

Project Stakeholder Document

Project name: Visitor Management System Project (VMS Project)

Team Leader: Regina D'Souza, 13910171

Team Members:

Adena Sheps	13899265 - Documentation Controller
Josephine Vu	13918560 - Communications Controller
Regina D'Souza	13910171 - Team Leader
Ryan Hamilton	14186478 - Researcher
Ryan Lee	14158277 - Researcher

Tutorial Number / Tutor: Tutorial 4 / Mehrnaz Natoori

Version History

Version	Release Date (DD/MM/YYYY)	Comments
1.0	31/8/2022	1st release of document to Canvas
...	__/__/____	...

(NB. This document should be re-released as a new complete version if changes in it are required after any of the later document stages. See workshop instructions for the work flow required. Document submitted for evaluation should be in PDF format and uploaded to Canvas for 31272 under *Discussions/Output of Workshop 1 – Stakeholders*)

Approvals / Signatures

Name of Representative	Approval Group	Approval Date (DD/MM/YYYY)	Comments
Regina D'Souza	Stakeholders		
Claudia Nehme	Scope		
Roula Nicholos	Tasks		
Jordan Boulous	Risks		
Ausama Yoshinaka (Zafar)	Sequencing		
Thomas Luong	Estimates		

(NB. Approvals obtained via an explicit confirmation posting within the Canvas tutorial area are acceptable)

Table of Contents

Project Stakeholder Document	1
1.1 Project Overview	3
1.2 Stakeholder Management Matrix (Preliminary)	4
1.3 Stakeholder Communication Matrix (Preliminary)	7
Stakeholder Communications Count: 11	8
1.4 Description of Running the Workshop	9
2. Appendix	10

1.1 Project Overview

(Give a brief overview of the proposed project. What is its description? What is the reason this project is being considered for investment? What are its intended outcomes if approved to proceed?)

The Visitor Management System (VMS) project was initiated by the Southern Golf Group (SGG) to enhance their customer experience at the golf course and support the organisation's merchandising. As the processes and features within the organisation are identified to be unique, an off-the-shelf solution for the Group's visitor management system did not provide the services the organisation needed, thus prompting the endorsement and investment of the current VMS project. With an initial budget of AUD \$1,000,000 and an initial time frame of October 2022 for final system delivery, the project outcomes include the following:

- The automation and integration of currently manual processes leading to a simplification of processes and minimisation of human effort needed; and
- The standardisation of services across golf courses.

Through a cooperative, competitive approach, the project resources would include several project teams working towards the same project outcomes but in separate areas of the project. Completed over six weeks, the teams will use each other's inputs to create their outputs based on their assigned areas of responsibility.

1.2 Stakeholder Management Matrix (Preliminary)

(For each key stakeholder fill in a row on the following table)

Stakeholder	Interest (L / M / H)	Influence (L / M / H)	Role	Objective	Specific Management Strategy
Program Manager	M	H	Delegate tasks to the project team Coordinate smaller projects that comprise the entire project	Ensure project goals are fulfilled within a certain timeframe i.e. October 2022.	Allocate and delegate responsibilities and roles of SME teams
Golf Equipment Retailers	M	M	Supplying equipment to the golfers	Keeping up the supply of golf clubs and balls with the demand	Establish contracts to maintain quality of equipment
Sponsors	H	L	To provide funding for the project	Create awareness for their respective brands	Contact to organise promotional and marketing / product placement
Visitors/ Customers/ Golfers	H	L	End users of the golf course. Very little influence in terms of final outcome, but high interest as final users.	Obtain an easy to use automated system. User friendly.	Contact throughout the project, checking for feedback regularly.

Stakeholder	Interest (L / M / H)	Influence (L / M / H)	Role	Objective	Specific Management Strategy
Golf Tutors	H	L	Provide perspectives and opinions on the project and how classes and class scheduling could be improved.	Would like to make it easier to provide their tutoring services to customers.	Ask for their input through focus groups and anonymous feedback surveys for their opinions of current processes. Ask them to test the new system and provide feedback.
Caddy	H	L	Provide insight on how their role operates and how it could be improved with the system.	Want to make a smoother streamlined process to be assigned to a golfer.	Ask for their input through focus groups, anonymous feedback surveys for their opinions of current processes. Ask them to test the new system and provide feedback.
PMP Employees	H	H	To perform the project management consulting work they have been contracted by SGG to complete.	To satisfy SGG's requirements and maintain their contract. Also to form a positive reputation and establish a strong relationship with SGG to increase the chances of being contracted again in the future.	Enable employees to have a level of autonomy over their work, communicate all requirements to them and update them on any changes in the project circumstances.
PMP CEO	H	H	To oversee development. Approve people and resources required for the project, budget allocation and management.	Ensure their employees create a thorough visitor management system.	To be provided a strategic project management plan, describing roles, responsibilities, milestones, project gates, budget and funding.

