

# Project Management Life Cycle

RITx | PM9001x | Project



# **Online Digital Strategy**

**SOL**

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# **Introduction**



SOL Motors is a pioneering startup in the automotive industry, focusing on the design, manufacture, and sale of electric hover vehicles (EHVs).

The core technologies include the innovative hoverpad, advanced computer software, and a proprietary electric motor.

The logo features two stainless steel rings encircling a central domed platform, symbolizing the cutting-edge and futuristic approach.

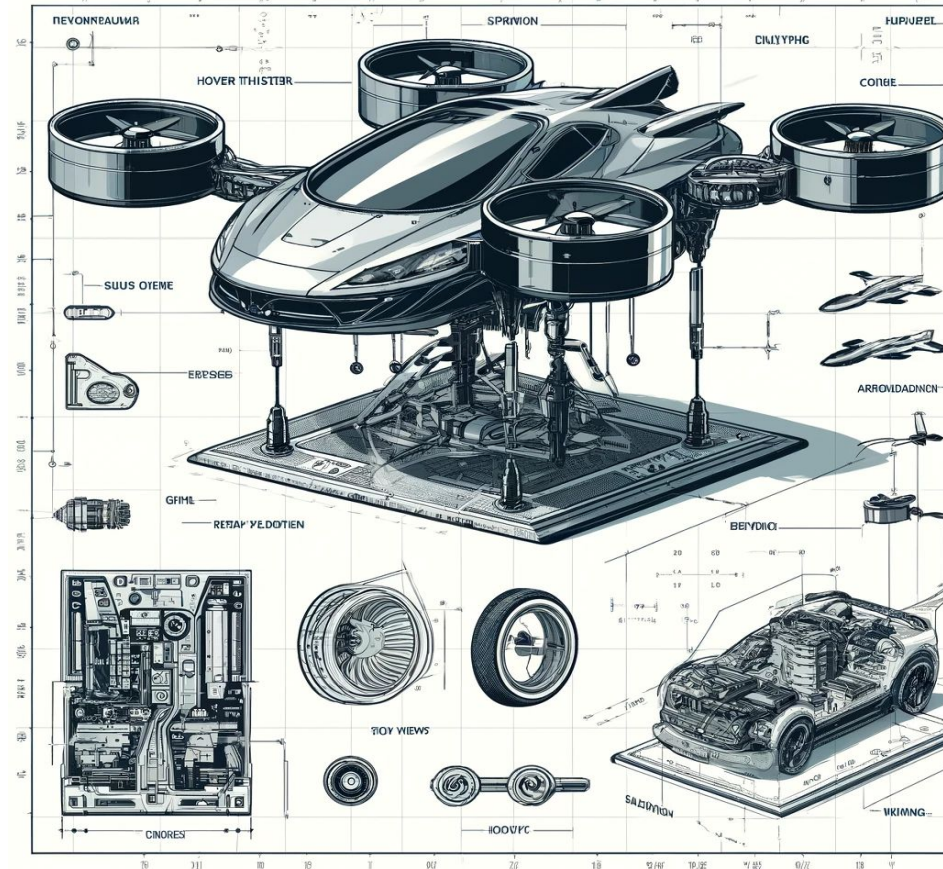


SOL



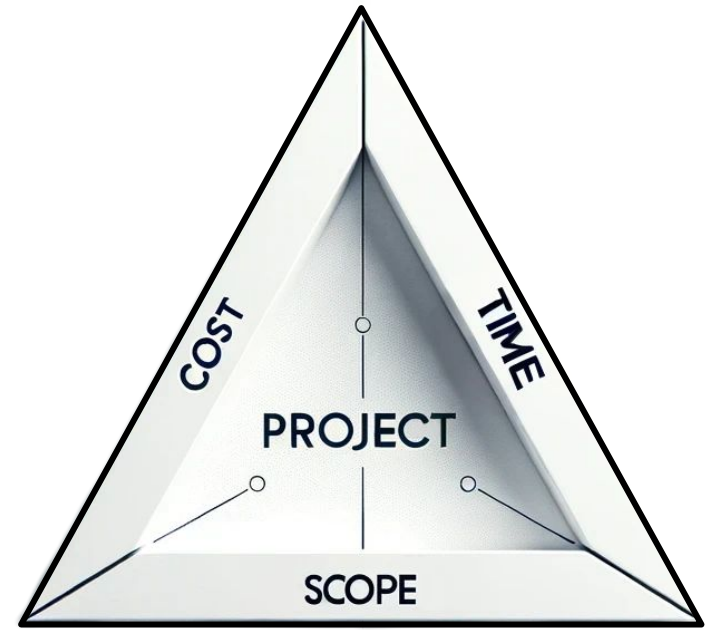
Over the past several years, SOL Motors has dedicated extensive research and development to creating a groundbreaking vehicle that is both flight-capable and environmentally friendly. Now, multiple electric hover vehicles (EHVs) are ready to launch from the assembly line.

With substantial investments and contributions, SOL Motors is poised to implement a comprehensive **five-year marketing project**. This project will focus on online digital strategies, including email subscriptions, display and search advertising, content generation, and social media marketing.



To manage the extensive *scope* of the online digital strategy, SOL Motors has hired a **Digital Marketing Project Manager** to oversee all online marketing initiatives, but most of all manage the **Triple Constraint**.

In this role, I will concentrate on this year's campaign project, ensuring the roadmap is built and refined for the coming years to achieve improved conversions and engagement.



**The  
Triple Constraint**



# **Financial Measures**



SOL Motors has successfully raised \$500 million through a series of investments and other contributions. Stakeholders, understanding the cost of capital investment, require a 15% rate of return. They are particularly interested in whether the online marketing project will meet this requirement.

To address this, I will use the **Net Present Value (NPV)** method. This calculates the difference between the initial investment and the value of cash inflows over time, taking into account the required rate of return and the time value of money.

The sum from time period (i) to (n) of the Cash Flow divided by the quantity 1 plus the required rate of return (r) raised to the (i)th power minus the Initial Investment.

$$NPV = \sum_{i=1}^n \frac{Cash\ Flow_i}{(1 + r)^i} - Initial\ Investment$$

- ❖  $\Sigma$  = The sum over each time period
- ❖ **Initial Investment** = Cash Investment
- ❖  $n$  = Total Time Period
- ❖ **Cash Flow** = Cash Flow for Time Period  $i$
- ❖  $r$  = Required Rate of Return
- ❖  $i$  = The Time Period

For the purposes of this project, let's say SOL Motors made an initial investment of \$10,000,000. The annual cash flow is \$3,500,000 a year for five years. The required rate of return is 15%.

