**Social Media Analytics Dashboard for ZARA**

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**DATE- 03-10-2024**

**TEAM NO- 14**

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# Project Executive Summary

Through data-driven insights, the Social Media Analytics Dashboard for ZARA project aims to improve customer interaction, optimize marketing efforts, and boost brand loyalty. Through the use of Power BI’s interactive and user-friendly dashboard this project will compile social media data in real time, providing real-time insights into key metrics such as engagement rates, customer sentiment, and influencer performance and give ZARA's marketing team useful information for decision-making.

Additionally, in order to maximize advertising and influencer partnerships, it will also provide predictive analytics features. The dashboard will be adaptable to various departments' demands and flexible to accommodate future expansion.

# Project Information

|  |  |
| --- | --- |
| **Project name** | **Social Media Analytics Dashboard for ZARA; Enhancing engagement and brand loyalty with Power BI** |
| **Group Number** | **Project No: 14**   * **Farhana Morshada 21758178 (Project Manager)** * **Anushika Piumanthi Geekiyanage21831739 (Business Analyst)** * **Nadeera Ratnayake 21967657(IT Manager)** * **Arshita Sharma 22048467(Finance Manager)** |
| **Project Manager** | Farhana Morshada |
| **Project Sponsor** | Amancio Ortega |
| **Project SharePoint site (link):** | <https://latrobeuni-my.sharepoint.com/:u:/r/personal/21967657_students_ltu_edu_au/Documents/ZARA%20Social%20Media%20Analytics%20Dashboard.pbix?csf=1&web=1&e=wexEDL> |

## 2.1 Project Scope

The scope of the project defines developing a comprehensive dashboard that processes and visualizes social media data, tracks customer engagement metrics, and provides sentiment and trend analysis. The dashboard will be rolled out to ZARA’s marketing team, who will receive thorough training on the use of the dashboard. Excluded from the project scope are any additional modules outside of social media analytics. The key challenges involve ensuring data security during integration, meeting tight deadlines, and overcoming potential user resistance. With a set budget and timeline, the project’s success will be measured by its ability to enhance engagement metrics and improve brand loyalty within the first 3 months of implementation.

## 2.2 Project Goals and Assumptions:

By setting 3 SMART goals, the project ensures clear, achievable, and time-bound objectives that will drive the success of the BI dashboard for ZARA.

**Goal 1: Increase Customer Engagement by 20% in 3 Months**

* **Specific:** Enhance customer interaction and engagement on social media platforms by providing actionable insights into customer preferences and behavior.
* **Measurable:** Track customer engagement metrics such as likes, comments, shares, aiming for a 20% increase.
* **Achievable:** Utilize the Power BI dashboard to analyze data and adjust content strategies based on insights.
* **Relevant:** Improving engagement aligns with the brand's objective to build a loyal customer base and drive sales.
* **Time-bound:** Achieve a 20% increase in customer engagement within 3 months of dashboard implementation.

**Goal 2: Increase Influencer Collaboration Engagement by 50% in 3 Months**

* **Particulars**: Improve relationships with influencers by monitoring and evaluating engagement data, then modifying tactics to concentrate on the most influential influencers.
* **Measurable**: Monitor influencer engagement rates, with the goal of increasing interactions (likes, comments, and shares) by 50% in three months.
* **Achievable**: Maximizing collaborative efforts by identifying high-performing influencers and applying the dashboard's findings.
* **Relevant**: Expanding market reach and maintaining brand loyalty depend on improved consumer interaction and brand awareness, both of which are directly impacted by increased influencer engagement.
* **Time-bound**: Within three months of putting the dashboard findings into practice, boost influencer collaboration participation by 50%.

**Goal 3: Reduce Social Media Reporting Time by 50% within 1 Month**

* **Specific:** Streamline social media management by consolidating data from multiple platforms into a single interface.
* **Measurable:** Measure the time spent on manual data collection and reporting, aiming to cut it by half. **Achievable:** Implement automated data collection and reporting features in the Power BI dashboard. **Relevant:** Reducing reporting time allows marketing teams to focus on strategy and execution rather than administrative tasks.
* **Time-bound:** Reduce the time spent on social media reporting by 50% within the first month of dashboard implementation.

**Assumptions for the development of the Project:**

* Resource Availability- Presumption of constant and enough access to all necessary hardware (such as servers and PCs) and Power BI software.
* Data Accessibility- It is believed that all essential social media networks (Facebook, Instagram and Tiktok) will have easily retrieved data through APIs, with no significant limitations or disruptions. Dashboard will be refreshed at 9 AM every morning with the data file through an automatic BI refresh.
* Power BI Data Files- BI data report is run for each quarter. (Ex: Jul-Sep 2024, Oct- Up to date).
* Each post on all 3 social media platforms is unique.
* Stakeholder Corporation- The project stakeholders including ZARA's marketing and social media teams, IT division, are expected to offer assistance along with the senior management.
* Finances and Budget- We aim to fulfil the set budget of the project though if due to any modifications the budget exceeds, a change management procedure will be followed.
* Risk Mitigation- As specified in the risk management plan, assumptions are predicated on recognized risks and the accompanying mitigation techniques (e.g., Security breach during data integration). It is anticipated that these risk-reduction strategies will successfully lower project hazards.

**SWOT Analysis**: This SWOT analysis will help us (the project team) manage potential risks and take advantage of chances while we highlight the important variables to take into account when developing and implementing the Power BI dashboard.

**Strengths:**

1. **Comprehensive Insights**:

* The dashboard provides a holistic view of social media performance, enabling brands to monitor all relevant metrics in one place.
* Real-time data updates allow for timely decision-making.

1. **Data-Driven Decision Making**:

* Empowers marketing teams with actionable insights to optimize campaigns and strategies based on data rather than intuition.
* Helps identify successful content and strategies, as well as areas needing improvement.

