INFO333 Group Report

Project Management Plan for Colesworth to Implement Afterpay

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Introduction

Colesworth is an Australian grocery store with a goal of 'making life easier for the customer' and is wanting to do so by extending their services. However, an appropriate project plan must be undertaken to ensure this service can be implemented successfully in the long term. To introduce this project plan, this section will outline the service chosen, give a purpose statement to the report, state our recommendation and outline the following report sections.

Colesworth has the ambition of extending their services and one of these services includes the integration of Afterpay into their points of sales. In order to be successful, implementing Afterpay will involve a thorough project management plan. Hence the aim of this report is to outline our proposed plan for implementing Afterpay by using the Extreme Programming (XP) agile project management framework. It is recommended Colesworth selects our Afterpay implementation plan due to our considerations of post-implementation requirements, our risk mitigation strategies which prioritise maintaining scope and due to Colesworth not having to take on all the risks by including Afterpay as a risk owner. Additionally, we highlight extra considerations Colesworth should make when executing this project which include a review of Colesworth's current resource capabilities, the need for conducting usability testing and analysing how Afterpay fits into Colesworth's long term strategy. In summary our project should be selected as our plan aims to maximise long term success by considering factors that will arise both during and after the implementation phase. Furthermore this report will outline our project plan and will discuss the background to the project, our topic and project management approach selection and along with the deliverables which will include: Scope/Requirements, Risk Register, Project Scheduling and budgeting, Project Stakeholder and Communication and finally a recommendation from the team to Colesworth on why the plan should go ahead.

In conclusion this report will not only outline the planning procedure for Colesworth's implementation of Afterpay but will also strongly recommend that this proposed plan should be undertaken with additional usability, resource capability and strategy considerations. By undertaking this project Colesworth will have an opportunity to 'make life easier for the customer' using their resources and budget as described in the following project background.

Project Background

The nature of the two businesses, Colesworth and Afterpay, need to be considered before approaching a plan for implementing Afterpay into Colesworth's payment systems. Similarly Colesworth has a number of requirements regarding how Afterpay is implemented which will impact their IT infrastructure and business processes. Hence the background information regarding Colesworth's business, Afterpay's business and how the two will be integrated will be discussed to give greater context to the project.

The company our project management plan is proposed for is Colesworth, a national food retailer with 3800 stores in Australia and focuses its business operations of 'making life easier for the customer' (University of Sydney, 2019). This corporate strategy is implemented through their IT infrastructure. As the contracted project managers, our goal is to help Colesworth achieve this by selecting a given topic, Afterpay, and planning the implementation of this service. Afterpay is a payment service that allows customers to pay off their purchase in fortnightly installments without interest. The integration of Afterpay would impact Colesworth's IT infrastructure including back end payment reconciliation and accounting as well as any point of purchase software and interfaces. Such points of purchase include self service, online, and in assisted checkouts. The initial trial will be in ten Sydney CBD Colesworth stores within six months of the project commencement and implemented nationally nine months after this trial. The budget for this project is $500 000 for the trial and $200 000 for the national rollout and Afterpay must pay 1.25% commission to Colesworth on all transactions (University of Sydney, 2019).

Hence Afterpay is a service that can change Colesworth's current purchasing system. In considering Colesworth's requirements towards Afterpay, it is clear that Afterpay can be a strong choice of project for Colesworth and the reasoning for why Afterpay is a strong choice is expanded on in the following section.

Project Topic Selection

Afterpay is a strong choice for Colesworth for a number of reasons. The main one is that it will greatly increase the ease of life for its customers by offering a more flexible payment scheme as described in the Background section. It will also give Colesworth a short term competitive advantage as not many other grocery retailers have implemented Afterpay into their stores.

Afterpay has been the topic chosen for the Colesworth project as it will be a high impact option for Colesworth to achieve its strategy to make life easier for its customers. Making life easier for the customer for Colesworth has two components - the first is to make purchases quick and efficient and the second is to make the purchasing process fit consumer current purchasing habits. Afterpay can address both of these components by being an efficient purchasing option,

allowing those who do not have enough money for full upfront payments to still buy groceries when they please. It also fits current purchasing habits as many consumers are familiar with using Afterpay at other retailers and Afterpay can be implemented in all points of purchase at Colesworth. Furthermore many retailers already use Afterpay however not many in the grocery businesses besides food delivery company YouFoodz. Therefore we believe Afterpay will not only increase customer ease of purchasing experience at Colesworth but will also allow Colesworth to set itself apart from its retail competitors in the grocery industry.

Hence Afterpay will provide an advantage to consumers both instore and online allowing them to make purchases even when they do not have the full money sum at the time of purchase. Not only will Afterpay be more efficient for customers but can also differentiate Colesworth from its competitors. Therefore Afterpay will be the topic of choice which will be implemented using XP, which is the selected project management approach.

Project Management Approach Selection

In order to implement Afterpay, an appropriate project management approach of XP was selected due to its flexibility and constant feedback from stakeholders. Similarly to how Afterpay can provide strong benefits to Colesworth's business, using XP will be advantageous to the planning of the project due to the changing scope of the Colesworth project.

The project management approach that was chosen for this project was XP and this was chosen due to its flexibility and processes that work closely with stakeholders. XP is able to easily accommodate for a changing scope due to the short iterations that it runs (Agile Alliance, 2019). As a result, there are iteration meetings at the beginning of each iteration that allow room for discussion on the current project and its scope. There are also review meetings at the end of every iteration and this gives an opportunity for the stakeholders to give their feedback. From this feedback, the project is able to be tailored to Colesworth's expectations of it as they have a closer involvement in the decision making.

Therefore it is clear the selection of XP will provide a strong feedback loop with stakeholders and allow for a project plan that fits closely with Colesworth's expectations. It will also allow for changes to be made after each iteration based on feedback. Hence using XP will define the structure for the scope and requirements as well as the proceeding deliverables outlined in this report.

Project Scope and Requirements

This segment describes our proposed project scope, requirements and respective deliverables with Afterpay and XP taken into consideration. It explores the accumulation of requirements and the analysis of these requirements through meaningful discussion with Colesworth, the main stakeholder at hand.