31272 PMP Workshop 1 - Stakeholders

Stakeholder	Interest (L / M / H)	Influence (L / M / H)	Role	Objective	Specific Management Strategy
Competing Golf Courses (Competitors)	M	L	Remain competitive against SGG.	Would want the project to fail because the golf course is their competition. Provide better service as a competitor.	Looking at their facilities to see what the benchmark is for golf courses so that SGG can compete.
Management board of Southern Golf Group	H	H	Oversees the project. Provides the approval and final say on the project.	A working Visitor Management System that meets all expected requirements from all stakeholders and provides / driver monetary gain or optimisation of processes within the business.	Keep satisfied by providing regular updates on successes within the project, manage closely, monitor or keep informed.
Neighbours of Golf Course	M	L	To maintain good relations with the Golf Course.	To minimise any disruptive impacts the Golf Course has on them.	

Stakeholder Count: 11

1.3 Stakeholder Communication Matrix (Preliminary)

(For each key stakeholder fill in a row on the following table)

Stakeholder (Recipient)	Report Required (Type)	Time Due (Frequency)	Produced By (Owner)	Delivery Format (Media)	Additional Comments
Management Board of Southern Golf Group	Status update	Once per month	Program manager	Formal meeting	Updating the management board on progress and status of the project.
PMP CEO	Status update	Once per month	Program manager	Formal meeting	Providing the PMP CEO with the status of the project.
Program managers	Written or verbal	Weekly	Teams working on the project Each team member should contribute to the project	Formal meeting	Any issues, blockers or positive changes should also be identified here. If anything needs to be escalated it would originate here.
Golf course members/users	Milestones updates	As needed	SCG management	Email/ hardcopy	A manual guide should be created for the system to assist new members.
Project manager	Status update	Daily	Program manager	Meeting/ hardcopy	Updating project status and overview.
Sponsors	Email for new/ old sponsors	Monthly	Marketing management	Email	Will need to maintain relationships with sponsors.

31272 PMP Workshop 1 - Stakeholders

Stakeholder (Recipient)	Report Required (Type)	Time Due (Frequency)	Produced By (Owner)	Delivery Format (Media)	Additional Comments
Caddy	Status update	As needed	Project manager	Email	Brief status update on progress and potential available features.
Golf tutors	Verbal progress	Monthly	Project manager	Standup meeting/ email	Brief status update on progress and potential available features.
Neighbours on Golf course	Verbal progress/ email which is preferred	As needed	Program manager	Meeting/ email	Will need to keep good relations to make business easier and cause as little disruption as possible.
Golf equipment retailers	Status update	Weekly	Program manager	Formal meeting	Discussion of equipment costs and potential revenue.
PMP employees	Status update	As needed / weekly	Project manager	Email	Discussion and updates around and regarding the projects status.

Stakeholder Communications Count: 11

1.4 Description of Running the Workshop

The workshop was completed with the aid of a collaborative powerpoint (see appendix Figures 1 - 4).

- The workshop started with an introduction, methodology and objectives overview with a recap of the definition of a stakeholder in relation to project management (see appendix Figure 1).
- The next presenter then facilitated the elicitation of the project overview from participants through a series of prompts (see appendix Figure 1).
- The facilitator invited participants to brainstorm stakeholders identified in the case study and add them to a power matrix to gauge the understanding of the class before sending participants to breakout rooms to complete the stakeholder management matrixes (see appendix Figure 1 & 2). This involved detailing their roles and management strategies.
- The next facilitator then ran the participants through the stakeholder communications plan and how to fill it out, sending participants to breakout rooms to complete plans for stakeholders identified within their stakeholder management matrixes, recapping their knowledge in the main breakout room later in the session (see appendix Figure 3).
- The final presenter then summarised the main items discussed within the workshop, thanking the class for their participation (see appendix Figure 4).

2. Appendix

Workshop Slides as seen in Figures 1-4 :

Figure 1: Workshop slides including the agenda, methodology, objectives, stakeholder recap alongside the project overview activity.