The Net Present Value, or NPV, calculation would be as follows --

$$NPV = \left( \frac{3,500,000}{(1+0.15)^1} \right) + \left( \frac{3,500,000}{(1+0.15)^2} \right) + \left( \frac{3,500,000}{(1+0.15)^3} \right) + \left( \frac{3,500,000}{(1+0.15)^4} \right) + \left( \frac{3,500,000}{(1+0.15)^5} \right) - 10,000,000$$

This gives me --

$$NPV = 3,043,478 + 2,646,502 + 2,301,306 + 2,001,136 + 1,740,118 - 10,000,000$$

For a finalized NPV of **1,732,543**.

An NPV value of zero indicates that the project will return enough money to meet the organization's required rate of return. Fortunately, this value is well above zero and will indicate that SOL Motors can achieve an even higher rate of return than what is required.

The **Profitability Index**, similar to NPV, also considers the time value of money in its calculation. It's expressed in the form of a **ratio**. That is, the ratio of the present value of cash flow to the initial investment.

The formula for the Profitability Index is the present value of future cash flows divided by the initial investment required. The present value of future cash flows is the same as part of the formula used for the net present value, which is the sum from time period (i) to (n) of the Cash Flow divided by the quantity 1 plus the required rate of return (r) raised to the (i)th power.

$$\text{Profitability Index} = \frac{\sum_{i=1}^n \frac{\text{Cash Flow}_i}{(1+r)^i}}{\text{Initial Investment}}$$

$$PV_1 = \frac{3,500,000}{1.15} = 3,043,478.26$$

$$PV_2 = \frac{3,500,000}{1.15^2} = 2,646,501.97$$

$$PV_3 = \frac{3,500,000}{1.15^3} = 2,301,305.19$$

$$PV_4 = \frac{3,500,000}{1.15^4} = 2,001,135.82$$

$$PV_5 = \frac{3,500,000}{1.15^5} = 1,740,117.23$$

$$PI = \frac{11,732,538.47}{10,000,000} = 1.17$$

Using the same numbers I used in NPV, the project has an initial investment of \$10,000,000. The annual cash (in)flow is \$3,500,000 a year for five years. The required rate of return is 15%.

Finalized, the **Profitability Index is 1.2**, if I round to one decimal place. A ratio greater than one is a sign that the project will return financial benefits to SOL Motors.

Here is a graph from the Financial Measures Calculator for SOL Motors. Despite being well-funded, SOL Motors is a startup and must prioritize projects using these financial metrics, as resources are limited.

	A	B	C	D	E	F	G	H	I	J
1	Financial Measures Calculator for SOL Motors									
2										
3	SOL Motors is a pioneering startup in the automotive industry, specializing in the design, manufacture, and sale of electric hover vehicles (EHVs). The company has successfully raised \$500 million through a series of investments and contributions, with stakeholders requiring a 15% rate of return. SOL Motors' initial investment is \$10 million, with a steady cash flow of \$3.5 million annually for 5 years. The project's Net Present Value (NPV) is approximately \$1.7 million, with a Profitability Index (PI) of 1.2 and a payback period of 2.9 years.									
4										
5			Year 1	Year 2	Year 3	Year 4	Year 5			
6	Initial Investment	\$ 10,000,000								
7	Cash Flow		\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000			
8	Required Rate of Return	15%								
9										
10										
11										
12	Financial Measure	Description					Formula Used		Calculation Result	
13	Payback in Years	Equal to the initial investment divided by the annual cash flow. The shorter the payback period, the quicker an organization can achieve financial benefits.					If cash flow is consistent each year, formula =B6/annual cash flow. Otherwise, a more complex formula is used to calculate each year individually until the payback is determined.		2.9 years is the payback period for this project	
14	Net Present Value	Equal to the difference of the initial investment and the value of the cash flows over time considering a rate of return and the time value of money. A positive value is a sign the project will return financial benefits to the organization.					=B6+NPV(B8,C7:G7)		\$ 1,732,543 NPV for this project	
15	Profitability	Equal to the ratio of present value of cash flows to the initial investment. A ratio of greater than 1 is a sign that the project will return financial benefits to the organization.					=NPV(B8,C7:G7)/B6		1.2 Profitability Index for this project	





# **Project Charter**

## **Project Name:**

- ❖ SOL Motors Online Digital Strategy

## **Purpose:**

- ❖ The purpose of this project is to develop an online digital strategy and create a comprehensive marketing roadmap to attract and convert customers interested in purchasing electric hover vehicles (EHVs) through targeted advertising campaigns.

## **High Level Project Description:**

- ❖ This project aims to develop an online digital strategy to attract and convert customers interested in purchasing electric hover vehicles (EHVs). As part of a five-year marketing plan, the first year will focus on building a comprehensive marketing roadmap aligned with the customer journey. This roadmap will emphasize email, search and display advertising, social media, and content. The multi-channel approach will be periodically adjusted to align with the organization's evolving business goals, incorporating updated content, new keywords, and fresh display ads.

## **Objectives:**

- ❖ Allocate specific capital to high-performing channels.
- ❖ Develop the marketing roadmap within the first year.
- ❖ Establish marketing objectives for each channel.
- ❖ Define key performance indicators (KPIs) for each channel.
- ❖ Optimize return on investment (ROI) and return on ad spend (ROAS).

## **High Level Requirements:**

- ❖ Utilize third-party applications to implement the online digital strategy.
- ❖ Launch email newsletter and distribute content to subscribers.
- ❖ Research and apply search engine optimization (SEO) tactics for off-page, on-page, and technical optimization, including keyword research.
- ❖ Optimize creative displays to enhance brand awareness and drive customer conversions.
- ❖ Create and maintain social media accounts on popular platforms, generating engaging content.
- ❖ Build a passionate community around EHV and convert enthusiastic customers into brand advocates.
- ❖ Ensure a seamless customer journey leading to successful transactions.
- ❖ Educate potential customers with valuable EHV information through white papers.
- ❖ Maintain accurate EHV inventory and ensure products are available for pickup or delivery at online checkout.
- ❖ Continuously monitor and update the SOL Motors website to provide an exceptional user experience.
- ❖ Analyze and optimize marketing channel performance through ROI and ROAS using A/B testing.