Through discussion with Colesworth we were addressed with multiple requirements relating to Colesworth's vision of the project. For Colesworth, its strategic focus is to *"make life easier for the consumer"* which has defined the requirements and scope. The requirements satisfies this goal by making the system functional for users, easy to use, and ensuring the system is secure. All of these factors will provide a usable system that will lead to higher satisfaction levels for Colesworths customers. The functionality of the system should include all normal Afterpay features including allowing consumers to pay in fortnightly installments using their card. These requirements were chosen to ensure flexible payment options and higher convenience for those who do not have a large sum of money to pay upfront. Refunds should also be easily accessible for the consumers, so that if they are unsatisfied with their groceries, they can request a refund and if accepted, process an immediate refund (or rollback if they are still in pending payment). The refund should only occur if the consumer has returned their product and one of the employees has accepted this refund request or if they request a refund online. Refunds as part of the Afterpay transactions will allow Afterpay to be as advantageous to customers compared to regular payment methods that allow refunds. The system will also need to be easy to use. This would mean that there will be help functions on the interface of the system to ensure that users do not get frustrated when using the system and are able to receive help immediately thereby reducing the possibility of making life harder for the users unintentionally. The final main user requirement is that Afterpay should be on all POS systems so that those wanting to use Afterpay do not have to make any major adjustments to their buying habits in regard to where they like to purchase (eg online, self service or checkout). Finally the system should be secure so that consumers do not have to worry about any fraudulent activities with their card details and be able to use Afterpay with the peace of mind that their private information is safe. Hence it is by these requirements, that if followed, the system will allow flexibility and convenience for its users, making *"life easier for the consumer"*.

Explicit requirements

Explicit requirements represent specifications that must be implemented for the system to function as intended. These relate to the functionality of the system.

1. Allow consumers to pay online after purchasing their groceries within fortnightly installments
2. The AfterPay will be usable for customers to pay using self service, assisted checkouts and online Colesworth shopping
3. The system must allow Afterpay employees to easily settle any outstanding balances

nightly
4. The system must be able to detect credit and fraud risks
5. The project should cost less than or equal to $500,000 during the trial
6. The system national rollout should cost less than or equal to $200,000
7. There must be training for staff members to use the system and this must take two weeks before deployment occurs
8. The system must be able to manage the back end systems for payment reconciliation and accounting
9. The service's pilot must be successful in ten stores initially in the Sydney CBD
10. The service should have a long term deployment for six months
11. The system must be able to manage approximately twenty thousand transactions per week
12. For the national rollout the system must be able to manage approximately sixty million transactions per week
13. The system must transfer 1.25% commission of each transaction to Colesworth

Implicit requirements

Implicit requirements are what the consumers expect from the outcome of the project. These relate to the usability, performance and security of the system.

1. The system should be fast enough such that transactions are processed within 15-30 seconds
2. System must be easy to use
3. Staff training should be easy to follow and by the end of the training, the staff should be equipped to use the system
4. System must be easy to maintain and repair, by doing:
    a. Weekly bug checks
    b. Allow users to file for bugs
    c. At most 24 hour downtime to repair bugs if there is any
    d. Have a backup system for the previous version if the new update has any critical bugs (i.e. the server crashes)
5. Employee (both Colesworth and Afterpay) access requires username and password
6. The security of the system should adhere to ISO 270002
7. After pay must be compatible with the current IT Infrastructure
8. The system should be able to allow transactions from different types of credit/debit cards

Conforming to the agile nature of XP, we present the requirements in the form of user stories which adheres to the following format: "As a *stakeholder*, I want *feature,* so that *reason*". The primary goal of the project is to ensure that stakeholders are fully aware of the expected deliverables. This can be achieved via user stories as requirements because user stories are very easy to read and allows the requirements to be stakeholder-centric. Therefore the requirements listed are formulated heavily from the information provided to us by Colesworth and these requirements were selected to best address all of the features Colesworth needs when implementing Afterpay.

User Stories

- As a consumer, I want the security of the system to adhere to the ISO 27002 so that I don't lose my money for unnecessary reasons.
- As an employee of Colesworth, I want Afterpay to assume all credit and fraud risk so that there is a decreased risk for Colesworth.
- As a consumer of Colesworth I want to be able to use the system at the cashiers, online, and for self service transactions so that I can use Afterpay at all points of transaction in the store.
- As an employee of Colesworth, I want there to be a trial of 50,000 online user to take place at the same time as the CBD in-store trial so that the system is sufficiently tested.
- As an employee of Colesworth, I want the trials to test the self-service, assisted checkout and online system so that the trial can cover all bases of the system.
- As an employee of Colesworth, I want the national rollout to include the online system as well as the in-store system so that many of the consumers can experience all aspects of the system.
- As an employee of Colesworth, I want the usage of Afterpay to be at least 20% of the transactions so that I can see that the system is being used.
- As an employee of Colesworth, I want the national weekly average of customer transactions to be sixty million so that I can see that the system is being used.
- As a customer, I want the system to be able to successfully complete my transactions both online and at Colesworth retailers so I can purchase my goods using card payment
- As a non-technical consumer, I want the Afterpay system to be easy to use and clear to understand so that I can save more time on paying.
- As an employee of Colesworth, I want the system to be able to handle large amounts of concurrent transactions so that consumers don't lose their money.
- As a consumer, I want to be able to refund products so that if I am unsatisfied with the product I have bought, I can return the product and get my money back.
- As an employee of Colesworth, I want the system to process transactions within 15-30 seconds so that there isn't a backlog of consumers waiting to pay for their goods
- As an administrator of the Afterpay system, I want to be able to access all employee's level of access, so that I may amend any access when someone is promoted or resigned
- As an administrator of the Afterpay system, I want the authority of modifying the data, so that I can do system maintenance regularly.
- As a customer with a disability, I want the system to have features that make Afterpay easier to use
- As a customer, I want the system to have help functions on the online and self-service interface so that I am able to quickly receive help in using the system when I need it.
- As a consumer, I want the system to recover 50% of the POS terminals in 5 minutes, 75% in 30 minutes and 100% in 1 hour during peak times so that I don't have to wait long to use the system.
- As a consumer, I want the self checkout and assisted checkout to be available during

store hours

- As a consumer, I want to be able to pay back the money in fortnightly installments so that I can pay back the money in time.
- As an administrator of the Afterpay system, I want to be able to view the system's history and transactions, so that I may keep track of the revenue of the business.
- As an employee of Colesworth, I want my password to be hidden so that unauthorized personals cannot view my password to login later on.
- As an employee of Colesworth, I want the consumers to be able to pay using various cards so that we can have a wide variety of consumers.
- As an administrator, I want to be able to shutdown the system, so that the system can avoid to take more risks after emergency situations.
- As an employee of Colesworth, I want Afterpay to pay us a commission of 1.25% of all transactions so that we can make profit
- As an employee of Colesworth, I want the training of all affected staff to be completed two weeks before deployment so that there are staff that know how to use the system during the trial.
- As the manager of Colesworth, I want the system to close at the end of the day so that I may get feedback from today's earnings
- As a stakeholder of Colesworth, I want to keep the budget of maintaining the Afterpay system low so it will provide more net profit.
- As the store manager, I want there to be sufficient documentation on how the processes of how Afterpay works so that I can refer back to them for future use and troubleshooting
- As a manager of a Colesworth store, I want a report on the system's monthly and annual transaction statistics so that I can monitor the system's usage and profits.
- As a financial manager of Colesworth, I want a report on every stores' monthly and annual transaction statistics from the system so that I can see the cash inflow into the business.

