IS333 Assignment 2
Semester 1,2025

Implementing New Enterprise Resource Planning (ERP) System For ANZ Bank

Group 7

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1.0 Introduction

The Australian and New Zealand Banking Group Limited (ANZ Bank) is one of the biggest financial companies in the pacific region. Over 8 million people use the diverse range of services the bank provides. Due to its large scale of operation, ANZ has many automated and digital services and systems which it relies on to carry out its daily operations. Some of these systems are old and considered legacy systems. These systems were developed many years ago and have become increasingly more difficult to maintain. As a direct result of this, ANZ is unable to meet the demands of modern banking services and legal requirements.

The banking industry has changed rapidly over the years due to the rise of modern technology and globalisation. A general trend has been noticed as competitors move towards advanced technological systems to improve customer satisfaction and operational efficiency. ANZ bank recognises the need to remain competitive in the financial market by modernising its core infrastructure. Moreover, the bank has identified some key points in its current operation that it can improve upon, including limited scalability to allow for business growth and inefficiencies due to manual processing of data.

To address the problems, ANZ bank has decided to introduce a modern Enterprise Resource planning (EPR) system that streamlines its day-to-day operations, integrates into current systems with little to no change and provides a unified platform for growth in the future. The project represents a long term strategy of ANZ Bank to invest in its efficiency, customer satisfaction and position in the market.

This report will highlight the project's scope, risk management strategies, resources needed and timeline. Moreover, it will present a detailed work breakdown structure, cost management plan and change implementation approach to make sure the ERP system is implemented safely.

2.0 Project Charter

2.1 Project Title: Implementing New Enterprise Resource Planning (ERP) System For ANZ Bank

2.2 Overview

ANZ Bank plans to implement a purpose built ERP system designed to handle the diverse needs of the bank. The main purpose is to increase efficiency. The project includes looking into current systems deployed by ANZ Bank and how a new system will impact them all. Moreover, the project will eliminate the need for silos and implement a unified platform for all departments. The project will look into a suitable vendor for the new ERP system to replace the legacy system and integrate it with the core banking services.

2.3 Scopes and Objectives

The overall objective of the project is to increase efficiency of the bank, improve customer satisfaction and remove the high maintenance and error prone legacy systems. Moreover, the bank wishes to enhance its regulatory and compliance reporting. A detailed set of objectives are listed below

- Remove the dependency on several legacy and high maintenance systems in favor of a single ERP system
- Automate the current manual processes to improve operational efficiency.
- Allow for real-time analytics and report generation
- Stay inline with current legal requirements
- Decrease the amount of maintenance required to keep the systems operational
- Improved communication and collaboration between departments.

2.4 Conditions and Constraints

The project must be completed with a budget of $250000.00

The project must be completed within a time frame of 350 Days, starting on 2nd June, 2025

2.5 Milestones

Phase	**Milestone**	**Deadline**
Inception	Start project and assemble team	4th July 2025
Planning	Gather requirements	26th August 2025
Prototyping	Determine viability of various ERP systems	17th November 2025
Implementation	System configuration	23rd January 2026
Testing	User acceptance testing	3rd April 2026
Transition	System Deployment and user training	26th May 2026

2.6 Project Organization

Key members of the project are

1. Project Manager: Rudr Prasad
2. Business Analyst: Rishal Prasad
3. ERP Consultant: Ben Ryan
4. System Engineer: Shamal Prasad
5. Data Analyst: James Charles
6. QA Engineer: Ahad Ali
7. Training Specialist: Adam Snow

2.7 Project Manager Responsibilities

1. **Timeline management**: all tasks will need to be conducted on time. The project manager will ensure that the tasks start and finish as per the allocated time schedule.
2. **Resource Allocation:** the project manager is responsible for allocating resources and ensure the project is within the budget
3. **Stakeholder Management:** the project manager will ensure that all the stakeholders are kept updated about the ongoing projects

4. **Risk Management:** the project manager will identify potential risks and analyze in order to develop strategies to mitigate the risks.
5. **Scope Management**: its up to the project manager to ensure the projects remains in scope

2.8 Authorities

Full authority will be held by the project manager in order to identify tasks and resources necessary to complete the project. The project manager will also be responsible for resolving issues or conflicts that may arise.