# Schedule Milestones of Key Deliverables:

Milestones	Finish Date
Requirements defined	Jan 1, 2045
Approved funding allocated towards strategy	Jan 15, 2045
SEO strategy initiated on company website	Feb 1, 2045
Social media accounts created	Feb 15, 2045
Search ads launched with defined keywords	Mar 1, 2045
Display ads created and launched with remarketing	Mar 15, 2045
Company email newsletter launched with subscription CTA (Call-To-Action)	Apr 1, 2045
Content generated and shared through social media and newsletters	Apr 15, 2045
All campaign data streamlined into actionable analytics	May 15, 2045
Landing pages created featuring company white paper	Jun 15, 2045
Customer feedback collected from online forms	Aug 1, 2045
Marketing channel KPIs updated	Aug 15, 2045
Marketing channel objectives updated	Aug 15, 2045
Company website UX updated with new content and keywords	Sep 1, 2045
Holiday campaign strategy initiated	Oct 1, 2045
Campaign ROI and ROAS reexamined	Nov 1, 2045
Marketing roadmap for year 2 outlined	Dec 1, 2045
Project team officially on holiday break	Dec 23, 2045
Customer feedback incorporated (Happy New Year!! 🎉)	Jan 2, 2046



## **Resources --**

### **Budget:**

- ❖ The project budget is capped at \$10,000,000.
- ❖ The budget must cover:
  - Costs of all subscribed third-party applications for data collection and actionable insights.
  - Development and maintenance of proprietary technology on cloud servers for database retrieval, analytics, and intelligence.
  - Website management expenses.
- ❖ Assumption: The sales department, existing sales staff, and customer service costs are excluded from this project's budget.

### **Personnel:**

- ❖ Project Manager with at least 5 years of experience in digital marketing with knowledge of information systems.
- ❖ SEO Analyst with a minimum of 2 years of experience.
- ❖ Email Marketing Specialist with at least 2 years of experience.
- ❖ Online Community Manager with a minimum of 2 years of experience with strong social media marketing skills.
- ❖ Paid Search Coordinator with at least 2 years of experience.
- ❖ Content Specialist with a minimum of 2 years of experience, must provide a portfolio of previous work.

### **Procurement/Materials:**

- ❖ Cloud servers
- ❖ Productivity and collaboration tools
- ❖ Monthly and yearly subscriptions for third-party platforms and applications

**Overall Project Risks:**

Category	Description
Schedule	❖ Delays in meeting project milestones due to unforeseen issues in implementing SEO strategies, setting up social media accounts, and generating content.
Budget	❖ Budget overruns due to higher-than-expected costs of third-party applications, cloud services, and marketing tools.
Profitability	❖ Failure to achieve the desired return on investment (ROI) and return on ad spend (ROAS) due to ineffective marketing strategies.
Technical	❖ Technical issues such as inadequate internet connectivity, software malfunctions, and hardware failures.
Organizational	❖ Lack of cohesion and coordination among team members, leading to inefficiencies in project execution.
External	❖ External factors such as changes in market conditions, regulatory changes, and competition.

**Project Manager, Project Stakeholders, and Sponsors:**

Name	Role	Responsibilities
SOL Motors Owner	Project Sponsor	<ul style="list-style-type: none"><li>❖ Support the Project Manager.</li><li>❖ Resolve key project issues.</li><li>❖ Enable the success of project deliverables.</li></ul>
Id PM	Project Manager	<ul style="list-style-type: none"><li>❖ Manage all project elements, including the project plan, schedule, budget, and scope.</li><li>❖ Ensures marketing campaigns and activities run on schedule and budget.</li><li>❖ Ensure all project objectives are met.</li></ul>
Marketers	Project Team	<ul style="list-style-type: none"><li>❖ Collect, analyze, and interpret data to make informed decisions.</li><li>❖ Create the customer journey and set campaign benchmarks.</li><li>❖ Ensure the online digital strategy is efficient and profitable.</li><li>❖ Focus on customer satisfaction to gain and retain loyal customers.</li><li>❖ Promote products and services through digital channels.</li></ul>
Premium Customers	Stakeholders	<ul style="list-style-type: none"><li>❖ Facilitate purchases via the company website or application.</li><li>❖ Provide feedback on EHV functionality and maneuverability improvements.</li><li>❖ Provide feedback</li></ul>

## **Project Approval Requirements and Exit Criteria:**

- ❖ The Company Owner (Project Sponsor) will provide the final approval on the completion of the online digital strategy.
- ❖ The project will meet the following exit criteria in order to be closed:
  - Online digital strategy roadmap is created and is ready for use on year 2.
  - The customer journey is solidified and conversion funnel is optimized including the checkout stage.
  - Each campaign on each marketing channel can be measured.

## **Project Sponsor Approval:**

- ❖ The Company Owner: *Signature* Date: 1/1/2045



The background is a solid orange color. In the center, there is a faint, stylized illustration of a whiteboard. On the whiteboard, there are several rectangular boxes containing text in Cyrillic script, such as 'УПРАВЛЕНИЕ', 'ОБЩЕСТВО', 'БЕЗОПАСНОСТЬ', and 'ПЕДАГОГ'. There are also some arrows and a star on the whiteboard. Overlaid on the whiteboard are four large, dark orange arrows pointing towards the corners of the image. In the center of the image, over the whiteboard, is the text 'Requirements Traceability Matrix' in a bold, white, sans-serif font. The word 'Matrix' is underlined.

# Requirements Traceability Matrix

# Requirements Traceability Matrix:

Category	#	Requirements	Priority (MoSCoW)	Objectives	Deliverable	Test Case	Delivered/ Accepted
Functional	F1	Office space must accommodate the marketing team with adequate tables and chairs.	Must Have	Complete all project activities and marketing	Setup	Office size, # of tables and chairs	Project Sponsor Approval
	F2	The Project Sponsor (Company Owner) requires a list of confirmed team members.	Should Have	Complete all project activities and marketing	Personnel	Names and IDs requested by due date	Project Sponsor Approval
	F3	Workspace must have uninterrupted internet connectivity.	Must Have	Complete all project activities and marketing	Setup	ISP type, quality, and speed	Project Sponsor Approval
	F4	A break room must be provided for the team to rest, recharge, and connect with colleagues.	Could Have	Complete all project activities and marketing	Setup	Room size, # of snacks and games	Project Sponsor Approval
Project	P1	All deliverables must meet the Project Sponsor's requirements and specifications.	Must Have	Cumulative conversions and prospective sales orders	Project Management Plan	Project Sponsor approval of requirements and WBS	Project Sponsor Approval
	P2	Complete all marketing activities within budget.	Must Have	Within budget	Pjct Mgmt Plan	Actual costs vs planned costs	Project Sponsor Appr
	P3	Identify project risks and implement response plans as part of the project scope.	Must Have	Cumulative conversions/sales orders	Project Management Plan	High priority risks have mitigation plans	Project Manager Approval
	P4	Utilize third-party platforms/apps to provide campaign metrics for benchmarking.	Must Have	Cumulative conversions/sales orders	Project Management Plan	Third party enterprise agreements signed	Project Manager Approval
	P5	Schedule monthly communication meetings with the Project Sponsor to review project progress.	Must Have	Meet objectives within schedule and budget	Project Management Plan	ROI metrics, meeting minutes, status reports	Project Manager Approval