The scope of the project is presented using a Scope Statement. This statement includes the project justification, product characteristics, summary of project deliverables, requirements that are in scope and out of scope and the project success criteria.

Scope Statement

Project Title: Afterpay implementation plan for Colesworth **Date:** 10/05/19
Project Justification/Needs: The main goal of Colesworth is to make life easier for customers and this can be achieved through the implementation of Afterpay when it comes to payment. Afterpay will allow customers to pay online or instore in fortnightly installments and therefore, they are able to receive their product first when they need it and pay it off later.

Product Characteristics and Requirements:

Non Functional Requirements:

- The system should be fast enough such that transactions are processed within 15-30 seconds
- System must be easy to use so that consumers will understand how to use the system on their first try
- There must be training for staff members to use the system and this must take two weeks before deployment occurs
- Staff training should be easy to follow and by the end of the training, the staff should be equipped to use the system
- System must be easy to maintain and repair, by doing:
    - Weekly bug checks
    - Allow users to file for bugs
    - At most 24 hour downtime to repair bugs if there is any
    - Have a backup system for the previous version if the new update has any critical bugs (i.e. the server crashes)
- The system should have an average of around 20,000 transactions per week during the initial trial across ten stores.
- During the national rollout, there should be a weekly average of 60 Million transactions
- Security of the system should adhere to the ISO 27002
- After pay must be compatible with the current IT Infrastructure
- The service's pilot must be successful in ten stores initially in the Sydney CBD
- The service should have a long term deployment for six months
- Should have documentation on processes of Afterpay

Functional Requirements:

- The system should be able to allow transactions from different types of credit/debit cards
- Allow consumers to pay online after purchasing their groceries within fortnightly installments
- The Afterpay will be usable for self service, assisted checkouts and online Colesworth shopping
- The system must allow Afterpay employees to easily settle any outstanding balances nightly
- The system must be able to detect credit and fraud risks
- The system must be able to manage the back end systems for payment reconciliation and accounting
- The system must transfer 1.25% commission of each transaction to Colesworth

Summary of Project Deliverables

Project management-related deliverables:

- Requirements List (in the form of User Stories)
- Product Backlog
- Sprint Backlog
- Schedule (with MVP and Release Plan)
- Risk Register
- Stakeholder/ Communication Management Plan
- Scope Statement
- Budget

Product-related deliverables:

- Working system that allows consumers to pay in fortnightly installments
- Test results of the system

In Scope:

- As a consumer, I want the security of the system to adhere to the ISO 27002 so that I don't lose my money for unnecessary reasons.
- As an employee of Colesworth, I want Afterpay to assume all credit and fraud risk so that there is a decreased risk for Colesworth.
- As a consumer of Colesworth I want to be able to use the system at the cashiers, online, and for self service transactions so that I can use Afterpay at all points of transaction in the store.
- As an employee of Colesworth, I want there to be a trial of 50,000 online user to take place at the same time as the CBD in-store trial so that the system is sufficiently tested.
- As an employee of Colesworth, I want the trials to test the self-service, assisted checkout and online system so that the trial can cover all bases of the system.
- As an employee of Colesworth, I want the national rollout to include the online system as well as the in-store system so that many of the consumers can experience all aspects of the system.
- As an employee of Colesworth, I want the national weekly average of customer transactions to be sixty million so that I can see that the system is being used.
- As a customer, I want the system to be able to successfully complete my transactions both online and at Colesworth retailers so I can purchase my goods using card payment
- As a non-technical consumer, I want the Afterpay system to be easy to use and clear to understand so that I can save more time on paying.
- As an employee of Colesworth, I want the system to be able to handle large amounts of concurrent transactions so that consumers don't lose their money.
- As a consumer, I want to be able to refund products so that if I am unsatisfied with

the product I have bought, I can return the product and get my money back.
- As an employee of Colesworth, I want the system to process transactions within 15-30 seconds so that there isn't a backlog of consumers waiting to pay for their goods
- As a customer, I want the system to have help functions on the online and self-service interface so that I am able to quickly receive help in using the system when I need it.
- As a consumer, I want the system to recover 50% of the POS terminals in 5 minutes, 75% in 30 minutes and 100% in 1 hour during peak times so that I don't have to wait long to use the system.
- As a consumer, I want the self checkout and assisted checkout to be available during store hours
- As a consumer, I want to be able to pay back the money in fortnightly installments so that I can pay back the money in time.
- As an employee of Colesworth, I want my password to be hidden so that unauthorized personals cannot view my password to login later on.
- As an employee of Colesworth, I want the consumers to be able to pay using various cards so that we can have a wide variety of consumers.
- As an administrator, I want to be able to shutdown the system, so that the system can avoid to take more risks after emergency situations.
- As an employee of Colesworth, I want Afterpay to pay us a commission of 1.25% of all transactions so that we can make profit
- As an employee of Colesworth, I want the training of all affected staff to be completed two weeks before deployment so that there are staff that know how to use the system during the trial.
- As the manager of Colesworth, I want the system to close at the end of the day so that I may get feedback from today's earnings
- As a stakeholder of Colesworth, I want to keep the budget of maintaining the Afterpay system low so it will provide more net profit.
- As the store manager, I want there to be sufficient documentation on how the processes of how Afterpay works so that I can refer back to them for future use and troubleshooting
- As a manager of a Colesworth store, I want a report on the system's monthly and annual transaction statistics so that I can monitor the system's usage and profits.
- As a financial manager of Colesworth, I want a report on every stores' monthly and annual transaction statistics from the system so that I can see the cash inflow into the business.

Out of Scope:
- Being able to implement the system internationally
- Long term maintenance of the system
- Any upgrades to the system needed after a year of the national rollout

- Any hardware additions needed to implement Afterpay
- The system should be able to allow transactions from different types of credit/debit cards
- Cancellation of the Afterpay service
- System must be easy to maintain and repair, by doing:
    - Weekly bug checks
    - Allow users to file for bugs
    - At most 24 hour downtime to repair bugs if there is any
    - Have a backup system for the previous version if the new update has any critical bugs (i.e. the server crashes)

Project Success Criteria:
The outcome of the project should be a payment system where consumers are able to immediately receive their item and pay off the cost in fortnightly installments. This system should be in place at all points of transactions at Colesworth, that is, online, in store at cashiers and at self service checkouts. The security of the system should adhere to the ISO 27002 and if the system crashes, it should be able to recover 50% of the POS terminals in 5 minutes, 75% in 30 minutes and 100% in 1 hour during peak times. This should all be completed within the budget of $500,000 for the trial and $200,000 for the national rollout within the expected release date of 10 months from the start of the project.

