updates, and GitHub repository
Marketing Team	Create campaigns, manage social media and product launches	7	6	Aligned launch timing and marketing updates	Weekly sync meetings and campaign briefs
Customer Support Team	Respond to customer requests and complaints	6	5	Fast response, clear FAQ, ticket visibility	Weekly internal feedback reports via helpdesk system
End Users (Customers)	Browse, customise, purchase furniture online	9	6	Easy navigation, personalisation, reliable transactions	In-app feature announcements and monthly satisfaction surveys
Furniture Suppliers	Produce furniture based on orders and sync with inventory	6	7	Clear ordering process and delivery timelines	Bi-weekly supply meetings with shared Google Sheet for tracking
Logistics Partners	Handle shipping, returns, and inventory delivery	4	6	Real-time delivery status, efficient communication	Monthly logistics performance meetings and shared dashboards

Legal / Compliance Adviser	Ensure regulatory compliance, user data protection, refund terms	4	7	GDPR compliance, policy accuracy, risk alerts	Quarterly compliance review with formal report updates

Stakeholder Power–Interest Matrix
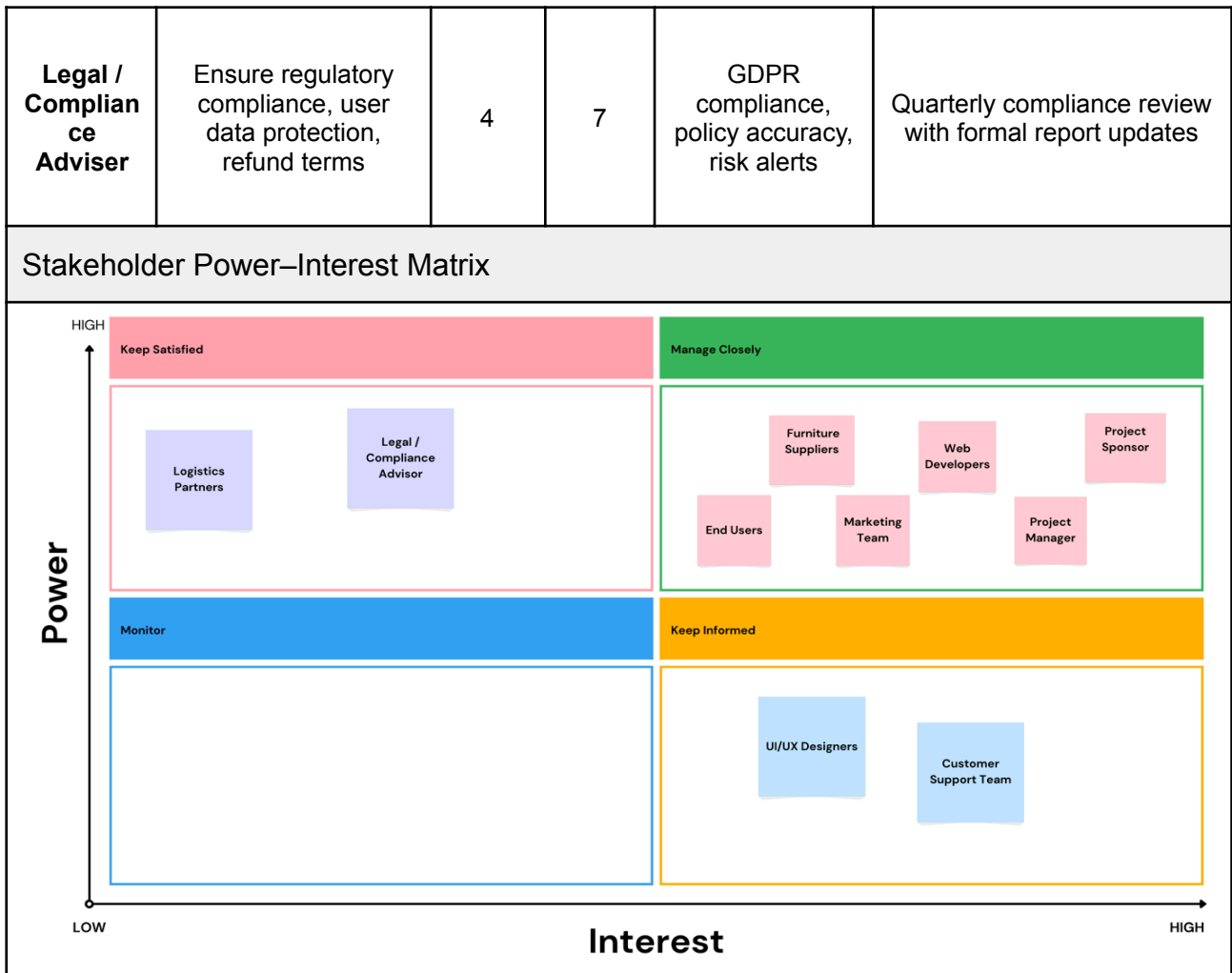
Communication Plan