Category	#	Requirements	Priority (MoSCoW)	Objectives	Deliverable	Test Case	Delivered/ Accepted
Quality	Q1	Minimum of all marketing objectives and KPIs reached.	Must Have	Marketing objectives and KPIs reached	Sales and Conversions	Incorporate lessons learned, deliverables on schedule	Project Sponsor Approval
	Q2	All project deliverables meet requirements without issues or rework.	Must Have	Meet objectives within schedule and budget	Sales and Conversions	Issue and rework tracking of all deliverables	Project Sponsor Approval
Business	B1	No liability exposure to the Project Sponsor.	Must Have	No litigation, no false advertising	Third party agreements	Contract indemnification	Project Manager Approval
	B2	Project Sponsor spends no time preparing reports.	Must Have	Prospective sales follow up	Third party agreements	Third party agreement signed	Project Manager Approval
	B3	Project Sponsor spends no more than 1 hour meeting to align marketing objectives with business goals.	Must Have	Prospective sales follow up	Setup	Third party agreement signed	Project Manager Approval
	B4	Project Sponsor schedules prospective sales follow up meetings.	Should Have	Prospective sales follow up	Cleanup	Follow-up sales material, meetings scheduled and confirmed	Project Sponsor Approval

## Version Control:

Document Version #	Approval Date	Modified By	Section, Page(s) and Text Revised
1.0	Jan 1, 2045	Id PM	Original Requirements Approved by Project Sponsor

The background of the slide features a blurred image of a silver pen resting on a document with horizontal lines. The entire image is covered with a semi-transparent orange overlay. Centered on this background is the title 'Project Scope Statement' in white, bold, sans-serif font. The word 'Statement' is underlined with a white horizontal line.

# **Project Scope Statement**

## **Scope Description:**

The purpose of this project is to develop an online digital strategy and create a comprehensive marketing roadmap to attract and convert customers interested in purchasing electric hover vehicles (EHVs) through targeted advertising campaigns. This roadmap will guide the organization's five-year online digital strategy, enabling the marketing team to build and optimize their efforts. A successful marketing roadmap will achieve several key objectives and KPIs, including:

- ❖ Completing all project activities and marketing goals.
- ❖ Creating a seamless customer journey with a strong conversion funnel.
- ❖ Establishing cumulative conversions and prospective sales orders.
- ❖ Meeting all objectives within budget and on schedule.

## **Acceptance Criteria for the Project Activities:**

- ❖ Funding for the online digital strategy is approved and allocated.
- ❖ Adequate office space is provided for the team.
- ❖ All software and hardware equipment is ready for use.
- ❖ No delays from third-party platforms and apps affect the project.
- ❖ All primary marketing channels are established.
- ❖ The budget for the online digital strategy does not exceed \$10,000,000.
- ❖ Costs must be minimized while maximizing conversions.
- ❖ The company website must be monitored and optimized.
- ❖ The conversion funnel, including the checkout stage, must be closely monitored.

## **Project Deliverables:**

- ❖ **Project Plan:** Documented and approved by the Project Sponsor by January 1, 2045, including:
  - Project Organization Chart
  - Project Scope Statement
  - Work Breakdown Structure (WBS)
  - Project Budget
  - Project Schedule
  - Project Risk Plan
  - Project Communications Plan
  - Project Quality Management Plan
  - Project Procurement Plan
  - Project Stakeholder Management Plan
- ❖ **Funding:** Approved and allocated towards the online digital strategy by January 15, 2045.
  - Budget Approval: Project Sponsor signs off on the required budget.
  - Office Space: Provided for the project team.
  - Equipment: Hardware and software available for team use.
- ❖ **Marketing Channels:** All approved and streamlined for use by April 1, 2045.
  - SEO Strategy: Implemented on the company website.
  - Social Media Accounts: Created.
  - Ads Launch: Search ads and display ads (with remarketing) launched.
  - Email Newsletter: Launched with a subscription CTA.
- ❖ **Campaign Data:** Collected for actionable analytics by May 15, 2045.
  - Future Campaign Predictions: Developed for increased customer engagement.
  - Conversion Optimization: Identified areas for maximizing conversions.
- ❖ **Customer Feedback:** Collected from online forms by August 1, 2045.
- ❖ **ROI and ROAS Analysis:** Conducted by November 1, 2045.
  - Benchmarking: KPIs and objectives compared against benchmarks.
- ❖ **Year 2 Marketing Roadmap:** Outlined by December 1, 2045.
- ❖ **Holiday Break:** Project team breaks for the holidays by December 23, 2045.



**Exclusions:**

- ❖ The sales department is not part of the project team.
- ❖ The EHV assembly plant is not located in the same building as the project team.
- ❖ The project does not involve any coding or software engineering.

**Change Management Plan: Change Control Process:**

The scope will be managed, monitored, and controlled using the Work Breakdown Structure (WBS), which provides a hierarchical representation of all activities required to meet the project objectives, deliverables, and performance requirements. Any changes, whether initiated externally by the client or internally by the project team, will require a Change Order (see [Appendix A](#)).

Once submitted, the Change Order will be logged in the Change Control Log. The Project Manager and Change Control Board will review, approve, reject, or defer the order. For any approved Change Order, the project team must assess its impact on the overall project schedule, budget, performance requirements, and risks.

**Change Control Board:**

The Change Control Board is responsible for reviewing any Change Orders raised during the project. Below is the list of Change Control Board members and their authority to approve or reject Change Orders --

Change Control Board Member	Authority
Project Manager	Create, review, approve, reject or defer any Change Order
Project Sponsor	Create, review, approve, reject or defer any Change Order
Project Team	Create and review Change Orders
Project Stakeholders	Create and review Change Orders

**Appendix A - Change Order Form:**

The following document will be used as a Change Order for any required changes to the project.

Project Name: <b>SOL Motors Online Digital Strategy</b>		Date:
Project Manager: <b>Id PM</b>		
Person Requesting the Change:		
Project Email:		Requester Phone:
Description of Proposed Change:		
Reason for Proposed Change:		
Impact if Change is not made:		

To be completed by the Change Control Board and Project Manager.