To define the project characteristics, the requirements were split into two categories: non-functional requirements and functional requirements. This was achieved through looking at all the user stories and determining whether they were related to the performance and maintenance of the system or to the functional behaviour of the system. If it was the former, it would be placed under non-functional requirements, otherwise, it was placed under functional requirements. As our project management approach is XP, the project management related deliverables include documents such as a release plan and Minimum Viable Product (MVP) for the schedule as opposed to a Work Breakdown Structure (WBS) and Gantt Chart for a more traditional approach like Waterfall. For the requirements that are in scope and out of scope, this was decided through discussion with Colesworth in order to fully incorporate them into the project and as a result, tailor the project to their expectations of it. The project success criteria was written using the SMART criteria in order for it to be detailed and concise so that there is a clear guideline for when the project is completed and successful.

For this section, the requirements list and scope statement was presented and the methods on how they were created were discussed. This includes gathering the requirements and deciding the scope through communication with Colesworth as well as presenting the requirements in the form of user stories due to our project management approach of XP. The scope statement also includes elements of XP through the project deliverables containing a release plan and in order to identify whether the project is a success, a project success criteria was written using the

SMART technique. Following this section will be the Project Risk Register where the requirements and scope are analysed to see which aspects will contain risks that need to be considered.

Project Risk Register

The aspect of risk management is discussed in this section for the Afterpay system development. It aims to explain the work done during the risk management and how this aspect influences the project. The definition of risk in a project is different from the general one which means “the possibility of losing something of value”. When this uncertain condition or event happens, either a negative or positive effect may happen on the project (Hasan and Fekete, 2019, p. 5). The risk management is used to plan and make decisions with some uncertain situations in advance. Preparing and solving the risk is also an important way to maximize the interests of both parties. The following parts will discuss it in detail.

Risk Matrix

Probability				
	Rare	Low	Low	Medium
	Sometimes	Low	Medium	Medium
	Common	Low	Medium	Major
		Low	**Medium**	**High**
		Impact		

Risk Register

Risk ID	Risk Description	Risk Category	Impact	Probability	Risk Owner	Mitigation Strategy
1	Funds somehow lost i.e. stolen or miss transfer of funds	Financial	High	Rare	Team Leader	Have another bank account with some funding in case or secure your bank account

2	Colesworth decides to cut the budget during the implementation	Financial	High	Sometimes	Team Leader	Convince them that the money should not be cut, otherwise we will sacrifice quality or “unnecessary” parts of the product
3	Our budget is increased	Financial	High	Sometimes	Team Leader	Increase the scope or quality
4	Government decides to change their technology policies	Government	High	Rare	Team Leader	Try to get an exemption from the government otherwise have a backup plan
5	Leak of information on the project	Legal	High	Rare	Team Leader	Ensure that everyone signs a contract stating that no information shall be leaked outside of the project
6	A competitor releases a similar, better product during the implementation	Market	Medium	Rare	Team Leader	Improve your product based on the competitor’s
7	Afterpay gets positive public feedback i.e. awards won	Market	Low	Sometimes	Team Leader	Everyone becomes more motivated on the project to further bring out Afterpay good name

8	Colesworth decides to change the scope of the project	Partner	Low	Sometimes	Team Leader	Team Leader informs the member and advises the team member on the plan of doing the tasks
9	Colesworth decides to no longer support the project	Partner	High	Rare	Team Leader	Escalate to higher executives of Afterpay
10	Colesworth's scope is very well defined with no ambiguity	Partner	Medium	Rare	Team Leader	Make the release plan more detailed and accurate
11	A member being unable to complete their tasks due to personal issues	People	High	Common	Team Leader	Have someone else take over the tasks
12	Team member having conflicts with other members	People	Medium	Common	Team Leader	Mediator using his/her professional counselling skills resolves the conflict
13	Misunderstanding tasks and doing something irrelevant	People	Medium	Sometimes	Team Member	Check up regularly and give feedback
14	Someone part of the project decides to leave	People	Medium	Sometimes	Team Leader	Have slack in the schedule for other people to take over the tasks
15	Afterpay decides to hire more people for the project	People	High	Sometimes	Team Leader	Distribute workload even more or increase scope

16	Task taking longer than expected	Process	Low	Common	Team Leader	Create slack for the tasks which may highly likely take a large amount of time
17	Tasks takes faster than expected	Process	High	Sometimes	Team Member	Get more tasks done in the same time frame
18	Lack of knowledge in a particular task	Process	Low	Common	Team Member	Consult expert or do research
19	Computers decides to malfunction	Technology	Medium	Rare	Team Member	Backup regularly to GitHub
20	A function completed after a sprint being incompatible with Colesworth's current system	Technology	High	Rare	Team Leader	Do prior research before the project and discuss with Colesworth the current software functionality and whether they should change or not
21	Afterpay's system goes down	Technology	High	Sometimes	Afterpay	Afterpay assumes risks for Afterpay system issues. Colesworth should take out insurance in the event this occurs.

Risk Mitigation Plan

Risk ID	Risk	Risk Mitigation Plan	Secondary & Residual risks	Risk Mitigation Plan
11	A member being unable to complete their tasks due to personal issues	Team Leader should get someone else to take over the tasks. The Team Leader should identify which team member has the skills and knowledge that suits the tasks and someone who has a good level of motivation.	Task taking longer than expected	Create slack for the tasks which may highly likely take a large amount of time and inform colesworth
9	Colesworth decides to cut the budget during the implementation	Team Leader should convince them that the money should not be cut, otherwise we will sacrifice quality or “unnecessary” parts of the product. If Colesworth insists cut the budget, manager should tell the member to rearrange the plan and discover what part of project can be simplified and cut depends on the amount of budget.	None	None
15	Colesworth’s scope is very well defined with no ambiguity	Take advantage of the situation, make a plan on the tasks needed to do by creating a release plan that is more detailed to simplify even more on the scope of the project and then assign tasks to members.	Task takes faster than expected	Take advantage of the situation and allocate members additional work from future tasks. If the task finished early is at the end of the project, do final checks on all tasks to ensure it is at its best quality.

17	Tasks takes faster than expected	Take advantage of the situation and allocate members additional work from future tasks. If the task finished early is at the end of the project, do final checks on all tasks to ensure it is at its best quality.	Afterpay gets positive public feedback i.e. awards won	Everyone becomes more motivated on the project to further bring out Afterpay's good name
3	Our budget is increased	Plan A: The Team Leader and team can discuss with the stakeholders if there are any more extra features to be added to the scope. Plan B: We could use the extra money to hire more developers to complete the extra tasks. We could also hire more testers to test the code more thoroughly and as a result, deliver a higher quality product.	Afterpay decides to hire more people for the project	Distribute workload even more or increase scope

The risk register is a template to identify and manage the risk that a project may confront. It is constructed by nine attributes which are risk ID, risk description, risk category, impact, probability, risk owner and mitigation strategy.

We started with 8 different categories which are people, technology, government, partner, market, financial, process and legal to ensure we have covered every aspect in our project we may meet. We then considered the specific situation with the category as well as the risk owner for each case. Team brainstorming, research and drawing from past experiences are three ways we generated the risk cases. From this we decided the risk owners were decided to be team member who experiences the risk, group leader who takes responsibility of every issue that is related to the whole project or between team members and Afterpay if their system goes wrong. After that, impact and probability are defined for each case through comparison. After categorising each risk in relation to three levels of probability and three levels of impact, the most ideal levels of probability and impact were selected. Finally, the risk mitigation strategy is implemented for every case by the methods we used for producing the risks.