Stakeholder Communication Plan

Message	Provider	Recipient	Frequency	Channel	Engagement Strategy
Project Kick-off Meeting	Project Manager	Entire Project Team	Once (Project Start)	Face-to-face meeting	Manage Closely
App Development Sync	Tech Lead / Dev Team	Developers / UI/UX Designers	Weekly	Face-to-face meeting / Zoom	Manage Closely
Daily Stand-up Meeting	Project Manager / Scrum Master	All Sub-teams Dev/Design/QA	Daily	Online meeting	Manage Closely
Customer Feedback Review	Customer Support Team	Product Owner / UI Team	Weekly	Email / Face-to-face feedback session	Keep Informed
Marketing & Promotion Updates	Marketing Team	Product Owner / Project Manager	Weekly	Face-to-face meeting / Campaign demo	Keep Satisfied

Payroll & Resource Notification	Finance / HR	All Team Members	Monthly	Email	Keep Informed
Budget & Progress Report	Project Manager	Project Sponsor	Monthly	Report + Face-to-face meeting	Manage Closely
Supplier & Inventory Coordination	Business Operations Team	Furniture Suppliers / Manufacturers	Bi-weekly	Face-to-face meeting / Email	Keep Satisfied
Logistics and Delivery Sync	Ops Team / Tech Support	Logistics Provider	Monthly	Email	Keep Satisfied
Compliance & Policy Updates	Legal / Compliance Adviser	Management & All Departments	Quarterly	Email	Keep Informed
QA Testing and Feedback	QA Team	Developers / UI/UX Designers	Weekly	Work log + Face-to-face feedback	Manage Closely

Communication Control & Metrics	To ensure efficient and ongoing communication throughout the project, the team has established a set of control measures and evaluation mechanisms. These are utilised to monitor on a regular basis aspects such as communication frequency, content quality, and responsiveness of responses. The key performance indicators of communication effectiveness are: ● **Whether planned meetings are held and minutes are taken accordingly;** ● **Open and response rates of outstanding emails and notifications;** ● **The degree to which stakeholders understand the information conveyed and the degree to which they respond in a timely manner;** ● **The frequency of repeated communication or signs of confusion.** Some of the common tools used to monitor communication include meeting minutes templates, email read receipts, feedback surveys, and message logs from team collaboration software such as Trello or Slack. In addition, the Project Manager has the responsibility of monitoring communication process execution from time to time, determining whether communication objectives are being met, and initiating suitable changes during weekly meetings in accordance with stakeholder feedback. This ensures that all key stakeholders receive timely, accurate, and clear information throughout the project.
Feedback & Listening Mechanisms	We collect feedback through user surveys, team retrospectives, and the project email system. All feedback will be acknowledged and recorded by the project team within 48 hours, and key suggestions will be addressed in the monthly project updates. The Project Manager and Customer Support Team are jointly responsible for this process.
Crisis Communication Strategy	If the situation is an emergency in nature—such as a system failure, severe customer complaint, or high delays—the project team will be activating the crisis communication protocols within 2 hours. The concerned stakeholders will be informed through notice and mail on the platform.