Change Order #:		Review Date:
Analysis Requires? Analysis Estimate: Analysis Findings:		<b>Yes or No</b>
Change Status: <b>Approved / Rejected / Deferred</b>		
Approvals: Project Manager Change Control Board		
Project Impact: Scope Schedule Budget Risks		
Comments:		

# Version Control:

Document Version #	Approval Date	Modified By	Section, Page(s) and Text Revised
1.0	Jan 1, 2045	Id PM	Original Scope Statement Approved by Project Sponsor

# **Work Breakdown Structure (WBS) and Activity List**



Activities	Predecessor Activities
<u>1. SOL Motors Online Digital Strategy Project</u>	
1.1. Project Plan	
1.1.1. Document the Project Organization Chart	none
1.1.2. Document the Project Scope Statement	1.1.1.
1.1.3. Document the Project WBS	1.1.2.
1.1.4. Document the Project Budget	1.1.3.
1.1.5. Document the Project Schedule	1.1.3.
1.1.6. Document the Project Risk Plan	1.1.3.
1.1.7. Document the Project Communications Plan	1.1.3.
1.1.8. Document the Project Quality Management Plan	1.1.3.
1.1.9. Document the Project Procurement Plan	1.1.3.
1.1.10. Document the Project Stakeholder Management Plan	none

1.2. Setup	
1.2.1. Setup proper office space, hardware	
1.2.2. Install proprietary software, marketing technology	
1.3. Talent	
1.3.1. Find talent with marketing skill set	
1.3.2. Interview talent	
1.3.3. Hire talent to project team	
1.4. Third Party Agreements	
1.4.1. Identify third party platforms needed	
1.4.2. Obtain price quotes	
1.4.3. Select third party platforms	
1.4.3.1. Confirm third party platforms meet requirements	
1.4.4. Contract with third party platforms	

1.5. Online Strategy	
1.5.1. Complete remaining setup	1.2.2.
1.5.2. Identify and define target market	1.2.2.
1.5.3. Analyze customer journey plan	1.2.2.
1.5.4. Identify best marketing channels	1.2.2.
1.5.5. Setup marketing objectives and KPIs	1.2.2.
1.5.6. Analyze ROI and ROAS	1.2.2.
1.5.7. Optimize conversion funnel, checkout stage	1.2.2.
1.5.8. Setup holiday campaign strategies	1.2.2.
1.5.9. Conduct review of all online setup	1.5.1., 1.5.2., 1.5.3., 1.5.4.,
1.5.10. Conduct Project Monitoring and Control	1.2.2.



1.6. Closing	
1.6.1. Campaign data is turned actionable analytics	1.5.
1.6.2. Customer feedback collected	1.5.
1.6.3. Marketing pipeline created	1.5.
1.6.3.1. All channels, campaigns, and activities streamlined	
1.6.3.2. Customer engagement is amplified	
1.6.3.3. Conversion funnel is broadened	
1.6.4. Marketing roadmap for year 2 outlined	1.5.
1.6.5. Document lessons learned	1.5.
1.6.6. Confirm follow-up meeting with Project Sponsor	1.6.5.
1.6.7. Conduct Project Closing	1.6.6.

# **Risk Register and Response Plans**

Here is the Risk Register and Response Plans graph for SOL Motors.

- ❖ **Risk Identification:** The process of documenting any risks that could keep an organization or program from reaching its objective.
- ❖ **Risk Analysis:** Examining how project outcomes and objectives might change due to the impact of the risk event.
- ❖ **Risk Strategy and Response:** A proactive plan to identify, assess, and respond to potential risks before they impact the project.

SOL Motors | Risk Register and Response Plans

SOL Motors   Risk Register and Response Plans												
Risk Identification			Risk Analysis				Risk Strategy and Response		Contingency			
Risk ID	Risk Description (Identify event and impact)	Status	Probability	Impact	Ease of Detection	RPN	Strategy	Response Plan	Impact (in dollars)	Probability	Total	
1	A member of the project team is terminated and is off the project.	closed	3 - may or may not occur	2 - not significant	3 - may or may not detect	18	Accept	We will accept that the risk may occur and decide not to take any preventative action (no response plan will be provided).	\$ 12,000	50%	\$ 6,000	
2	The chief product is underperforming and accruing bad reviews online.	open	3 - may or may not occur	4 - significant	3 - may or may not detect	36	Mitigate	The management of the organization's chief product is beyond this project's scope. However, we will mitigate accruing bad reviews online through proactive community management.	\$ 2,000	50%	\$ 1,000	
3	Metrics for a marketing channel are not being recorded from a third-party platform.	open	4 - likely	3 - may or may not be significant	2 - easy	24	Mitigate	We will mitigate this risk by maintaining regular communication with third-party platform representatives to ensure our campaign efforts are properly recorded.	\$ 900	75%	\$ 675	
4	The Project Sponsor (Company Owner) becomes ensnared in a highly controversial issue affecting campaigns and community engagement.	closed	2 - not likely	2 - not significant	1 - definite detection	4	Mitigate	We will change campaign copy for a more personable approach and actively engage with the community on online forums and platforms.	\$ 2,000	25%	\$ 500	
5	Lack of unique and valuable content is resulting in low email subscription numbers.	closed	3 - may or may not occur	2 - not significant	2 - easy	12	Accept	We will accept that the risk may occur and decide not to take any preventative action (no response plan will be provided).	\$ 200	50%	\$ 100	
6	High costs are affecting the ROI and ROAS.	closed	3 - may or may not occur	3 - may or may not be significant	2 - easy	18	Mitigate	We will review the chosen keywords and campaigns. Additionally, we may cut costs on a larger scale within the marketing plan to prevent financial losses.	\$ 2,000	50%	\$ 1,000	
7	The organization's proprietary cloud servers dedicated to the project team's use are malfunctioning.	open	2 - not likely	2 - not significant	3 - may or may not detect	12	Transfer	Troubleshooting the proprietary cloud servers' software is beyond the project team's scope. This risk will be transferred to either an internal or external engineering team for resolution.	\$ -	25%	\$ -	
8	The checkout stage in the conversion funnel has a high number of customer abandonments.	open	4 - likely	4 - significant	2 - easy	32	Mitigate	We will utilize an advanced analytics platform, with the budget allowing for the enterprise version. This makes us a high-priority client, ensuring collaborative problem-solving with the platform's team if issues arise.	\$ 2,500	75%	\$ 1,875	
9	The project goes over budget.	open	1 - won't happen	1 - no impact	1 - definite detection	1	Mitigate	It is unlikely the project will go over budget as the organization has hired a highly skilled Project Manager to lead a team of seasoned marketers known for producing results.	\$ -	0%	\$ -	
10	A pungent stench of microwaved seafood fills the break room.	closed	5 - definite	5 - severe	5 - impossible to detect	125	Mitigate	We will take preventative action by putting up signs in the break room and discussing the issue during project team outings to reduce the impact and/or probability of this risk occurring.	\$ 25	100%	\$ 25	



# **Quality Management Plan**

## Quality Management Plan --

The Quality Management Plan, a part of the Project Plan, ensures deliverables meet stakeholder requirements and project objectives while maintaining efficiency. It includes Quality Metrics, Project Reviews, and Project Audits.