The risk matrix identifies the importance of a risk case by comprehensively considering the impact and probability. It can be more intuitive for both client and group members to have a clear version about how an assumed risk case performs in the project by putting this exact matrix in the risk management.

The secondary and residual risk is significant in risk management to help mitigate the possibility that certain risk strategies could have a negative influence on the project. Secondary risks are

risks that are created by a response to another risk. Although it may not have as much as an impact as primary risks, it can cause issues in the project if planning is not prepared appropriately. Hence it is important to consider both secondary and residual risks to ensure risk mitigation strategies are constructive and do not create negative consequences.

The risk of the risk mitigation plan should be mentioned as well. In the event of an extremely negative risk case where a member is unable to complete their tasks due to personal issues, and there are some other additional risk causing other group members to be unable to take over the person's task. As a result, the risk mitigation plan is only the reference for the situation. If there are uncertain events, another plan may be implemented for the best result of the case.

Project Schedule and Budget

This section will present the project schedule which includes the T Shirt Sizing Table where user stories have been assigned to their appropriate size, a dependency graph, a MVP and a release plan. It will also state the budget of the project and how the release plan will adhere to it. This budget will also take into account the previously discussed risks to ensure that any unplanned events will not cause the project to go over budget.

The T Shirt Sizing Table was created through first comparing each user story to another to see whether one was "larger" than another in a broad sense. As a result, we were able to place all of the user stories into three groups of small medium or large. To further define our T Shirt Sizes by their time and cost components we looked at each group separately and averaged their times and costs to give a range for each component. User story sizes were estimated using T Shirt Sizes which is based on relative sizing rather than exact numbers as this allows less room for error.

T Shirt Sizing Table

Time

Cost	1 - 2 weeks	2 weeks - 1 month	1 month+
Low	Small	Small	Medium
Medium	Small	Medium	Large
High	Medium	Medium	Large

Large

- As a consumer, I want the security of the system to adhere to the ISO 27002 so that I don't lose my money for unnecessary reasons.
- As an employee of Colesworth, I want Afterpay to assume all credit and fraud risk so that

there is a decreased risk for Colesworth.

- As a consumer of Colesworth I want to be able to use the system at the cashiers, online, and for self service transactions so that I can use Afterpay at all points of transaction in the store.
- As an employee of Colesworth, I want there to be a trial of 50,000 online user to take place at the same time as the CBD in-store trial so that the system is sufficiently tested.
- As an employee of Colesworth, I want the trials to test the self-service, assisted checkout and online system so that the trial can cover all bases of the system.
- As an employee of Colesworth, I want the national rollout to include the online system as well as the in-store system so that many of the consumers can experience all aspects of the system.
- As an employee of Colesworth, I want the usage of Afterpay to be at least 20% of the transactions so that I can see that the system is being used.
- As an employee of Colesworth, I want the national weekly average of customer transactions to be sixty million so that I can see that the system is being used.
- As an employee of Colesworth, I want the system to be built within a budget of $500,000 for the trial so that the system is profitable.
- As an employee of Colesworth, I want the system to be built within a budget of $200,000 for the national rollout so that the system is profitable.

Medium

- As a customer, I want the system to be able to successfully complete my transactions both online and at Colesworth retailers so I can purchase my goods using card payment
- As a non-technical consumer, I want the Afterpay system to be easy to use and clear to understand so that I can save more time on paying.
- As an employee of Colesworth, I want the system to be able to handle large amounts of concurrent transactions so that consumers don't lose their money.
- As a consumer, I want to be able to refund products so that if I am unsatisfied with the product I have bought, I can return the product and get my money back.
- As an employee of Colesworth, I want the system to process transactions within 15-30 seconds so that there isn't a backlog of consumers waiting to pay for their goods
- As an administrator of the Afterpay system, I want to be able to access all employee's level of access, so that I may amend any access when someone is promoted or resigned
- As an administrator of the Afterpay system, I want the authority of modifying the data, so that I can do system maintenance regularly.
- As a customer with a disability, I want the system to have features that make Afterpay easier to use
- As a customer, I want the system to have help functions on the online and self-service interface so that I am able to quickly receive help in using the system when I need it.
- As a consumer, I want the system to recover 50% of the POS terminals in 5 minutes, 75% in 30 minutes and 100% in 1 hour during peak times so that I don't have to wait long to use the system.

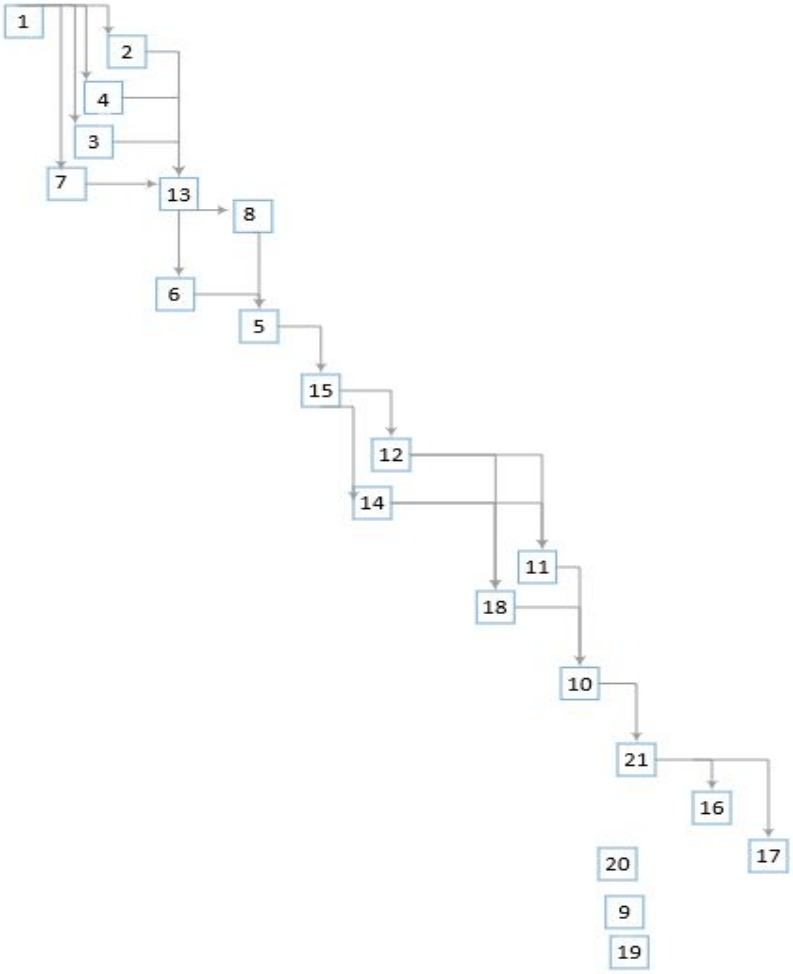
- As a consumer, I want the self checkout and assisted checkout to be available during store hours
- As the manager of Colesworth, I want the system to close at the end of the day so that I may get feedback from today's earnings
- As a stakeholder of Colesworth, I want to keep the budget of maintaining the Afterpay system low so it will provide more net profit.
- As a manager of a Colesworth store, I want a report on the system's monthly and annual transaction statistics so that I can monitor the system's usage and profits.
- As a financial manager of Colesworth, I want a report on every stores' monthly and annual transaction statistics from the system so that I can see the cash inflow into the business.