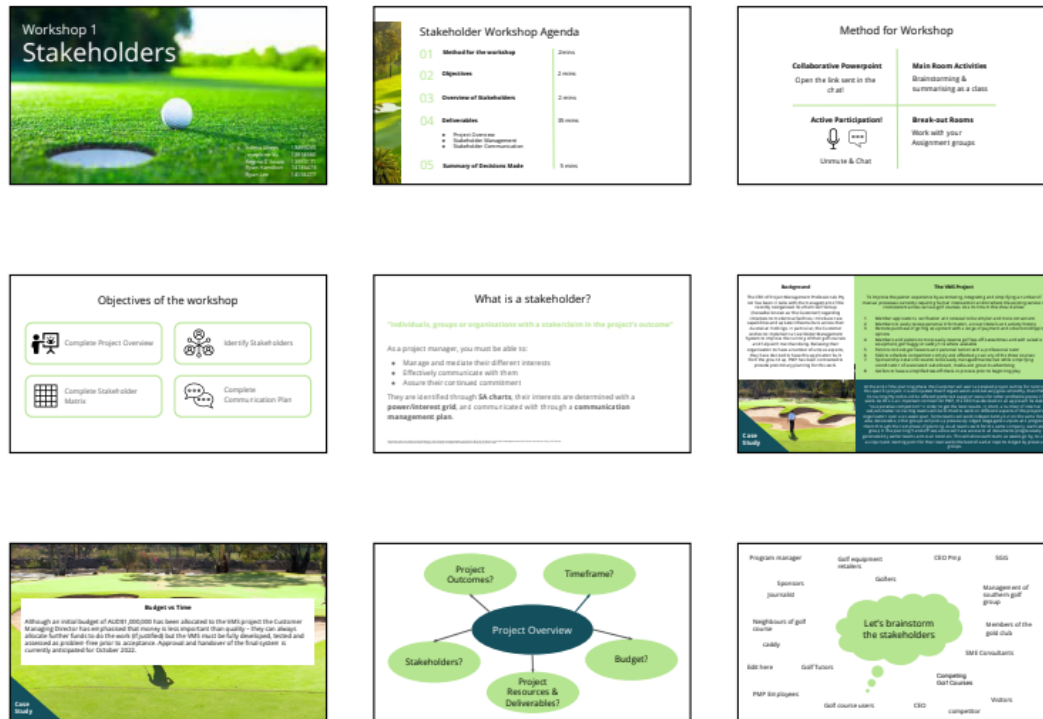


Figure 2: Workshop Slides depicting the Stakeholder Management Matrix activities.

Stakeholder Management Matrix

Stakeholder	Role	Objective	Specific Management Strategy
Board	Decision maker	Ensure the project is aligned with the organization's strategy	Keep them informed, involve them in the project development process
Project manager	Project manager	Ensure the project is delivered on time and within budget	Keep them informed, involve them in the project development process
SME Consultants	Expert	Provide expertise and advice on the project	Keep them informed, involve them in the project development process
Team members	Team members	Execute the project tasks	Keep them informed, involve them in the project development process
Customers	Customers	Receive the project deliverables	Keep them informed, involve them in the project development process

Break-out rooms!

Complete the table assigned to your group number

Stakeholder Management Matrix

Stakeholder	Role	Objective	Specific Management Strategy
Board	Decision maker	Ensure the project is aligned with the organization's strategy	Keep them informed, involve them in the project development process
Project manager	Project manager	Ensure the project is delivered on time and within budget	Keep them informed, involve them in the project development process
SME Consultants	Expert	Provide expertise and advice on the project	Keep them informed, involve them in the project development process
Team members	Team members	Execute the project tasks	Keep them informed, involve them in the project development process
Customers	Customers	Receive the project deliverables	Keep them informed, involve them in the project development process

Stakeholder Management Matrix

Stakeholder	Role	Objective	Specific Management Strategy
Board	Decision maker	Ensure the project is aligned with the organization's strategy	Keep them informed, involve them in the project development process
Project manager	Project manager	Ensure the project is delivered on time and within budget	Keep them informed, involve them in the project development process
SME Consultants	Expert	Provide expertise and advice on the project	Keep them informed, involve them in the project development process
Team members	Team members	Execute the project tasks	Keep them informed, involve them in the project development process
Customers	Customers	Receive the project deliverables	Keep them informed, involve them in the project development process

Stakeholder Management Matrix

Stakeholder	Role	Objective	Specific Management Strategy
Board	Decision maker	Ensure the project is aligned with the organization's strategy	Keep them informed, involve them in the project development process
Project manager	Project manager	Ensure the project is delivered on time and within budget	Keep them informed, involve them in the project development process
SME Consultants	Expert	Provide expertise and advice on the project	Keep them informed, involve them in the project development process
Team members	Team members	Execute the project tasks	Keep them informed, involve them in the project development process
Customers	Customers	Receive the project deliverables	Keep them informed, involve them in the project development process

Stakeholder Management Matrix

Stakeholder	Role	Objective	Specific Management Strategy
Board	Decision maker	Ensure the project is aligned with the organization's strategy	Keep them informed, involve them in the project development process
Project manager	Project manager	Ensure the project is delivered on time and within budget	Keep them informed, involve them in the project development process
SME Consultants	Expert	Provide expertise and advice on the project	Keep them informed, involve them in the project development process
Team members	Team members	Execute the project tasks	Keep them informed, involve them in the project development process
Customers	Customers	Receive the project deliverables	Keep them informed, involve them in the project development process