### Quality Metrics:

Quality Metrics ensure the project and its deliverables meet stakeholder objectives and standards using objective measures. They must cover Schedule Performance, Cost Performance, and Scope Performance, with defined allowable variances. Metrics staying within these limits indicate satisfactory performance, while deviations require corrective actions. The table below details the Quality Metrics for this project's lifecycle.

Metric / Measure	Description	Allowable Variance Limits
Schedule Date vs. Actual Date (start & finish): Jan 1, 2045 (start), Dec 23, 2045 (finish)	Planned activity completion vs. Actual activity completion	5% Variance
Milestone achievement: Milestones completed within schedule	Planned milestone date vs. Actual milestone date	5% Variance
Schedule Performance Index (SPI): 1.1	Earned value Schedule Performance Index (EV/PV): \$8,000,000/\$7,200,000	$SPI \geq 0.9$ and $\leq 1.1$
Cost Performance Index (CPI): 1.2	Earned value Cost Performance Index (EV/AC): \$8,000,000/\$6,500,000	$CPI \geq 0.9$ and $\leq 1.1$
Cost Variance (CV): \$1,500,000	Earned value Cost variance (EV-AC): \$8,000,000 - \$6,500,000	$\pm 10\%$ of planned cost
Schedule Variance (SV): \$800,000	Earned value Schedule variance (EV-PV): \$8,000,000 - \$7,200,000	$\pm 10\%$ of planned schedule
Estimate at Completion (EAC): \$8,166,666	Earned value Estimate at Completion ((BAC-EV)/CPI)+AC: \$10,000,000 = BAC	$\pm 10\%$ of original budget
Requirements Test Acceptance	Requirements traceability: Test case executed w/o defects	0 Defects
Deliverables customer acceptance	Requirements traceability: Deliverables accepted/approved	100% Acceptance

**Project Reviews:**

The Project Reviews section outlines reviews to monitor and control project and product quality, focusing on quality metrics, risks, issues, and changes. The table below details the Project Reviews for this project’s lifecycle, which should also be included in the communication plan and activities list.

Project Review	Description	Quality Control	Actions: Verified deliverables, Corrective Actions or Change Orders
Management Reviews	Project is under budget, ahead of schedule. and performing better than expected!	CPI: 1.2 CV: \$1,500,000 EAC: \$8,166,666	Verified Deliverables
Team Reviews	Marketing goals and KPIs are met. Third party platforms promptly responding to issues. Microwaved fish in the break room still an issue.	SPI: 1.1 SV: \$800,000 EAC: \$8,166,666	Verified Deliverables
Customer Reviews	Customers are blown away and excited by new hover vehicles!	0 Defects 100% Acceptance	Verified Deliverables
Post Project Reviews	Project performed well. Management and team pleased with results. Conversions well above satisfactory.	0 Defects 100% Acceptance EAC: \$8,166,666	Verified Deliverables

**Project Audits:**

Project Audits, conducted by an external team, review project methods, processes, and performance to recommend improvements. These audits are scheduled throughout the project's lifecycle, as detailed in the table below.

<b>Project Audit Timing (Project Phase)</b>	<b>Scope of the Audit (what will the audit include)</b>	<b>Participants</b>
Start of Planning Phase	<b>Review of Project Charter and approach for Planning</b>	Project Manager and select project team members
End of Planning Phase	<b>Review Planning elements before baseline</b>	Project Manager and select project team members
25% through Execution Phase	<b>Review of monitor and control metrics and project performance</b>	Project Manager and select project team members
50% through Execution Phase	<b>Review of monitor and control metrics and project performance</b>	Project Manager and select project team members



The background is a solid orange color with a faint, semi-transparent image of office communication tools. It includes a rotary telephone, a modern push-button telephone, a smartphone, and some papers with a pen, all slightly out of focus.

# **Communication Plan**

### Communication Plan:

The Communication Plan outlines all communication methods, including meetings and other mechanisms, to meet the needs of all stakeholders. It details the information to be shared, its frequency, methods, and responsible parties, covering items like status reports, meetings, risk reports, issues, change orders, and performance data.

Item / Topic	Description / Purpose	Audience	Responsible	Frequency	Mechanism / Media
Team Meetings	A scheduled meeting of the project team to discuss project topics.	Project Manager Project Team	Project Manager	Monthly	Personally Videoconference
Project Status Report	A concise update on the project's progress and current state.	Project Manager Project Sponsor Stakeholders	Project Manager	Monthly	Personally Email
Project Audit Report	To provide data-driven insights and recommendations to help project managers and stakeholders make informed decisions.	Project Manager Project Sponsor Stakeholders	Project Manager	Quarterly	Videoconference Email
Project Final Report	To evaluate how the project was executed and whether it met its goals.	Project Manager Project Team Project Sponsor Stakeholders	Project Manager	Annually	Personally Videoconference Email
Issues	Identifying problems or challenges that may arise during the project and affect its objectives, scope, quality, schedule, or budget.	Project Manager Project Team	Project Manager	Bi-Weekly	Email

Item / Topic	Description / Purpose	Audience	Responsible	Frequency	Mechanism / Media
Risks	Managing unexpected events or conditions that can have a positive or negative effect on the project's objectives.	Project Manager Project Sponsor	Project Manager	Bi-Weekly	Email
Quality Metrics & Performance	To review and assess the performance, progress, and success of the project to ensure that its deliverables meet or exceed defined standards.	Project Manager Project Team Project Sponsor	Project Manager	Monthly	Videoconference Email
Test Performance	To evaluate how the project performs in terms of responsiveness and stability under a particular workload.	Project Manager Project Team	Project Manager	Semimonthly	Email
Management Reviews	Regularly evaluate the project based on its purpose and goals, and review performance data to ensure alignment with quality objectives and key measures.	Project Manager Project Team	Project Manager	Quarterly	Videoconference Email

Item / Topic	Description / Purpose	Audience	Responsible	Frequency	Mechanism / Media
Customer Reviews	To track specific metrics to ensure the project produces desired results and implement changes to improve performance.	Project Manager Project Team Project Sponsor Stakeholders	Project Manager Project Sponsor Stakeholders	Quarterly	Videoconference Email
Supplier Performance	To optimize supplier performance, minimize risk, and ensure alignment with project needs to secure the best value from supplier relationships.	Project Manager Project Team	Project Manager	Monthly	Videoconference Email

### Version Control:

Document Version #	Approval Date	Modified By	Section, Page(s) and Text Revised
1.0	Jan 1, 2045	Id PM	Original Communication Plan Approved by Project Sponsor

The background of the slide is a solid orange color. Overlaid on this background is a faint, semi-transparent image of a calculator and a document with handwritten notes. The calculator is positioned on the left side, and the document with notes is on the right side. The text is centered in the middle of the slide.