Small

- As a consumer, I want to be able to pay back the money in fortnightly installments so that I can pay back the money in time.
- As an administrator of the Afterpay system, I want to be able to view the system's history and transactions, so that I may keep track of the revenue of the business.
- As an employee of Colesworth, I want my password to be hidden so that unauthorized personals cannot view my password to login later on.
- As an employee of Colesworth, I want the consumers to be able to pay using various cards so that we can have a wide variety of consumers.
- As an administrator, I want to be able to shutdown the system, so that the system can avoid to take more risks after emergency situations.
- As an employee of Colesworth, I want Afterpay to pay us a commission of 1.25% of all transactions so that we can make profit
- As an employee of Colesworth, I want the training of all affected staff to be completed two weeks before deployment so that there are staff that know how to use the system during the trial.
- As the store manager, I want there to be sufficient documentation on how the processes of how Afterpay works so that I can refer back to them for future use and troubleshooting

In order to develop a release plan for the project, the user stories that would be in the MVP were chosen and the dependencies between these features were identified. Choosing which features would be in the MVP was done through looking at what was in scope using the Scope Statement from the section Project Scope and Requirements and discussing with Colesworth the most important features that should be implemented first. From this, we assigned the features with a priority and created a dependency graph to show which features needed to be completed before another. The release plan was then produced by placing user stories with a higher priority in earlier iterations as well as making sure that dependencies were being satisfied.

Dependency Graph



MVP (release date: 12/03/2020)

Node	User Story	Priority	Size
2	As a consumer, I want the security of the system to adhere to the ISO 27002 so that I don't lose my money for unnecessary reasons	Very High	Large
6	As an employee of Colesworth, I want Afterpay to assume all credit and fraud risk so that there is a decreased risk for Colesworth	High	Large
13	As a consumer of Colesworth I want to be able to use the system at the cashiers, online, and for self service transactions so that I can use Afterpay at all points of	High	Large

	transaction in the store		
20	As a consumer, I want the self checkout and assisted checkout to be available during store hours	Low	Medium
3	As a non-technical consumer, I want the Afterpay system to be easy to use and clear to understand so that I can save more time on paying	Very High	Medium
7	As an employee of Colesworth, I want the system to be able to handle large amounts of concurrent transactions so that consumers don't lose their money	Very High	Medium
10	As an employee of Colesworth, I want the system to process transactions with 15-30 seconds so that there isn't a backlog of consumers waiting to pay for their goods	Low	Medium
14	As an administrator of the Afterpay system, I want to be able to access all employee's level of access, so that I may amend any access when someone is promoted or resigned	Medium	Medium
15	As an administrator of the Afterpay system, I want the authority of modifying the data, so that I can do system maintenance regularly	Medium	Medium
11	As a customer, I want the system to have help functions on the online and self-service interface so that I am able to quickly receive help in using the system when I need it	High	Medium
1	As a customer, I want the system to be able to successfully complete my transactions both online and at Colesworth retailers so I can purchase my goods using card payment	Very High	Medium
21	As a consumer, I want the system to recover 50% of the POS terminals in 5 minutes, 75% in 30 minutes and 100% in 1 hour during peak times so that I don't have to wait long to use the system	Medium	Medium
4	As a consumer, I want to be able to pay back the	Very High	Small

	money in fortnightly installments so that I can pay back the money in time		
5	As an administrator of the Afterpay system, I want to be able to view the system's history and transactions, so that I may keep track of the revenue of the business	High	Small
8	As an employee of Colesworth, I want my password to be hidden so that unauthorized personals cannot view my password to login later on	High	Small
12	As an administrator, I want to be able to shutdown the system, so that the system can avoid to take more risks after emergency situations	High	Small
16	As an employee of Colesworth, I want there to be a trial of 50,000 online user to take place at the same time as the CBD in-store trial so that the system is sufficiently tested.	Low	Large
17	As an employee of Colesworth, I want the trials to test the self-service, assisted checkout and online system so that the trial can cover all bases of the system.	Low	Large
18	As the manager of Colesworth, I want the system to close at the end of the day so that I may get feedback from today's earnings	High	Medium
19	As a stakeholder of Colesworth, I want to keep the budget of maintaining the Afterpay system low so it will provide more net profit.	Medium	Medium
9	As a consumer, I want to be able to refund products so that if I am unsatisfied with the product I have bought, I can return the product and get my money back.	Low	Medium

The release plan has 5 iterations, each taking 2 months each. The length of the iterations were decided through including the higher priority features in the first iteration and looking at the velocity which was a total of 5 user stories of sizes being 1 large, 3 medium and 1 small. We then looked at the time these stories would take using the T Shirt Sizing Table and gave an appropriate time to finish all the stories in time, taking into account tasks that could be finished in

parallel. For the first iteration, user story 1 had to be completed before the others due to its dependencies and since it is of size medium, it would take 2 weeks to a month. The other stories could be completed in parallel and since user story 2 is of size large, this will take at least 1 month. Therefore, 2 months was found to be the appropriate length for the iteration.

The teams project velocity will be managed throughout the project by ensuring the number and size of completed user stories in each subsequent iteration is similar to the first. Therefore in order to maintain the current velocity the following iterations include user stories with a mixture of sizes that allow them to be completed in time. For the second iteration this included having 2 large and 2 small user stories which although are a lesser amount in terms of the number of user stories compared to the first iteration, there is one more large user story which allows the velocity to be maintained. Subsequent iterations maintain this velocity however, there may be changes to the velocity throughout the project due to unforeseen circumstances or potential risks having an adverse effect on the project completion. In this case there will be a team re-estimate of how many user stories should be completed in the next stage in order to create a usable product that adds additional value to any previous stages. Therefore by considering the project velocity in terms of consistent completion of user stories the team progress is able to be managed in the long term to provide a suitable product for Colesworth.