	Within 24 hours, official notification of the situation, impact, and countermeasures to be implemented will be made in order to retain transparency and also stakeholder trust.

Change Management Plan

Governance Structure:

The change management process is overseen by a defined hierarchy of approval authorities:

- *Project Manager:* Authorised to approve minor changes
- *Change Control Board (CCB):* Reviews and approves moderate changes
- *Project Sponsor:* Required for approval of major changes
- *Executive Steering Committee:* Involved in critical change decisions

Classification System:

Classification	Impact Description	Budget Impact	Schedule Impact
Minor	Limited impact, absorbable within sprint	<€5,000	<1 week
Moderate	Affects current sprint, requires reprioritisation	€5,000-€25,000	1-2 weeks
Major	Significant impact on baseline	€25,000-€100,000	2-4 weeks
Critical	Fundamental shift in project approach	>€100,000	>4 weeks

Contingency Reserve: €110,000 (5.5%) allocated specifically for unforeseen costs

Workflow:

Structured four-stage process:

1. Submission
   - Identification of potential change
   - Completion of Change Request Form (CRF)
2. Assessment
   - Impact analysis across all project constraints
   - Classification according to severity criteria
   - Documentation of findings
3. Decision
   - Review by appropriate approval authority
   - Decision communicated to stakeholders
   - Documentation of rationale
4. Implementation
   - Update of project documentation
   - Incorporation into work plan
   - Verification of successful implementation

All changes require proper documentation:
- Change Request Form: Details proposed change and justification
- Impact Assessment: Analysis of effects across project constraints
- Change Control Log: Central repository of all change requests
- Updated Project Documents: Revisions to affected baseline documents

Closure Criteria and Deliverables

Closure Criterias	Official project closure depends on achieving the following goals below: 1. Fulfilling all functional and nonfunctional requirements including responsive design, secure checkout, customisation engine, data protection and third party integrations(CRM analytics, CRM). All of these must be deployed and validated in the production environment. 2. Achieving 95% success rate in User Acceptance Testing(UAT). Resolving all critical and high priority defects to ensure user-readiness. 3. Stakeholders (Product Owners, Marketing Team, Operations Team, Executive Team) validation of meeting strategic and operational targets to provide formal approval. 4. Meeting Performance Targets such as loading page in under 2 seconds, scalability for over 10,000 users, adaptive website layout and functionality parity over 99%. 5. Comprehensive documentation such as user guide, technical documentation, runbooks and FAQ documents must be approved and deployed. 6. Provide training and knowledge transfer(KT) to all operation, support and maintenance teams using the materials provided. 7. Do Post-Implementation Review to summarise the actions taken, lessons learned, test results, KPI's and identifying potential areas for improvement. 8. System handover to the operations, maintenance and support team with defined SLAs and actions to take during escalations and high-priority issues. 9. Perform a successful test run for a short time in real time.

Expected Deliverables

Category	Expected Output
Platform	A dynamic responsive website containing wishlist, advanced search and real-time customisation.
Admin Properties	Implement role-based access according to designation for managing customer, inventory, order and analytics.

	Service Integrations	Create secure connection pathways for payment gateways(Paypal, Revolut), inventory management, ERP and CRMs.
	Support & Logistic Tools	Live chat, order tracking, ticket management, real-time inventory data and notifications
	Documentation	User guides, technical documentation, training videos, Project charter, FAQs documentation, issue resolution documents
	Quality Assessments Reports	System logs, defect reports, test logs, UAT reports, traceability matrix
	Staff Training	Staff training in functional, operational and support readiness and test their skills in real-world scenario
	Closure Package	Post-launch support plans, financial statements, performance KPIs, test-run success reports and sign-off validations.

Testing and Verification Plans

The testing methodology is structured and multi-phased for ensuring that the platform is robust, scalable and user-friendly. It ranges from individual module validation to high-end performance simulations and user feedback.