# **Status Report**

w/ Earned Value Analysis Calculator



# SOL Motors | Risk Register and Response Plans

R=Red=Corrective  
Action required

Y=Yellow=Corrective Action Taken

G=Green=No corrective  
action required

## Project Status Report

Project Name:				SOL Motors Online Digital Strategy				Overall Project Status:		R/Y/G		Status Date:		January 1, 2045	
Project Manager:				Id PM				Project Phase:		Planning					
Client:				Sol Motors				Project Sponsor & Key Stakeholders:		Company Owner and Investors, Customers					
Project Description								Key Issues		Response Strategies		R/Y/G		Critical Resource Needs	
<p>The purpose of this project is to develop an online digital strategy and create a comprehensive marketing roadmap to attract and convert customers interested in purchasing electric hover vehicles (EHVs) through targeted advertising campaigns.</p> <p><b>Accomplishments since last report</b></p> <ul style="list-style-type: none"><li>- Achieved an NPV of \$1,732,543 and a PI of 1.2, ensuring strong financial returns.</li><li>- Developed a first-year marketing roadmap focused on email, search and display advertising, social media, and content.</li><li>- Launched key marketing channels, including SEO, social media, search and display ads, and an email newsletter.</li></ul>								<p>- Pungent smell of microwaved fish occupying the break room!</p> <p><b>Key Risks</b></p> <p>- Schedule milestone dates could be missed due to delays in collecting data from third-party applications.</p> <p>- The chief product is underperforming and accruing bad reviews online.</p> <p>- The checkout stage in the conversion funnel has a high number of customer abandonments.</p>		<p>We will take preventative action by putting up signs in the break room and discussing the issue during project team outings to reduce the impact and/or probability of this risk occurring.</p>		<p>- Urgently need to hire an SEO Analyst, Email Marketing Specialist, Online Community Manager, Paid Search Coordinator, and Content Specialist to avoid delays and ensure quality.</p> <p>- Critical to ensure uninterrupted internet and set up office space with necessary hardware and software to maintain productivity and progress.</p> <p>- Timely procurement and subscription to essential third-party applications are needed to gather and analyze data; delays could impact decision-making and strategy.</p>			
														Success Criteria for the Period Ahead	
Project Milestones				<p>- Hire an SEO Analyst, Email Marketing Specialist, Online Community Manager, Paid Search Coordinator, and Content Specialist, each with 2+ years of experience.</p> <p>- Ensure uninterrupted internet connectivity and adequate office space with necessary hardware and software.</p> <p>- Subscribe to third-party applications for data collection and insights, and maintain proprietary technology on cloud servers.</p>		<p>- We will mitigate this risk by maintaining regular communication with third-party platform representatives to ensure our campaign efforts are properly recorded.</p> <p>- The management of the organization's chief product is beyond this project's scope. However, we will mitigate accruing bad reviews online through proactive community management.</p> <p>- We will utilize an advanced analytics platform, with the budget allowing for the enterprise version. This makes us a high-priority client, ensuring collaborative problem-solving with the platform's team if issues arise.</p>		<p>- Conduct training sessions on project management tools and software to ensure the team is proficient in using them for planning, tracking, and reporting project progress.</p> <p>- Implement regular communication and team-building exercises to improve interpersonal skills, enhance team cohesion, and ensure effective collaboration.</p> <p>- Invite industry experts to share insights and best practices on emerging trends and technologies in the automotive and digital marketing sectors.</p> <p>- Offer opportunities for further professional development, such as attending conferences, seminars, or advanced training programs, as a reward for high-performing team members.</p> <p>- Introduce monthly awards for outstanding performance, recognizing individuals who exceed expectations and contribute significantly to the project's success.</p>							
Milestone	Baseline Finish Date	Actual Finish Date	R/Y/G							Team Development Plan/Needs					
Requirements defined	1/1/2045	1/1/2045	R/Y/G	Budget		(in dollars)		R/Y/G							
Approved funding allocated towards strategy	1/15/2045	1/15/2045	R/Y/G	Original Baseline for total Project (BAC)		\$ 10,000,000.00									
SEO strategy initiated	2/1/2045	2/1/2045	R/Y/G	Planned Costs to Date (PV)		\$ 7,200,000.00									
Company email newsletter launched	4/1/2045	4/1/2045	R/Y/G	Actual Cost to Date (AC)		\$ 6,500,000.00									
All campaign data streamlined into actionable analytics	5/15/2045	5/15/2045	R/Y/G	Earned to Date (EV)		\$ 8,000,000.00									
Landing pages created featuring company white paper	6/15/2045	6/15/2045	R/Y/G	Cost Variance (EV-AC)		\$ 1,500,000.00		R/Y/G							
KPIs/Objectives updated	8/15/2045	8/15/2045	R/Y/G	Cost Performance Index (EV/AC)		\$ 1.23		R/Y/G							
Holiday campaign strategy initiated	10/1/2045	10/1/2045	R/Y/G	Estimated Cost to Complete (ETC)		\$ 1,625,000.00		R/Y/G							
Campaign ROI and ROAS reexamined	11/1/2045	11/1/2045	R/Y/G	Estimated Cost at Completion(EAC)		\$ 8,125,000.00		R/Y/G							
Marketing roadmap for year 2 outlined	12/1/2045	12/1/2045	R/Y/G	Schedule Variance (EV-PV)		\$ 800,000.00		R/Y/G							
Project team on holiday break	12/23/2045	12/23/2045	R/Y/G	Schedule Performance Index (EV/PV)		\$ 1.11		R/Y/G							
Customer feedback incorporated	1/2/2046	1/2/2046	R/Y/G	<p>The project has identified several risks, such as potential delays due to data collection from third-party applications, budget overruns due to system malfunctions, and technical issues like weak internet connections impacting the cloud infrastructure. Addressing these risks proactively with mitigation plans is crucial to avoiding disruptions and ensuring the project stays on track.</p>											
Approved Change Orders	Cost Impact	Schedule Impact	R/Y/G												
n/a			R/Y/G												
n/a			R/Y/G												
n/a			R/Y/G												

# **Post Project Review**



# **Post Project Review Report --**

## **Project Name:**

SOL Motors Online Digital Strategy

## **Brief Description:**

The project aims to develop a comprehensive online marketing roadmap to attract and convert customers for electric hover vehicles (EHVs) through targeted advertising campaigns. The project will implement various strategies, including email subscriptions, search and display advertising, social media, and content generation, as part of a five-year marketing plan. The first year focuses on building the roadmap aligned with the customer journey and continuously optimizing it to meet evolving business goals.

## **Project Objectives:**

- ❖ Allocate capital to high-performing marketing channels.
- ❖ Develop and implement the marketing roadmap within the first year.
- ❖ Establish and monitor key performance indicators (KPIs) for each marketing channel.