1. **Customization**:

* The dashboard can be tailored to meet the specific needs and KPIs of different brands and campaigns.
* Flexible visualization options allow users to view data in the format most useful to them.

1. **Efficiency and Productivity**:

* Automation of data collection and reporting processes saves time and reduces the risk of manual errors.
* Allows teams to focus on strategic tasks rather than data compilation and analysis.

**Opportunities:**

1. **Market Trends and Consumer Behaviour**:

* Identify emerging trends and changes in consumer behaviour to stay ahead of the competition.
* Use insights to tailor marketing strategies and product offerings to meet evolving customer demands.

1. **Improved Customer Engagement**:

* Personalized marketing campaigns based on customer insights can lead to higher engagement and conversion rates.
* Engaging content and interactive features can enhance the customer experience and build brand loyalty.

1. **Expansion and Scalability**:

* The dashboard can be scaled to include additional data sources, metrics, and features as the brand grows.
* Potential to expand the dashboard’s use to other areas of the business, such as sales and supply chain management.

1. **Competitive Advantage**:

* Brands with advanced analytics capabilities can gain a competitive edge by making more informed and strategic decisions.
* Leveraging data-driven insights can help in differentiating the brand in a crowded market.

## 2.3 Constraint:

**The following restrictions and limitations have been identified for the project:**

**Weakness:**

1. **Data Accuracy and Quality**:

* The effectiveness of the dashboard depends on the accuracy and quality of the data collected from various sources. Inaccurate or incomplete data can lead to misleading insights and poor decision-making.

1. **Integration Complexity/Technical Constraint:**

* Integrating data from multiple social media platforms, CRM systems, and web analytics tools can be technically challenging.

1. **User Training and Adoption**:

* Teams may require training to effectively use the dashboard and interpret the data.

1. **Power BI Capabilities:**

* Power BI being a powerful tool can show certain complexities while handling large amounts of data in real time.
* Some further tools or programming can be required for custom visualizations which can turn out to be a hectic and expensive process.

**Threats:**

1. **Data Privacy and Security**:

* Ensuring data security and protecting against breaches or misuse is critical to maintain customer trust, data privacy regulations (e.g., GDPR, CCPA)

1. **Rapid Changes in Social Media**:

* Keeping up with rapid change social media algorithms and user behaviour patterns can affect the relevance and effectiveness of the dashboard, requiring constant monitoring.

1. **Market Competition**:

* Other brands and competitors may also invest in similar analytics solutions, reducing the uniqueness of the dashboard, demanding enhancement of dashboard features every now and then.

1. **Time Constraint:**

* Since our project has tight deadlines and contains specific goals (such as a 20% increase in participation in three months and a 50% reduction in reporting time in one month), which could place pressure on the prompt deployment, testing, and training.

# Approach

## 3.1.Project Approach: Agile-Waterfall Hybrid Model

The hybrid model ensures that structured planning is followed during the early phases, while later stages benefit from Agile's iterative and flexible approach. This combination allows the project to remain organized while also responding to changes in requirements during development.

**Waterfall Phases:**

**Planning:** Initial high-level planning sets the foundation for the project, including defining the scope, objectives, and major milestones. Clear documentation is created to guide the later stages.

**Requirement Gathering:** A detailed process where all functional and non-functional requirements are identified in collaboration with stakeholders. This phase ensures all necessary data points are captured before design and development start.

**Design:** Once requirements are finalized, the design of the dashboard is created, covering aspects such as user interface (UI) design and backend system architecture**.**

**Agile Phases:**

**Implementation:** Agile sprints are used to develop the dashboard incrementally. Features like social media data integration and real-time data refresh are developed in short cycles, tested, and improved continuously**.**

**Verification:** Testing is conducted iteratively throughout the development process. This includes usability testing, performance testing, and user acceptance testing, ensuring that issues are caught early.

**Maintenance:** Post-launch, Agile methodologies allow the team to implement user feedback, make continuous improvements, and ensure the system remains functional.

## 3.2. Overall Strategy

The overall strategy of the project is focused on delivering a user-centric, highly functional dashboard that meets the needs of key stakeholders. The project is divided into phases where the strategy includes:

* Ensuring stakeholder involvement during requirement gathering to capture all critical features.
* Focusing on core, must-have functionalities for the initial launch while leaving room for enhancements (like predictive analytics and mobile compatibility) in future iterations.
* Maintaining flexibility to incorporate changes based on feedback, particularly during the testing and post-implementation support phases.

## 3.3. Methods and Procedures

To achieve the project objectives, the following methods and procedures are adopted:

**a. Stakeholder Engagement**

Involving stakeholders such as the IT Manager, Project Manager, Business Analyst, and Data Analysts ensures the project aligns with both technical and business objectives. Regular meetings and feedback loops are set up to keep the project on track.

**Requirement Gathering Sessions:** Facilitated by the Business Analyst, these sessions help gather detailed functional and non-functional requirements from stakeholders.

**Technical Briefings:** Led by the IT Manager, ensuring the technical infrastructure supports data integration and security concerns.

**b. Development and Testing**

The Agile method allows for iterative development, enabling the team to deliver features incrementally and incorporate feedback as soon as possible.

**Sprints for Feature Development:** Our team follows Agile sprints to develop key features such as real-time data integration, engagement metric visualizations, and campaign tracking. Each sprint focuses on delivering a working, testable part of the dashboard**.**

**Testing Methods:**

**Usability Testing:** Ensures the dashboard is user-friendly and that all features, such as visualizations and engagement metrics, are easy to navigate.

**Performance Testing:** Focuses on real-time data refresh to ensure the dashboard operates efficiently under load.

**User Acceptance Testing:** Ensures that all features meet the expectations of stakeholders before the dashboard is launched.