2.9 Approvals

Chief Information Office

_____

Chief Financial Officer

_____

Chief Operations Office

_____

Chief Executive Officer

_____

3.0 Project Schedule

3.1 Work Breakdown Structure

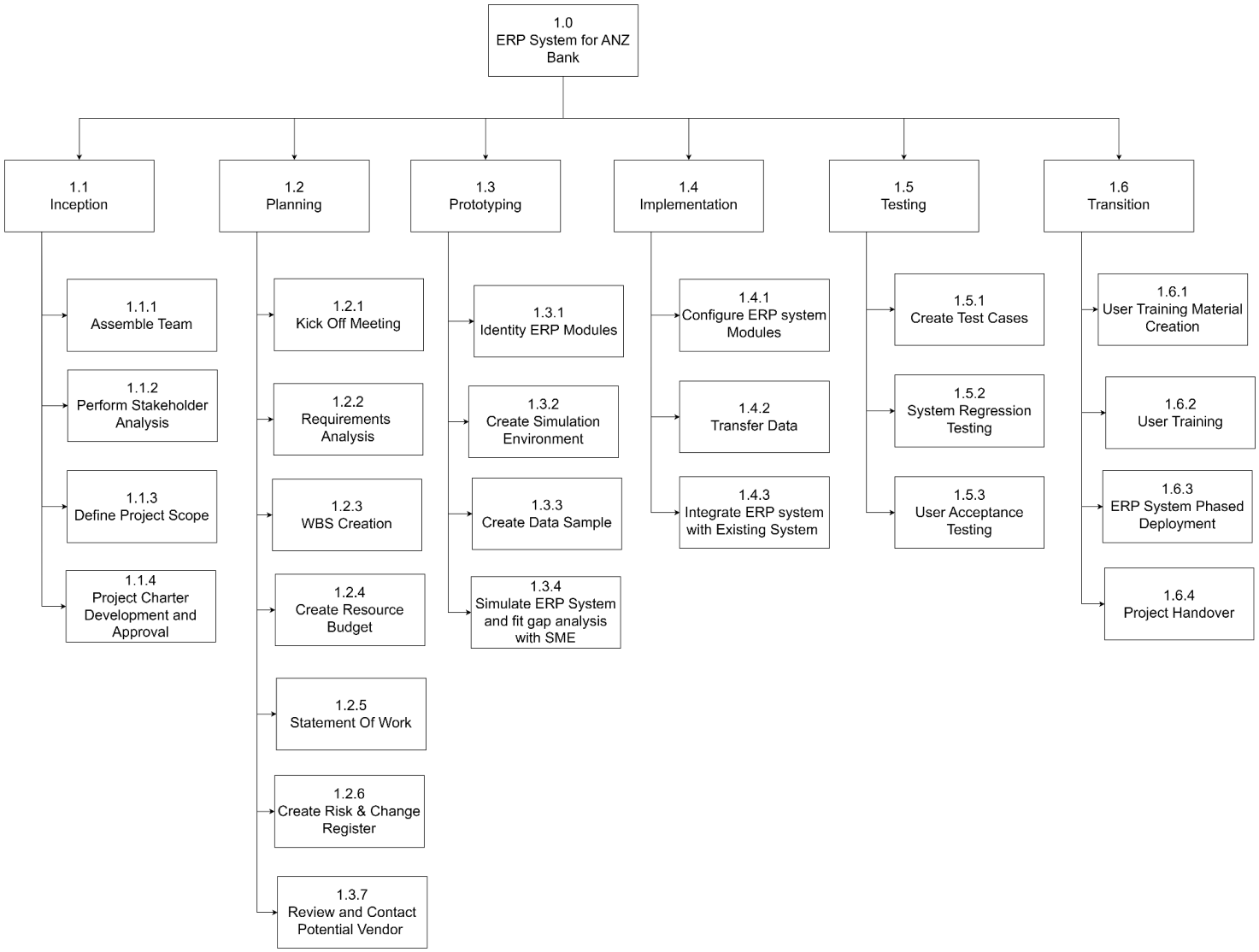
3.1.1 WBS Definition Table

Level	WBS Code	Element Name	Definition
1	1.0	ERP System For ANZ Bank	All the activities needed to implement the New ERP System for ANZ Bank.
2	1.1	Inception	
3	1.1.1	Assemble team	Involves identifying the skills and responsibilities needed to implement the new system and choosing members for the Kanban team to satisfy that needs in skill and can take on responsibility.
3	1.1.2	Perform Stakeholder Analysis	Identify all stakeholders and set up a meeting with the necessary stakeholders and subject matter experts to discuss and get the problem statement along with their needs and wants to determine the requirements of the system.
3	1.1.3	Define Project Scope	Based on the requirements gathered, define the goals, limitations and constraints of the ERP system for the project team.
3	1.1.4	Project Charter Development and Approval	Develop a document that formally authorizes the project and outlines its purpose, objectives, scope, crucial stakeholders and informs all interested parties with the information to ensure that everyone is on the same page. When everyone is in agreement of the project charter, the project manager can now officially begin the project
2	1.2	Planning	
3	1.2.1	Kick Off Meeting	First meeting to start off the project officially and delegate tasks to each member of the team.
3	1.2.2	Requirements Analysis	Analyse the needs and wants of stakeholders to determine what are functional requirements and what are non-functional requirements
3	1.2.3	WBS Creation	Create the WBS for the project to define the key deliverables and work package for each member of the project team.
3	1.2.4	Create Resource Budget	Determining the necessary resource needed for each activity in regards to equipment and materials that may need to be assigned to the project team members, as well as the associated cost per unit time frame.
3	1.2.5	Statement Of Work	A formal document that details specific details of a project activities, including the scope, deliverables, timelines, and requirements in a manner more detailed than the

			Project Charter.
3	1.2.6	Risk and Change Register	A document that holds the risk assessment and mitigation strategy and change management strategy for any change in scope. This is prepared after the risk and change committees are established and have conducted their analysis and review.
3	1.2.7	Review and Contact Potential Vendor	Approach various ERP system vendors and identify which ones sell or lease the system that fits the project requirements and fulfils its goals contact them to get more details from them.
2	1.3	Prototyping	
3	1.3.1	Identify ERP Modules	Determine the modules that are needed in the Project, and their relevant functionality to solve the problems currently being faced by the bank.
3	1.3.2	Create Simulation Environment	Setup an environment to benchmark the vendor ERP system to check whether the system could potentially solve the problem of ANZ bank. Place the simulation environment creation into a To-Do list for each individual ERP system that was selected to be suitable for the Bank. Place the simulation environment creation of current ERP into the Doing list and the already created environment into the Done list.