## **Project Benefits:**

- ❖ The project will develop a comprehensive online marketing strategy that enhances customer engagement through various digital channels, including social media, email, and content marketing.
- ❖ By aligning the marketing roadmap with the customer journey and optimizing the conversion funnel, the project aims to significantly improve conversion rates, leading to higher sales of electric hover vehicles.
- ❖ The project is expected to deliver strong financial returns with a Net Present Value (NPV) of \$1,732,543 and a Profitability Index (PI) of 1.2, ensuring that the investment meets and exceeds stakeholder expectations.

# Project Performance:

Metric / Measure	Final Project Metrics
Schedule Date vs. Actual Date (start and finish)	<i>Schedule Date:</i> Jan 1, 2045 (start), Dec 23, 2045 (finish) <i>Actual Date:</i> Jan 1, 2045 (start), Dec 23, 2045 (finish)
Planned Budget	\$10,000,000
Actual Costs	\$6,500,000
Milestone Achievement	Milestones completed within schedule, within 5% Variance
Schedule Performance Index (SPI)	1.1
Cost Performance Index (CPI)	1.2
Cost Variance (CV)	\$1,500,000
Schedule Variance (SV)	\$800,000
Requirements Test Acceptance	Test case executed w/o defects, 0 defects
Deliverables Customer Acceptance	Deliverables accepted/approved, 100% Acceptance

## **Project Challenges:**

- ❖ Personnel Hiring Delays
- ❖ Technical Infrastructure Issues
- ❖ Data Collection Delays
- ❖ Budget Overruns
- ❖ Internet Connectivity Problems
- ❖ Team Cohesiveness
- ❖ Inventory Management
- ❖ Customer Feedback and Adaptation
- ❖ Risk Mitigation
- ❖ Marketing Channel Optimization

## **Project Lessons Learned:**

- ❖ Success in Meeting Financial Metrics --
  - *The project performed well financially, staying under budget with a Cost Performance Index (CPI) of 1.2 and a Cost Variance (CV) of \$1,500,000.*
- ❖ Effective Risk Management --
  - *Identifying and addressing risks, such as potential data collection delays and technical issues, helped maintain project stability and progress.*
- ❖ Customer Engagement --
  - *Customer feedback was very positive, with no defects reported and a high level of acceptance, indicating strong satisfaction with the project outcomes.*
- ❖ Team Coordination Issues --
  - *There were challenges in maintaining team cohesiveness and experience, which sometimes led to inefficiencies in project execution and a less structured customer journey.*
- ❖ Technical Infrastructure Challenges --
  - *Ensuring uninterrupted internet connectivity and adequate hardware and software setup proved difficult at times, impacting team productivity and project timelines.*

## **Recommendations For Future Projects:**

- ❖ Streamline Hiring Process --
  - *Ensure timely hiring of key personnel to avoid delays in project execution.*
- ❖ Enhance Internet and Technical Infrastructure --
  - *Guarantee uninterrupted internet connectivity and adequate technical infrastructure to maintain productivity.*
- ❖ Implement Proactive Risk Management --
  - *Develop and continuously update risk response plans to address potential project disruptions effectively.*
- ❖ Regularly Review and Optimize Budget --
  - *Monitor budget closely and implement cost-saving measures to avoid overruns.*
- ❖ Improve Team Cohesiveness --
  - *Foster a collective team environment to enhance project efficiency and performance.*
- ❖ Ensure Timely Procurement of Tools --
  - *Expedite procurement processes for essential third-party applications and tools.*
- ❖ Optimize Communication Plans --
  - *Enhance communication strategies to ensure all stakeholders are informed and aligned throughout the project.*
- ❖ Regularly Update Marketing Strategies --
  - *Continuously analyze and optimize marketing strategies based on performance data and market trends.*
- ❖ Conduct Frequent Project Audits --
  - *Schedule regular audits to review project methods, processes, and performance for ongoing improvements.*
- ❖ Focus on Customer Feedback Integration --
  - *Collect and integrate customer feedback effectively to refine the customer journey and improve product offerings.*

**Post Project Review Survey:**

The post-project review survey collects feedback from the project team and stakeholders.  
Consolidate the scores into a final summary report to identify best practices and areas for improvement.  
Surveys can be submitted anonymously to encourage honesty and openness.

**Performance Scale:** 0 - Not Applicable; 1 – Strongly Disagree; 2 – Disagree; 3 - Somewhat Disagree; 4 - Neutral; 5 – Somewhat Agree; 6 - Agree; 7 - Strongly Agree

Criteria 1	Performance 1							
	0	1	2	3	4	5	6	7
1. Project objectives were clear and understood by all involved								
2. Project objectives were met								
3. Project stakeholders were satisfied with the project results								
4. Project stakeholders have approved the final project results								
5. Project schedule was realistic to achieve								
6. Project budget was sufficient to meet the Schedule and Scope								
7. Project changes to the baseline were managed								
8. Risks were identified and managed								
9. Issues were identified and managed								

**Performance Scale:**

0 - Not Applicable; 1 – Strongly Disagree; 2 – Disagree; 3 - Somewhat Disagree; 4 - Neutral; 5 – Somewhat Agree; 6 - Agree; 7 - Strongly Agree

Criteria 2	Performance 2							
	0	1	2	3	4	5	6	7
10. Key Stakeholders were engaged and involved throughout the project								
11. Project communications including regular status reviews were conducted								
12. Project communications met the needs of the project team and stakeholders								
13. The right project team and the right skills were engaged on the project								
14. The estimates were accurate and the team was given the necessary time to complete project activities								
15. The quality of the project and product/results met quality standards and acceptance criteria								
16. The project environment was supportive and collaborative								
17. Senior Management was supportive and facilitated project achievements								
18. The project team had access to the information needed to be successful								
19. The project team had the necessary training needed to be successful								
20. If applicable, suppliers performed as required/contracted								

**What were the most successful aspects of the project?**

*The project performed exceptionally well financially, staying under budget with a Cost Performance Index (CPI) of 1.2 and a Cost Variance (CV) of \$1,500,000. Effective identification and management of risks, such as potential data collection delays and technical issues, helped maintain project stability and progress. Additionally, customer feedback was very positive, with no defects reported and a high level of acceptance, indicating strong satisfaction with the project outcomes.*

**What could have been done to improve the success of the project?**

*Improving team cohesiveness and experience could have reduced inefficiencies in project execution and created a more structured customer journey. Additionally, ensuring uninterrupted internet connectivity and adequate hardware and software setup was challenging at times and impacted team productivity and project timelines. Addressing these issues proactively could have improved overall efficiency.*

**Version Control:**

Document Version #	Approval Date	Modified By	Section, Page(s) and Text Revised
1.0	Jan 1, 2045	Id PM	Original Post Project Review Report Approved by Project Sponsor