**Device Compatibility Testing:** Ensures the dashboard works across different platforms (e.g., mobile and tablet) once compatibility is added**.**

**c. Post-Implementation Support**

Continuous improvement based on user feedback is a key part of the strategy. After the dashboard is launched, the project will move into a maintenance phase where:

**User Feedback Loops:** Collected through surveys, usability testing, and stakeholder meetings, ensuring ongoing enhancements based on actual user experiences.

**Continuous Improvements:** Incremental updates will be rolled out to optimize features such as predictive analytics, export options, and mobile compatibility.

**d. Documentation and Training**

User Training Materials: Manuals, guides, and videos will be created to ensure that users can effectively navigate the dashboard**.**

**Post-Implementation Documentation:** Documenting the system architecture, data flows, and key processes ensures the team can maintain and upgrade the dashboard easily in the future.

**3.4 Requirements Specification**

**Functional Requirements:**

These are the specific capabilities and features we have implemented to meet business needs:

1. Integration of social media data from Instagram, TikTok, Facebook– We have integrated data from all key social media platforms.

2. Real-time data refresh and updates – We have updated real-time data to ensure the most recent engagement metrics are always available.

3. Visualizations for key engagement metrics– We have used metrics such as likes, shares, and comments so that it can clearly visualize the analysis.

4. Interactive elements – Features like filters, drill-downs, and custom views have been implemented to enhance user engagement and data exploration.

8. Export options – We will add options so that users will be capable of exporting data and visualizations in formats such as Excel and PDF.

9. Post-implementation support – Continuous improvement based on user feedback has also been provided after deployment.

**Non-Functional Requirements:**

These outline the performance and operational qualities of the system:

1. Performance– The dashboard is responsive and capable of handling large amounts of data from multiple social media platforms without lag.

2. Accuracy – Data visualizations and analytics accurately reflect the underlying data, ensuring reliability in decision-making.

3. Security – The system is complied with data privacy regulations and ensure that sensitive data is protected from unauthorized access.

4. Compatibility – The dashboard is compatible across various devices, including desktop, mobile, and tablet.

5. Reliability – The system has maintained consistent uptime and function without unexpected errors or crashes.

6. Flexibility – The architecture has allowed easy updates and enhancements, ensuring that new features or platforms can be integrated in the future.

**Requirement Traceability Matrix:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Requirement No. | Name | Category | Source | Status | Test |
| RQ-001 | Integration of social media data from Instagram, TikTok, Facebook, and Instagram | Functional Requirement | Stakeholder | Implemented | Usability Testing |
| RQ-002 | Real-time data refresh and updating | Functional Requirement | Stakeholder | Implemented | Performance Testing |
| RQ-003 | Visualizations for key engagement metrics (likes, shares, comments) | Functional Requirement | Stakeholder | Implemented | Usability Testing |
| RQ-004 | Social Media analysis visualization | Functional Requirement | Stakeholder | Implemented | User Acceptance Testing |
| RQ-005 | Interactive elements (filters, drill-downs, custom views) | Functional Requirement | Stakeholder | Implemented | Usability Testing |
| RQ-006 | Export options for data and visualizations (Excel, PDF) | Functional Requirement | Stakeholder | Planned | User Acceptance Testing |
| RQ-007 | Post-implementation support and continuous improvement | Non-Functional Requirement | Stakeholder | Planned | Continuous User Feedback |
| RQ-008 | Mobile and tablet compatibility | Non-Functional Requirement | Stakeholder | Planned | Device Compatibility Testing |
| RQ-009 | Advanced predictive analytics for future engagement trends | Functional Requirement | Stakeholder | Planned | Performance and Accuracy Testing |

**MoSCoW Requirement Analysis:**

|  |  |  |
| --- | --- | --- |
| Requirements | Priority | Description |
| Must-Have Requirements: |  |  |
| 1.Integration of social media data from Instagram, TikTok, Facebook, and Instagram | Must | This is critical to the dashboard's functionality for gathering data across major social platforms |
| 2.Real-time data refresh and updating | Must | Ensures the dashboard presents up-to-date information, crucial for decision-making. |
| 3.Visualizations for key engagement metrics (likes, shares, comments, etc.) | Must | Allows users to monitor and analyze customer engagement effectively. |
| Should-Have Requirements: |  |  |
| 1.Social Media analysis visualization | Should | Helps users to know social media performance towards the brand and campaigns over time. |
| 2.Interactive elements (filters, drill-downs, custom views) | Should | Enhances user experience by allowing more detailed insights through customizable views. |
| 3.Post-implementation support and continuous improvement based on user feedback | Should | Ensures ongoing improvements and optimization post-launch. |
| Could-Have Requirements: |  |  |
| 1.Export options for data and visualizations (Excel, PDF) | Could | Adds flexibility for users who need data outside the platform. |
| 2.Mobile and tablet compatibility | Could | Adds convenience but is not essential for the initial launch. |
| 3.Advanced predictive analytics for future engagement trends | Could | Useful for forecasting but is a lower-priority feature that can be added in later stages. |
| Will-Not-Have Requirements: |  |  |
| 1.Integration with Zara’s existing internal systems | Won’t | Not included in the scope for the initial phase due to resource constraints. |

## 3.5 Proposed Deliverables

Proposed Deliverables for the \*Social Media Analytics Dashboard for ZARA\*:

1. Integration of Social Media Data: Deliver a fully integrated system that consolidates data from key social media platforms (Instagram, TikTok, Facebook) into the dashboard.

2. Real-time Data Updates: Implement a system that continuously updates social media engagement metrics in real-time to provide current data to the ZARA marketing team.

3. Visual Engagement Metric Dashboards: Provide a dashboard that visualizes key metrics such as likes, shares, comments in a user-friendly format.

4. Interactive Features: Include filters, drill-downs, and custom views to allow users to explore the data in depth, adjusting to specific needs.