3	1.3.3	Create Data Sample	Create realistic data that replicate the information of the banking environment that could be feed into the vendor ERP system
3	1.3.4	Simulate ERP System and fit gap analysis with SME	Feed the sample data into the ERP system to check the performance of the system and to validate with experts whether it's worth investing into that particular vendor ERP system. If not, try another vendor ERP system. Place the ERP systems that are supposed to be simulated into a To-Do list, the current ERP system that is being simulated in the Doing list and the already simulated ERP system in the Done list.
2	1.4	Implementation	
3	1.4.1	Configure ERP System Modules	Setup the ERP system with the necessary modules as required by the bank and implement it in a way that it can easily adapt to the current bank system’s data. Informal tests are also conducted. List down all the modules for each department into a To-Do list. Move one module to the doing list to represent it is currently being worked on and once finished move it to the Done list.
3	1.4.2	Transfer Data	Transfer cleansed data from the legacy system into the new EPR system so that it can support the new systems data parameters.
3	1.4.3	Integrate ERP system with Existing System	New ERP system to be implemented and integrated with the existing Core Banking System and other various systems. Informal tests are also conducted.
2	1.5	Testing	
3	1.5.1	Create Test Cases	This will be used to determine if each function of each module operates properly. Identify possible test cases scenarios and move it to the To-Do list, from that list move

			it to Doing list and detail the test case, once done, move it to the Done list
3	1.5.2	System Regression Testing	The system's engineer tests the system's functionality to see if it meets all the requirements listed in the Statement Of Work. If there are any bugs, it is corrected and tested again. Identify the test cases that have been placed in the To-Do List, test it and move it to the Done list.
3	1.5.3	User Acceptance testing	The project team brings in actual users of the system to beta test it and verify its usability. Identify members from each Bank that need to perform the acceptance test and move them to the To-Do list, as they perform the acceptance test, move them to done.
2	1.6	Transition	
3	1.6.1	User Training Material Creation	Creation of user manuals, user training videos or training workshops to teach the employees of ANZ bank how to operate the system. Place the various training materials into the To-Do list, as it is being worked on, move it to the Doing list and then to the Done list once completed.
3	1.6.2	User Training	All employees are trained to be able to use the new system to maximize their performance and minimize inefficient use of the system. Identify the users of each branch that need to receive the training and place them on the TO-Do list, as they finish the training move them to the Done list.
3	1.6.3	ERP System Phased Deployment	System is released in selected branch(es), tested to check no issues have arised and then deployed branch by branch Arrange all the branches into the To-Do list, when the installation starts happening for a branch, move the branch to the Doing List and once the installation is completed, move the branch to the Done list.
3	1.6.4	Project Handover	The project comes to an end and is officially handed over to the client, the team disassembles.