Stakeholder Management Matrix

Stakeholder	Role	Objective	Specific Management Strategy
Board	Decision maker	Ensure the project is aligned with the organization's strategy	Keep them informed, involve them in the project development process
Project manager	Project manager	Ensure the project is delivered on time and within budget	Keep them informed, involve them in the project development process
SME Consultants	Expert	Provide expertise and advice on the project	Keep them informed, involve them in the project development process
Team members	Team members	Execute the project tasks	Keep them informed, involve them in the project development process
Customers	Customers	Receive the project deliverables	Keep them informed, involve them in the project development process

Main Room

Let's discuss!

Figure 3: Workshop Slides including the Communications Plan activities.

What is a communications plan?

Receiving Stakeholder	Report Required	Time Due	Producer Name	Delivery Format
Steering Committee	Monthly status report	Wednesday 8am	S. Rooney (PM)	Hardcopy, meeting
Sponsor	Monthly status report	1st of the month 3pm	S. Rooney (PM)	Hardcopy, meeting
Project team	Weekly status report	Tuesday 8am	J. Smith (Admin)	Stand-up meeting

Another Example

Stakeholder	Report Required	Time Due	Producer Name	Delivery Format
Steering Committee	Monthly status report	Wednesday 8am	S. Rooney (PM)	Hardcopy, meeting
Sponsor	Monthly status report	1st of the month 3pm	S. Rooney (PM)	Hardcopy, meeting
Project team	Weekly status report	Tuesday 8am	J. Smith (Admin)	Stand-up meeting

Break-out rooms!

Complete the table assigned to your group number

Group 1 Communications Plan

Who is the recipient?	Status? (All received? T=not yet)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)
Stakeholder	Report Required (Type)	Time Due (Frequency)	Producer By	Delivery Format (Media)	Additional Comments
CEO	Monthly status report	Monday 10am	Project manager	Hardcopy/Meeting	Monthly Meeting
Board	Monthly status report	Monday 10am	Project manager	Hardcopy/Meeting	Monthly Meeting
Project manager	Monthly status report	Monday 10am	Project manager	Hardcopy/Meeting	Monthly Meeting

Group 2 Communications Plan

Who is the recipient?	Status? (All received? T=not yet)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)
Stakeholder	Report Required (Type)	Time Due (Frequency)	Producer By	Delivery Format (Media)	Additional Comments
Customer/Client	General news updates	Once per month	The Marketing team or project manager	Newsletter or email to members	Project manager must update the marketing team with any publicly available changes/progress
Project manager	Times and dates, and media request	As needed	The client or project manager	Hardcopy	Call client clearly with project team members
Program	Update on system	Daily	Team working	Meeting	Any team should on top of the work, update

Group 3 Communications Plan

Who is the recipient?	Status? (All received? T=not yet)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)
Stakeholder	Report Required (Type)	Time Due (Frequency)	Producer By	Delivery Format (Media)	Additional Comments
CEO	Times and status	Monthly	Project manager	Hardcopy/Meeting	Monthly Meeting
Main body of the golf club	All receive	Monthly	IT Team	Call/Email	As the primary customers of the golf course, a clear line of communication should occur monthly
Visitors	All receive	As needed	IT Team	Email	Promotional content to attract new membership subscription

Group 4 Communications Plan

Who is the recipient?	Status? (All received? T=not yet)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)
Stakeholder	Report Required (Type)	Time Due (Frequency)	Producer By	Delivery Format (Media)	Additional Comments
SGS Management Head	Status	Weekly	Program Management	Meeting	Management Head can get additional reports within the set frequency
SGS Engagement Relations	Only relevant information	As needed	SGS Management	Email/Phone and Meeting	Might have to involve responses
Visitors	Information	As needed	SGS Management	Email/Hardcopy	Visitors are required for the new system, once completed

Group 5 Communications Plan

Who is the recipient?	Status? (All received? T=not yet)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)	Who is the sender?	Frequency? (Monthly? Weekly? Daily?)
Stakeholder	Report Required (Type)	Time Due (Frequency)	Producer By	Delivery Format (Media)	Additional Comments
Management (of SGS/SGS)	Report on quality of service, value and customer	Weekly	Program management	Meeting, Meeting	
Golf equipment	Should I need equipment to be replaced	Monthly	SGS management	Email	
Golf course (L&L)	Phone updates for new changes	Daily	SGS management	Email, Call	

Main Room

Let's discuss

Figure 4: Workshop Slides including the workshop recap and thank you note.