Release Plan

Iteration 1 (2 months)

- (2) Be a secure system (Large)
- (1) Complete transactions both online and in retailers (Medium)
- (4) Allow customers to pay in fortnightly installments (Small)
- (3) Allow the system to be easy to use for non technical customers (Medium)
- (7) System can now handle very large amounts of concurrent transaction (Medium)

Iteration 2 (2 months)

- (13) Have a working system both online and in store (Large)
- (6) An even more secure system which now assumes all credit and fraud risk (Large)
- (8) Allow employees to have hidden passwords (Small)
- (5) Allow administrators to be able to view the systems history and transactions (Small)

Iteration 3 (2 months)

- (14) Allow admins to have access to amending employee's level access (Medium)
- (12) Administrators able to shut down system for emergency situations (Small)
- (15) Allow administrators to be able to modify data for maintenance (Medium)
- (11) Have help functions on the system (Medium)
- (18) Able to shut down system to get feedback of the day's earnings (Medium)

Iteration 4 (2 months)

- (9) Allow customers to refund their goods at Colesworth (Medium)

- (10) Process transactions within 15-30 seconds (Medium)
- (21) Recovery if POS terminals fail should be reasonable (Medium)
- (19) Build the project within budget (Medium)

Iteration 5 - Finalizing stage (2 months)

- (16) Have 50000 users for the online trial (Large)
- (17) The trial should test all aspects of the system (self service checkout, assisted checkout and online) (Large)
- (20) The system should be available during store hours (Medium)
- System should now be 100% secure
- Resolve any crashes / bug fixes
- Get consumer and Colesworth feedback on the service

Budget

Given the set budget for this project a number of budget estimates in the form of T Shirt Sizings were produced. This section introduces how we conducted the budget estimates for the project with the given budget of $500 000 for the initial trial and $200 000 for the national rollout and how the budget will influence or benefit the process of our plan.

To develop the budget estimate for this project, it is necessary to take every aspect into consideration. The T Shirt Sizing Table we used helped us categorize every user story into a relatively accurate budget interval. It gives us a brief idea about how much it will cost to complete a large activity as well as for activities in other sizes. However, to get a more specific estimation, we need to take a close look into each activity. According to the MVP table and release plan, iteration 2 and iteration 1 will be the two most important implementation phases because most of the functional requirements will be finished during these two iterations. Consequently, these two stages costs more money than the others. Iterations 3, 4 and 5 are considered minor.

To produce the budget estimate, we need to consider not only the necessary expenses, but also the contingency reserves for any potential risks. During the implementation stage, approximately 20% of the budget for necessary activities will be reserved as emergency funds. This contingency measure aims to maintain a smoothly run project while some unforeseen accidents may happen. Each iteration will have its own emergency funds, and the emergency funds will be freed when the possibility of any risks happening has dropped under a considerably low level. This will allow the contingency reserves to not shrink the budget for actual operations, while it still protects the project from being damaged by any potential risks.

Producing the schedule and budget are fairly important processes for the whole project in the project management plan. We utilized our activity list (user stories) after applying T Shirt sizing, dependency graph, MVP table to produce the release plan for the project. Then the release plan

and risk register further helped to estimate the budget. In the near future, a more specific version of the project schedule and budget estimate will be developed as long as this project runs smoothly.

Project Communications/ Stakeholder Management Plan

Purpose

This section describes the Stakeholder and Communications management plan and the purpose of each. Since the purpose of the report is to outline the proposed plan for implementation, stakeholders heavily influence the direction of the project and therefore need to be considered throughout the project's duration.

One aspect of the plan is the Stakeholder Matrix. This is important since the matrix can help visually prioritise the stakeholders and to understand which stakeholder's goals are of more importance based off the stakeholder's level of importance. In particular, this will indicate what strategy is necessary to ensure each stakeholder's satisfaction with the project based on their level of interest and power (Roseke, 2019). Hence, the stakeholder matrix is included to understand which stakeholder's goals to prioritise and how to manage each stakeholder.

Another aspect of the plan is the Stakeholder Register. This is also important since the register further emphasises on specific stakeholders and its motivation on why they are important to the project. In particular, the sponsor (Colesworth) and the consumers of Colesworth should be highly attended to, since they are the reason the project has been initiated in the first place. Hence, this is why the Stakeholder Register exists as it will allow for greater understanding of the purpose of each stakeholder, and their significance in the project.

In conclusion, the Stakeholder and Communication management is an important aspect to the project, since they have the power to influence the direction of the project. Hence it is important to visualise which stakeholders should be of high priority and understand which stakeholder's goals most align with the project.

Stakeholder Matrix

The matrix is based off the conventional stakeholder matrix, except we have a "Medium" between "High" and "Low". Below defines the actions taken for the specific combination of influence and interest for each stakeholder and which stakeholder is categorised in which level of influence/interest:

High Influence, High Interest: Manage Closely
High Influence, Medium Interest: Keep satisfied and manage them moderately close
High Influence, Low Interest: Keep Satisfied
Medium Influence, High Interest: Manage moderately close and inform occasionally
Medium Influence, Medium Interest: Show consideration
Medium Influence, Low Interest: Satisfy and monitor occasionally

Low Influence, High Interest: Keep informed
Low Influence, Medium Interest: Monitor them moderately close and inform occasionally
Low Influence, Low Interest: Monitor them

Level of influence (power)	Low	Medium	High
High	• Suppliers	• Senior Management	• Sponsor (Colesworth) • Consumer of Colesworth • Project Manager • Project team member
Medium	• Media • Line Manager • Afterpay Shareholders		• Technician • Regulators • Project Testers
Low	• Consultants • Security of Colesworth • Competitors of Afterpay • Law Enforcement		• Colesworth Employees

Level of interest

Stakeholder Register

Below lists all the specific stakeholders which have an influence on the project. Key issues discuss the aspects of the project each stakeholder is most interested in or what ways they relate to the project.

Stakeholder Role/Group	Key Issues
Sponsor (Colesworth)	The deliverables and the final product of the system. Main stakeholder since they are the reason why the project exists in the first place and the ones who proposed it
Consumers of Colesworth	Output and how the system works and whether it is convenient. Another main stakeholder, since they are the end

	users of the project
Media	Impact of Afterpay on the community
Project manager	Team organization and how the project is progressing on
Project team member	The deliverables of the project and the success of the project
Senior Management	The outcome of the project and whether Colesworth is satisfied
Line Manager	Assigning human resources to the project
Regulators	Whether the project is ethical or not
Suppliers	Supplying any physical parts or software to the project
Project Testers	The correctness of the project
Consultant	The process of how the project works
Colesworth Employees	How the system will influence their workflow
Afterpay Shareholders	How profitable the system can be after it is in use
Security of Colesworth	How to judge if the consumer has paid or not or whether there is any fraudulent flaws in the system (i.e. can the users break the system such that they don't have to pay).
Technician	How they repair or maintain the system
Competitors of Afterpay	The pros and cons of this system. Ways in which they can improve the system.
Law Enforcement	Whether the system causes any legal disputes
Afterpay employees and representatives	They are the risk managers for handling the actual Afterpay transaction and any errors that may occur with the Afterpay system.