5. Data Export Functionality: Implement functionality to export the data and visualizations into various formats (e.g., Excel, PDF) for offline analysis or presentations.

6. Post-Implementation Support: Deliver a plan for continuous support and improvement based on user feedback, ensuring the system evolves with user needs.

**Proposed Solution:**

1. Trend Identification for Engagement: Use historical and real-time data to identify engagement trends, providing insights that can help the ZARA marketing team adjust campaigns for better results.

2. Streamlined Reporting: The dashboard will automate social media reporting, which will lead to a 50% reduction in the time spent on this task within one month, as per project goals..

3. Enhanced Influencer Collaboration: Use the dashboard to measure influencer campaign performance and enhance collaboration by providing insights into which partnerships yield the most engagement.

4. Improved User Engagement: Through predictive analytics and real-time monitoring, the system will allow ZARA to increase customer engagement by 20% in three months.

5. Success Measurement: Define key performance indicators (KPIs) for tracking the success of the dashboard, such as efficiency gains, campaign performance, and user satisfaction, ensuring all project objectives are met.

# Governance and Reporting

**Project Charter**

**A screenshot of a computer

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The Social Media Analytics Dashboard for ZARA project aims to develop an innovative output using Power BI to enhance engagement and brand loyalty by analysing real time data from key social media platforms. The dashboard will provide Mario Varez and her team with valuable insights into customer sentiment, campaign performance, and social media trends. This will allow the team to make data-driven decisions that improve marketing strategies, improve and enhance customer engagement, and optimize brand positioning. The main goal is to deliver a user-friendly dashboard that integrates seamlessly with Instagram, TikTok and Facebook providing real time, actionable insights that boost customer engagement and loyalty.

The scope of the project defines developing a comprehensive dashboard that processes and visualizes social media data, tracks customer engagement metrics, and provides sentiment and trend analysis. The dashboard will be rolled out to ZARA’s marketing team, who will receive thorough training on the use of the dashboard. Excluded from the project scope are any additional modules outside of social media analytics, such as integration with broader ERP systems. The key challenges involve ensuring data security during integration, meeting tight deadlines, and overcoming potential user resistance. With a set budget and timeline, the project’s success will be measured by its ability to enhance engagement metrics and improve brand loyalty within the first year of implementation.

## 4.1 Governance Structure

**Responsibilities:**

**Farhana Morshada (Project Manager):**

Farhana is responsible and accountable for overseeing the entire project, ensuring it stays on schedule and within the allocated budget. She is responsible to coordinate regular status update meetings to update stakeholders on project milestones, deliverables and challenges. Her role includes ensuring alignment with ZARA's project objectives and resolving issues as it arise​ (refer Stakeholder Register).

**Nadeera Ratnayake (IT Manager):**

Nadeera handles the technical part of the project, including data integration, system architecture, and security concerns. She will provide technical briefings and detailed reports on IT infrastructure related requirements and coordinate the resources needed for implementation​ (refer Stakeholder Register).

**Arshita Sharma (Finance Manager):**

Arshita will manage the project's finances, ensuring that all costs are monitored, and the project remains within its AUD 27,080 budget. She will conduct regular financial reviews to address any budgetary concerns and to review if each project phase is within the budget or off the budget. She will also regularly be in contact with the BI developers to know about any financial requirements.​(refer Stakeholder Register).

**Anushika Geekiyanage (Business Analyst):**

Anushika will lead requirement gathering sessions and workshops with key stakeholders. She will document the requirements and ensure they align with the project’s objectives, while continuously collecting feedback. ​(Stakeholder Register).

**Ben Rogers (Data Analyst):**

Ben will collect and clean the social media data, ensuring its accuracy and reliability. He will facilitate collaboration between the IT and visualization teams to guarantee proper data integration for the dashboard​(Stakeholder Register).

**Troy Fernando (Visualization Specialist):**

Troy will create the dashboard’s design and visual elements, ensuring it is user-friendly and visually aligned with ZARA's brand. He will conduct regular design reviews to address feedback and make necessary improvements​ (Stakeholder Register).

**Relationships:**

**Project Team:** Team consists of the Project Manager, IT Manager, Finance Manager, Business Analyst, Data Analyst, and Visualization Specialist, is responsible for completing the project on time and ensuring it meets the defined objectives.

**Governance Entities:** Governance oversight is provided by the Project Sponsor (Amancio Ortega), who ensures the project aligns with ZARA’s broader strategic goals. The team will report to him and other senior leadership to obtain approvals and guidance on strategic decisions.

**Marketing Team (End Users):** María Varez (Marketing Manager) and her team will use the dashboard to gain insights into customer engagement and campaign performance. They will provide feedback on the dashboard’s usability and functionality, which the project team will use to refine the product.

This governance structure ensures clear roles and responsibilities, with regular feedback loops between the project team, governance entities, and the end-users to drive project success and alignment with ZARA's brand goals.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activity | Project Manager | IT Manager | Finance Manager | Business Analyst | Project Sponsor | Marketing Manager | Data Analyst | Visualization Specialist |
| Define Project Objectives and Scope | A | C | I | R | I | I | I | I |
| Stakeholder Identification | A | C | I | R | I | I | I | I |
| Design Dashboard Layout | R | C | I | R | I | C | C | A |
| Set Up Power BI Data Sources | I | A | I | C | I | C | R | I |
| Develop Visualizations | R | C | I | C | I | C | C | A |
| Conduct Functional Testing | A | R | I | C | I | C | R | C |
| Track Milestones and Progress | A | C | C | C | I | C | C | C |
| Deploy Final Dashboard | A | R | I | C | I | I | R | C |
| Post-Implementation Review | A | C | C | R | C | C | I | I |