Testing Phases

Test Phase	Aim	Tools	Sprint Number
User Acceptance Testing	End-to-end validation through Beta test of 500 users	Jira	6
System	Use real-world workflows across the whole platform	Automated & Manual Testing	6 & 7
Performance	Evaluate performance during heavy load and response time (<2s)	JMeter	7
Security	Ensuring secure payments, data protection and identify vulnerabilities	OWASP ZAP, Burp Suite, OpenVAS	6
Unit	Validation of individual components like shopping cart, customisation	Junit, Mocha	6
Integration	Ensure smooth interactions between services(cart -> payment)	Postman, Newman	6

Multi-Browser	Ensuring UX consistency across different browsers like Chrome, Edge, Firefox, Safari	BrowserStack, Selenium	7

Verification and Reporting	- Requirement Traceability Matrix that traces every test case to a predefined requirement. - Continuous testing within each sprint. - QA reports, testing results and incident logs are taken care of via Jira and TestRail. - QA team to officially sign-off for deployment. - After UAT, stakeholders review and test KPIs to decide on official launch.
Testing Success Criteria	- Test case pass rate should be more than 95%. - Quick Mitigation of every high-severity and critical issue. - No critical open security vulnerabilities. - Compatibility across all devices and browsers. - Successful load handling of 10,000 parallel users with response time <2s.

Maintenance and Support Plan

After deployment, support and continuous enhancements ensures the platform's reliability and performance in the long term which aligns with user needs.

Support Plan	Level	Scope	Availability
	L1	User creation, general questions, password reset, ticket creation and tracking	Working hours
	L2	Technical issues, functional errors and integration problems	24/7
	L3	System outages and backend anomalies	SLA-based assistance

Monitoring team, core development and QA teams to be on high availability during the 4-week stabilization period.

Maintenance Activities	**Preventive:** Regular performance auditing, monitoring, code reviews and database optimisation. **Adaptive :** Make updates compatible with OS, browsers and third-party applications. **Corrective:** Do hotfixes as per the severity, fix the bugs that occur post deployment. **Perfective :** Use feedback and analytics to enhance features and the interface

Monitoring and Tools	● **Application Performance Monitoring:** Using tools like New Relic, Datadog to gather performance insights. ● **Log Collections:** ELK Stack, Splunk ● **Analytics Tool:** Google Analytics, Hotjar ● **Security:** Firewall, Monthly patching, detecting intrusions, half-yearly audits.
Release Updates	● **Minor Release:** Every two weeks or monthly (minor updates, bug fixing, patching) ● **Major Release:** Quarterly release(UI/UX changes, new features) ● **Contingency Plans:** Present in all deployments.
SLA- Service Level Agreements	<table><tr><td>**Criticality**</td><td>**Code**</td><td>**Response Time**</td><td>**Updates**</td><td>**Mitigation Time**</td></tr><tr><td>**Critical**</td><td>P1</td><td>15 minutes</td><td>Every 1 hour</td><td>6 hours</td></tr><tr><td>**High**</td><td>P2</td><td>30 minutes</td><td>Every 4 hours</td><td>12 hours</td></tr><tr><td>**Medium**</td><td>P3</td><td>1 day</td><td>Every 12 hours</td><td>3 days</td></tr><tr><td>**Low**</td><td>P4,P5</td><td>2-3 days</td><td>2 days</td><td>5 days</td></tr></table> The above are ticket codes and the available engineer is required to pick them up. In case of P1 and P2 , calls with vendors may be needed and the hotline numbers of the vendors should be readily available. Ticket codes can be updated as per the criticality along with detailed information of actions taken and the reason for code updation.
KT (Knowledge Transfer) and Feedbacks	● Handover sessions of tickets during shift change among operations team. ● Organise KT sessions, documents, shadowing and reverse-shadowing while resolving issues. ● Taking feedback from customers, surveys, employees and stakeholders. ●Constantly roadmap review to match business strategies.