Communication Plan

The communication plan details how to communicate with the stakeholders. The "Medium" defines how the project team will communicate with the stakeholder to discuss the information in the "Contained information" column of the table whilst "Audience" refers to the stakeholder/group of stakeholder and "Frequency" is how often communication will be made to the given audience.

Communication Type	Medium	Audience	Frequency	Contained Information
Conversation	Face-to-face or through phone	Project team members	During the time the team is working on the project	Process that members are doing or going to do and the change should be made
Oral presentation	Face-to-Face	Colesworth CIO	Monthly	The process, future plan, conclusion what have been done before.
Status report	E-mail, Fax	Colesworth shareholders and executives and Afterpay executives	Every two weeks	The process, functions the system can perform now and the future plan
Meeting	Face-to-Face or through video meeting	Colesworth Representatives	Every week	Brief summary of the deliverable. What need to be improved or changed with the project
Group meeting	Business messaging platform or face-to-face	Project group	Weekly	The process, distribution and update of the project
Keynote Presentation	Organized public conference meeting	General public / potential users of Afterpay	Once, during the final stage of completion of Afterpay	Every key point that the system can perform
Questionnaire survey	Internet platform	Consumers of Colesworth	Once every couple of months, after the	Consumer's opinion on the system

			project is completed	
Emergency meeting	Face-to-face or through phone	Colesworth representatives and the project group	When some serious problem occurs of the system	How to solve that problem

Project Recommendation

There are a number of reasons that Colesworth should undertake our proposed project plan due to the benefits that the project will bring not only to Colesworth but to its stakeholders identified above. The main reason this project plan should be selected is because it aims to maximise long term success by considering factors that will arise both during and after the implementation phase. Additionally there are extra considerations we propose Colesworth should consider when implementing our project that will enhance Colesworth's chance of success when implementing Afterpay. The reasons for selecting this project will be discussed followed by the additional considerations we recommend Colesworth should make.

Overall we believe that Colesworth should undertake our project due to our well thought out requirements that extend into the long term after the project is implemented. The first long term consideration is the staff training program. Our requirements include documentation on how the system functions which will be the foundations of a subsequent training program. Whilst our project did not include a long term training service as it was out of scope, this documentation can not only help with staff training but also an understanding of the system when troubleshooting and to give the company knowledge to educate its customers on how to use the new system.

Additionally our project requirements also include a report creating function which generates monthly and annual reports for both managers of the Colesworth store and financial managers of Colesworth for many stores. This will allow Colesworth to monitor their sales and also their system usage in the long term and can be utilised to see cash inflow into the business and help with their accounting units. Therefore Colesworth should select our project not only for the in depth requirements stated for system implementation but also system maintenance and allowing the system to be used after it is deployed.

Colesworth should also undertake our project due to our risk mitigation strategies which prioritise maintaining the scope of the project even in the event of limited resources. We understand the importance of having a functional project that incorporates all of the features necessary for functionality and also for usability, therefore we plan to only minimise the scope in the absolute last course of action, after re-allocating the budget. However extremely large budget cuts that would result in an extremely compromising project deterioration is unlikely and therefore

Colesworth can choose our project plan knowing we will prioritise implementing the full functionality promised for the final project.

Furthermore we have allocated Afterpay as part risk owners for the project, to help alleviate the full risk falling on Colesworth should any technological compromisations occur. Such technological failures such as Afterpay's database going down or glitches in payment services when attempting to connect to the Afterpay database will be risks accepted by Afterpay and Colesworth will only be responsible for the technological risks involving integrating Afterpay into their current payment services. Similarly, Afterpay will be responsible in mitigating these risks. Since many companies in Australia have successfully been able to integrate Afterpay into their point of sales, this should not be a huge issue for Colesworth's checkout payments and instead the focus should be on integrating the service into Colesworth's points of purchase. By minimising the risk responsibility of Colesworth, Colesworth can better focus on implementing the software instead of having to manage Afterpay related problems.

It is recommended Colesworth selects our Afterpay implementation plan due to our considerations of post-implementation requirements, our risk mitigation strategies which prioritise maintaining scope and due to Colesworth not having to take on all the risks by including Afterpay as a risk owner. Additionally, we highlight extra considerations Colesworth should make when executing this project which include, a review of Colesworth's current resource capabilities, the need for conducting usability testing and analysing how Afterpay fits into Colesworth's long term strategy.

Despite the many advantages of choosing our project, there are some considerations Colesworth should make when implementing our proposed Afterpay project to ensure success in this venture. The first recommendation is we suggest Colesworth should review its current software, hardware and human resources to see if they have the capabilities to undertake this project in the long term. This would include considerations about long term maintenance to the system. Additionally, usability should also be a high priority to help Colesworth achieve their goal of making the lives easier for the customer. Whilst we have considered this out of scope, we believe it is a factor Colesworth should strongly consider when implementing Afterpay into their current points of purchase interfaces. This would include testing for usability for the consumers and of the point of sale staff working at Colesworth. Additionally Colesworth should consider how using Afterpay fits into their long term strategy. Particularly if Colesworth has a long term strategy of expanding internationally, Afterpay is currently an Australian company and is not available worldwide. Therefore we recommend analysing the success of Afterpay in stores nationally before considering if its implementation overseas would give Colesworth any significant competitive advantage.

Hence the focus on long term success as all the outlined considerations Colesworth should make are testimony to our thoroughness and attention to detail when planning this project. Therefore Colesworth should strongly consider our proposal in the aims of maximising long term success in their Afterpay implementation.

Conclusion

After discussing the project plan it is evident not only how to implement the Afterpay service but the benefits of implementing such a service in the manner we have proposed. To summarise, this section of the report will briefly state the context of the project, the project recommendation and some final statements on the next steps to take after the project.

In response to Colesworth's CIO announcing three new services to be upgraded or created in order for the business to grow by "making life easier for the customer", this report outlines the plan of how to best implement the Afterpay service. After selecting Afterpay and XP, our team has produced a set of deliverables to guide Colesworth towards success when implementing this new service. We recommended that Colesworth should consider undertaking our proposed plan for its consideration of long term strategy, particularly our well thought out requirements, risk mitigation strategies which prioritises scope and the guarantee that Afterpay will handle any Afterpay related errors and bugs to minimise Colesworth's responsibility of risk. The next step is to analyse Colesworth's current resource capabilities in areas of software, hardware and human resources to ensure that such a venture is feasible in the long term. After this analysis, should Colesworth select our project plan, Colesworth should make use of the deliverables contained in this report to implement Afterpay in an ordered and comprehensive manner.

In conclusion the project planning of the implementation of Afterpay is an important stage that will lay the foundations for success in the project. The deliverables outlined are valuable resources which will allow Colesworth to implement their project whilst considering any risks involved. Since this report has been written with the aim to maximise long term success, we hope Colesworth can see the value in our proposal and how the project plan will have benefits not only during implementation but also post implementation.

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