***RACI Matrix***

**Work Breakdown Structure (WBS)**



**Project Organization Chart**



## 4.2 Stakeholder Management

**Stakeholder Register**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name** | **Position** | **Contact Info** | **Potential Management Strategy** | **Interest Level** | **Influence Level** |
| Farhana Morshada | Project Manager | Farhana.Morshada@zara.com | Schedule regular status meetings to update on project milestones, challenges, and deliverables. She will ensure effective communication to align with project objectives and promptly address issues. | High | High |
| Nadeera Ratnayake | IT Manager | Nadeera.Ratnayake@zara.com | Conduct technical briefings to discuss data integration, system architecture, and security concerns. Provide detailed technical reports and ensure resources are available for IT infrastructure needs. | High | High |
| Arshita Sharma | Finance Manager | Arshita.Sharma@zara.com | Arrange regular financial reviews to discuss the budget, costs, and financial impact of the project. Use financial data analysis to demonstrate budget adherence and address any financial concerns efficiently. | Medium | High |
| Anushika Geekiyanage | Business Analyst | Anushika.Geekiyanage@zara.com | Facilitate regular requirement gathering sessions and workshops with key stakeholders. Ensure requirements are clearly documented and align with business objectives. Collect and analyze feedback for continuous improvement. | High | Medium |
| Amancio Ortega | Project Sponsor (Owner Inditex - Zara Owner) | Contact via Zara Executive Team | Provide high-level strategic updates on project progress, alignment with company goals, and value addition. Organize briefings and presentations focusing on how the dashboard supports business strategies and decision-making. Update on the budget usage for each project phase to highlight any additional budgetary requirements. | High | High |
| María Varez | Marketing Manager | [MaríaVarez@zara.com](mailto:MaríaVarez@zara.com) | Conduct regular feedback sessions to gather insights on marketing needs and how the dashboard can enhance marketing strategies and performances. Ensure alignment of dashboard features with campaign goals and Zara brand positioning. | High | Medium |
| Ben Rogers | Data Analyst | B.Rogers@zara.com | Organize workshops to ensure accurate data handling and integration practices. Provide guidance on data analyticsand reporting. Facilitate collaboration with the IT and visualization teams for data accuracy. | High | Medium |
| Troy Fernando | Visualization Specialist | troyf@zara.com | Conduct regular design reviews to discuss visualization progress and to get approval from the Zara marketing team, challenges, and user experience. Provide creative input to ensure the dashboard is both functional and visually appealing, aligning with Zara’s branding. | High | Medium |

**Stakeholder Management Strategy**

**Identify and Prioritize Stakeholders**: Begin by identifying all stakeholders impacted by the project and categorizing them based on their importance and influence. Prioritize stakeholders like the project sponsor and key department heads to ensure their involvement is effectively managed from the outset.

**Understand Stakeholder Interests and Expectations**: Once stakeholders are identified, take the time to understand their specific interests, expectations, and goals for the project. This includes assessing how the project will affect them and what outcomes they are looking to achieve.

**Develop a Communication Strategy**: Establish a clear communication plan to ensure stakeholders are regularly updated on project progress. This includes sharing updates on milestones, addressing delays or changes, and ensuring that stakeholders are aware of how these updates impact them.

**Address Stakeholder Concerns**: Respond promptly to any issues or concerns raised by stakeholders. This can be done by engaging directly with them or bringing in relevant team members to collaborate on finding a solution that addresses their concerns.

**Monitor Stakeholder Engagement**: Continuously track and ensure stakeholder involvement throughout the project's duration. This can be achieved through regular check-ins, feedback sessions, or surveys to maintain engagement and address any emerging concerns.

**Evaluate Stakeholder Management Success**: At the project's conclusion, review how well stakeholder management was executed. This can involve gathering feedback via satisfaction surveys or reviewing the effectiveness of stakeholder involvement throughout the project.

**Involve Stakeholders in Decision-Making**: Engage stakeholders in key decisions to ensure their needs and expectations are reflected in project outputs. Constantly consult them during decision-making processes to promote alignment and foster a sense of ownership in the project.

## 4.3 Communications Plan

The communication plan aims to ensure that all stakeholders are kept well-informed of the project’s progress, adjustments, and any emerging issues. This will support smooth collaboration and timely decision-making throughout the project's lifecycle.

**Stakeholder Analysis:** Stakeholders will be identified and prioritized based on their interest and influence to the project. This will guide the choice of communication frequency and communication channels, ensuring that important stakeholders like the **Project Sponsor** and **Marketing Team** receive timely and relevant updates.

**Communication Goals:** The goal is to ensure that all stakeholders have the necessary information to participate effectively in the project. This includes regular status updates, progress reports, and opportunities for feedback. Clear communication will support active engagement and alignment with project objectives.

**Communication Channels:** Multiple communication channels will be used depending on the preferences of stakeholders and the nature of the information. These include regular team meetings, email updates, progress reports, presentations, and workshops.

**Communication Frequency:** Communication frequency will be tailored to the needs of each stakeholder group. High-priority stakeholders such as the **Project Sponsor** will receive more frequent updates, while lower-priority stakeholders will be updated on a less frequent, as-needed basis.

**Communication Feedback:** Feedback mechanisms will be established to facilitate stakeholder participation in the communication process. This includes regular meetings, feedback sessions, and surveys to gather input from stakeholders. This feedback will help the team to make necessary adjustments.

**Escalation Procedures:** Clear escalation procedures will be defined to handle any communication issues or delays. This involves identifying who should be contacted in case of a communication breakdown and establishing backup plans to ensure that critical information is conveyed in a timely manner.

**Communication Plan**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Purpose** | **Frequency** | **Channel** | **Sender & Receiver** |
| Amancio Ortega (Project Sponsor) | Strategic updates and decisions | Monthly | Progress report, Presentation | Project Manager -> Amancio Ortega |
| Farhana Morshada (Project Manager) | Oversee project communication | Weekly | Team meeting, Email | Project Team -> Farhana Morshada |
| Nadeera Ratnayake (IT Manager) | Technical briefings, updates | Weekly | Email, Meeting | Project Manager -> Nadeera Ratnayake |
| Arshita Sharma (Finance Manager) | Budget and financial updates | Bi-Weekly | Progress report, Email | Project Manager -> Arshita Sharma |
| Anushika Geekiyanage (Business Analyst) | Requirements and progress updates | Weekly | Team meetings, Feedback sessions | Project Manager -> Anushika Geekiyanage |
| Ben Rogers (Data Analyst) | Data integration and insights | Weekly | Team meeting, Workshops | Project Manager -> Ben Rogers |
| Troy Fernando (Visualization Specialist) | Dashboard design progress | Weekly | Design Reviews, Email | Project Manager -> Troy Fernando |
| María Varez (Marketing Manager) | Feedback on dashboard usability | Bi-Weekly | Workshops, Presentations | Project Manager -> María Varez |
| Marketing Team | Dashboard user feedback | Monthly | Feedback Sessions, Survey | Business Analyst -> Marketing Team |
| General Stakeholders | General project updates | Monthly | Progress report, Email | Project Manager -> All Stakeholders |

# Project Controls

## 

## 5.1 Schedule & Dependencies Management

A graph with blue lines and black text

Description automatically generatedThe project aims to develop a Social Media Analytics Dashboard for ZARA to boost customer engagement, reduce reporting time, and improve marketing ROI. To achieve these goals, a structured approach to scheduling and managing dependencies will be used to complete the project within the timeline from August 1, 2024, to October 31, 2024.

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**Schedule Management**

The project schedule is carefully planned out and displayed in the accompanying Gantt chart. The key phases of the project are as follows:

* Project Conception: This includes defining the project objectives, identifying stakeholders, and gathering initial requirements.
* Project Execution: This covers the design of the dashboard, data integration, dashboard development, and testing.
* Project Completion: This involves the final deployment, post-implementation review, and closure of the project.

By using the Gantt chart, we can closely monitor the project’s progress and ensure that each phase and task is completed within the allocated time. The chart also helps visualize any potential overlaps in tasks, allowing for efficient use of resources and timely delivery.

**Dependencies Management**

The dependencies between the tasks are a critical part of smooth execution of the project. Each task is either dependent on the completion of the previous task or can be parallel to tasks). The key dependencies in the project include:

* Requirement Gathering is dependent on completing stakeholder identification to ensure that all user needs are fully understood before development begins.
* Designing the Dashboard Layout and Setting Up Power BI Data Sources can run in parallel to optimize time and prevent delays in the data integration process.
* Data Integration Testing must be completed before the visualization of social media engagement data can begin.
* Final Testing and Feedback are scheduled after the core dashboard features have been developed and integrated, ensuring that stakeholder feedback is incorporated before final deployment.

The project uses a Finish-to-Start (FS) dependency structure, where most tasks begin only after the previous ones are completed, ensuring a logical flow and reducing overlap risks. Some tasks, like Setting Up Data Sources and Defining Data Transformation, follow a Start-to-Start (SS) structure, allowing them to begin simultaneously. This approach ensures the project meets its goals on time, providing ZARA with a powerful tool for boosting customer engagement, streamlining reporting, and optimizing marketing efforts.

## 5.2 Financial Management (Cost Estimation)

The financial management of the Social Media Analytics Dashboard for ZARA project focuses on ensuring the project stays within the approved budget of AUD 27,080. This budget was developed using a bottom-up cost estimation method, where costs were calculated at the task level and aggregated for the entire project. The approach ensures a comprehensive understanding of each phase's financial requirements.

**Justification for the Financial Management Method**

Managing project finances effectively is critical to the success of any project, especially when working with a fixed budget. The selected financial management method combines rigorous cost tracking, variance analysis, and flexibility to adjust when unforeseen circumstances arise. Each aspect of the financial management plan is justified as follows:

**Bottom-Up Cost Estimation:**

* + This method ensures accuracy by calculating the costs for each task individually, which provides detailed visibility into where the project resources are allocated.
  + By breaking down the project into tasks and assigning costs to each (e.g., labor, materials, infrastructure), the project can allocate funds more accurately and avoid general overestimation or underestimation of total project costs.

**Comprehensive Cost Categorization:**

* + The budget includes categories such as labor costs, material costs (Power BI licenses and cloud hosting), additional costs (API integration, security compliance), and a contingency fund. This categorization ensures that all foreseeable expenses are accounted for upfront, reducing the likelihood of unexpected budget overruns.

**Proactive Variance Tracking:**

* + The financial tracking tools are designed to provide real-time visibility into actual spending compared to the budgeted amounts. Any variances are identified early, enabling the project team to take corrective actions before costs spiral out of control.

**Use of Automated Financial Tools:**

* + Smartsheet integrates task management with financial tracking. Automated alerts notify the project team when expenses approach predefined thresholds, ensuring spending stays aligned with the budget.

**Contingency Management:**

* + A contingency fund of AUD 1,010 is set aside for unforeseen expenses, allowing the project to remain flexible and adaptable to unexpected developments without impacting the core budget.
  + This buffer ensures that even if there are unexpected costs (e.g., additional training, extended timelines), the project can still be completed within budget.

**Regular Financial Reporting:**

* + Regular financial reporting through the use of these tools enables the project manager to deliver updates to stakeholders with full transparency. This fosters trust and ensures stakeholders are aware of the project’s financial health at every stage.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Phase | Task | Hours | Rate (AUD) | Total Cost (AUD) | Cost Justification |
| Project Conception | Define Project Objectives and Scope | 12 | 75.00 | 900.00 | Labor (Project Manager) |
|  | Stakeholder Identification | 6 | 75.00 | 450.00 | Labor (Project Manager) |
|  | Requirement Gathering | 20 | 70.00 | 1,400.00 | Labor (Business Analyst) |
| Planning | Develop Project Scope and Key Deliverables | 14 | 75.00 | 1,050.00 | Labor (Project Manager) |
|  | Develop Project Plan | 14 | 75.00 | 1,050.00 | Labor (Project Manager) |
|  | Obtain Required Data from Statista | 6 | 65.00 | 780.00 | Labor (Data Analyst), Data Cost |
|  | Identifying Risks & Developing Risk Register | 6 | 75.00 | 450.00 | Labor (Project Manager) |
| Design | Design Dashboard Layout | 20 | 70.00 | 1,400.00 | Labor (UX Designer) |
|  | Finalize Design with Stakeholders | 6 | 70.00 | 420.00 | Labor (UX Designer) |
| Data Integration | Review Data Format and Clean Data | 14 | 65.00 | 910.00 | Labor (Data Analyst) |
|  | Set Up Power BI Data Sources | 20 | 75.00 | 1,500.00 | Labor (BI Specialist) |
|  | Define Data Transformation | 14 | 75.00 | 1,050.00 | Labor (BI Specialist) |
|  | Test Data Integration | 6 | 75.00 | 450.00 | Labor (BI Specialist) |
|  | Automate Data Refresh | 5 | 75.00 | 375.00 | Labor (BI Specialist) |
|  | Ensure Data Privacy Compliance | 6 | 80.00 | 480.00 | Labor (Compliance Officer) |
| Dashboard Development | Develop Social Media Engagement Visualizations | 28 | 75.00 | 2,100.00 | Labor (BI Specialist) |
|  | Create Marketing Campaign Performance Visuals | 12 | 75.00 | 900.00 | Labor (BI Specialist) |
|  | Build Sentiment and Trend Analysis Views | 12 | 65.00 | 780.00 | Labor (Data Analyst) |
| Testing and Monitoring | Conduct Functional Testing | 12 | 70.00 | 840.00 | Labor (QA Specialist) |
|  | Gather Feedback from Stakeholders | 6 | 70.00 | 420.00 | Labor (Business Analyst) |
|  | Finalize Data Processing and Dashboard Speed | 12 | 75.00 | 900.00 | Labor (BI Specialist) |
|  | Track Milestones and Progress | 3 | 75.00 | 225.00 | Labor (Project Manager) |
| Project Completion | Deploy Final Version of BI Dashboard | 6 | 75.00 | 450.00 | Labor (BI Specialist) |
|  | Post-Implementation Review | 6 | 75.00 | 450.00 | Labor (Project Manager) |
|  | Project Documentation and Sign-Off | 6 | 75.00 | 450.00 | Documentation Costs (Project Manager) |
| Material Costs | Power BI License (5 users, 3 months) |  |  | 205.50 | Power BI Subscription (5 users) |
|  | Cloud Hosting |  |  | 1,200.00 | Infrastructure (Cloud Hosting for 3 months) |
| Additional Costs | API Integration |  |  | 600.00 | API Integration for Social Media |
|  | User Training |  |  | 1,000.00 | User Training (In-house) |
|  | Security & Compliance Costs |  |  | 800.00 | Security Audits and Compliance Checks |
|  | Storage & Backup |  |  | 800.00 | Data Storage and Backup |
|  | Consultation Fees |  |  | 1,200.00 | External Consultation Fees |
| Contingency |  |  |  | 1,010.00 | Miscellaneous and unforeseen costs |
| Total Cost |  |  |  | **27,080.00** |  |

**5.3 Risk Management – (Risk Register)**

For the Social Media Analytics Dashboard for ZARA project, effective risk management is critical to ensuring successful project delivery. The project will employ a structured process to identify, assess, mitigate, and monitor risks throughout its lifecycle. All identified risks will be documented in a Risk Register to ensure accountability and transparency.

**1. Risk Identification**

Risks will be identified early in the project’s lifecycle during the planning and execution phases. This will involve input from all stakeholders, including the project manager, the technical team, and third-party vendors. Identified risks will be classified into categories such as:

* Technical Risks (e.g., API integration or Power BI performance issues).
* Resource Risks (e.g., key team member unavailability).
* Compliance Risks (e.g., data privacy and security breaches).
* Budget Risks (e.g., budget overruns due to scope creep or unexpected costs).

**2. Risk Assessment**

Each identified risk will be assessed based on:

* Likelihood: The probability of the risk occurring (Low, Medium, High).
* Impact: The severity of the risk’s consequences (Low, Medium, High). Using these criteria, the project team will prioritize risks, with a focus on addressing those that have the highest likelihood and impact (e.g., security breaches or API failures).

**3. Risk Mitigation**

Each high-priority risk will have a specific mitigation strategy outlined in the Risk Register. For example:

* Technical Risks: Early testing of APIs and Power BI to avoid performance issues.
* Security and Compliance Risks: Regular security audits and encryption to protect sensitive data.

**4. Risk Monitoring and Review**

The project manager will conduct regular reviews to monitor risks throughout the project lifecycle. New risks will be added to the Risk Register as they emerge, and existing risks will be updated based on their status and ongoing assessments. For example:

* Ongoing Risks: Such as ensuring data privacy compliance throughout the project.
* Resolved Risks: Once mitigation strategies have been successfully implemented. Risks will be reviewed in regular project meetings to ensure that the project remains on track.

**5. Risk Register**

All project risks will be logged in the Risk Register, which will include:

* Risk ID: A unique identifier for each risk.
* Risk Description: A brief overview of the identified risk.
* Likelihood and Impact: Scores that reflect the probability and severity of each risk.
* Mitigation Strategy: Steps to be taken to avoid or reduce the impact of the risk.
* Owner: The person responsible for managing the risk.
* Status: The current state of the risk (e.g., Ongoing, Resolved, Not Started).

By using the Risk Register, the project team ensures that all risks are tracked and managed systematically, and that any potential threats to the project’s success are addressed proactively.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Risk ID | Risk Description | Likelihood | Impact | Mitigation Strategy | Owner | Status |
| R1 | API integration failure with social media platforms | Medium | High | Use well-documented APIs and conduct early testing | BI Specialist | Ongoing |
| R2 | Power BI performance issues with large datasets | Low | Medium | Optimize data models and test performance early | Data Analyst | Not Started |
| R3 | Security breach during data integration | High | High | Implement encryption and conduct security audits | Compliance Officer | Ongoing |
| R4 | Budget overrun due to additional feature requests | Medium | Medium | Use change control process to assess new features | Project Manager | Ongoing |
| R5 | Delay in cloud hosting setup | Low | Medium | Coordinate with cloud provider and build buffer time | Infrastructure Team | Not Started |
| R6 | Incomplete user training for Power BI dashboard | Medium | Medium | Schedule multiple training sessions and provide user guides | Training Lead | Not Started |
| R7 | Key team member unavailability | Low | High | Cross-train team members and have backups available | Project Manager | Ongoing |
| R8 | Data privacy compliance issues | High | High | Conduct privacy impact assessments and comply with regulations | Compliance Officer | Ongoing |
| R9 | Inaccurate or incomplete data for dashboard | Medium | High | Ensure thorough data validation and cleansing processes | Data Analyst | Ongoing |

## 5.4 Quality Management

The Social Media Analytics Dashboard for ZARA will adhere to strict business and technology standards, ensuring it provides valuable insights while maintaining performance, security, and reliability. The dashboard will meet quality expectations in areas like functionality, non-functional requirements, performance, accuracy, security, compatibility, reliability, and flexibility.

**1. Functional Measure**

The functional quality of the dashboard will be maintained by ensuring that all features perform as expected, meeting the business goals set for the project. This includes:

* The dashboard will integrate data from various social media platforms, including Instagram, Facebook, and TikTok, providing actionable insights.
* The interface will be user-friendly, with easy navigation and clear visualizations, ensuring that users can extract meaningful insights.

**2. Non-Functional Requirements**

Non-functional requirements ensure that the dashboard performs well under different user environments:

* User Experience: Non-functional quality will also include ensuring that the dashboard offers smooth user experience, regardless of the complexity of the data.

**3. Performance**

Performance will be one of the key metrics for measuring the success of the dashboard:

* Speed and Responsiveness: Power BI’s performance analyzer will be used to monitor and optimize the dashboard’s loading time and responsiveness, ensuring that it performs efficiently even with large datasets.
* Regular performance testing will be conducted to ensure that the dashboard can handle peak data loads without delays or crashes.

**4. Accuracy**

The accuracy of insights generated by the dashboard is critical to its business value:

* Data validation processes will be implemented to ensure that only clean data is load into the dashboard.
* Real-Time Synchronization: The dashboard will refresh data at regular intervals to ensure that the information displayed is always up to date, providing an accurate reflection of real-time customer engagement and market trends.

**5. Security**

Security is a priority in handling sensitive customer data:

* Role-Based Access Control (RBAC): Only authorized users will have access to specific datasets and dashboards. Different user roles will have different levels of access to ensure data security.

**6. Compatibility**

The dashboard will be designed for cross-platform compatibility, allowing users to access it in different devices and platforms:

* Testing will be conducted across different browsers, including Chrome, Firefox, Safari, and Edge, to ensure that the dashboard operates smoothly and uniformly on all platforms.

**7. Reliability**

Reliability will be ensured by establishing high availability and fault tolerance for the dashboard:

* Data Backups: Regular data backups will be performed to ensure that no data is lost in the event of a failure.

**8. Flexibility**

The dashboard will be designed with flexibility in mind to adapt to changing business needs:

* The dashboard will be built using a user-friendly environment, allowing new features, data sources and visualizations to be added without redevelopment.

## 5.5 Project Monitoring and Control

The Social Media Analytics Dashboard for ZARA will use Earned Value Management (EVM) model to monitor and control the project's scope, schedule, and cost performance. The project will focus on the following:

1. Scope Monitoring: The project will track whether all the planned tasks are completed and ensure that any changes are approved through a formal change control process.
2. Schedule Control: Using EVM, we will monitor key metrics such Performance by using Gantt charts.
3. Cost Control: The project will monitor and Cost Performance to ensure that actual costs stay within the budget.
4. Quality Management: Regular testing and performance will be conducted to ensure that the dashboard meets functional and non-functional quality standards.
5. Risk Control: A risk register will be maintained to monitor identified risks, with regular reviews to update risk status and apply mitigation strategies.

By using EVM and regular project reviews, the project team will ensure that the dashboard is delivered on time, within budget, and meets all quality expectations.

## Lessons Learnt

* Project Planning: Master the ability to create comprehensive project plans by setting clear objectives, defining deliverables, and developing detailed schedules that incorporate task dependencies.
* Stakeholder Engagement: Hone your skills in identifying and engaging project stakeholders. Learn to understand their needs and effectively communicate with them, ensuring their expectations are managed throughout the project lifecycle.
* Risk Management: Develop expertise in recognizing, assessing, and mitigating project risks. Learn how to create risk reduction strategies and contingency plans to minimize the impact of potential risks.
* Quality Management: Gain a deep understanding of quality processes and standards specific to IT projects. Learn how to set quality benchmarks, implement them, and ensure the project delivers high-quality outcomes.
* Project Monitoring and Control: Build skills in tracking project progress, monitoring schedules, and identifying deviations in budget or timelines. Learn how to develop effective control measures to keep the project on track.
* Change Management: Master the process of managing changes within a project, including evaluating the impact of change requests and implementing change management procedures to ensure the project’s goals and scope remain aligned.

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