3.1.2 WBS Graph

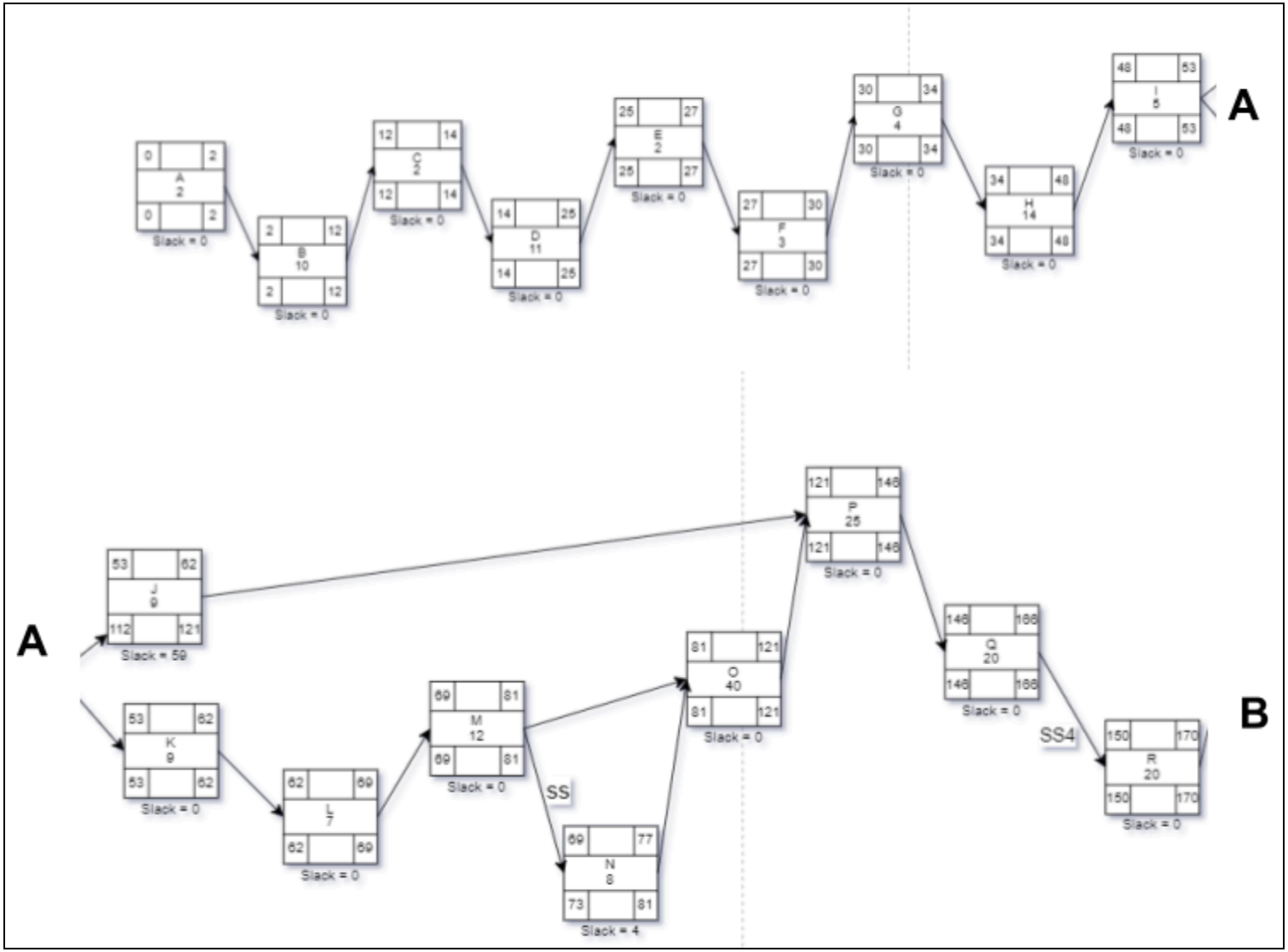


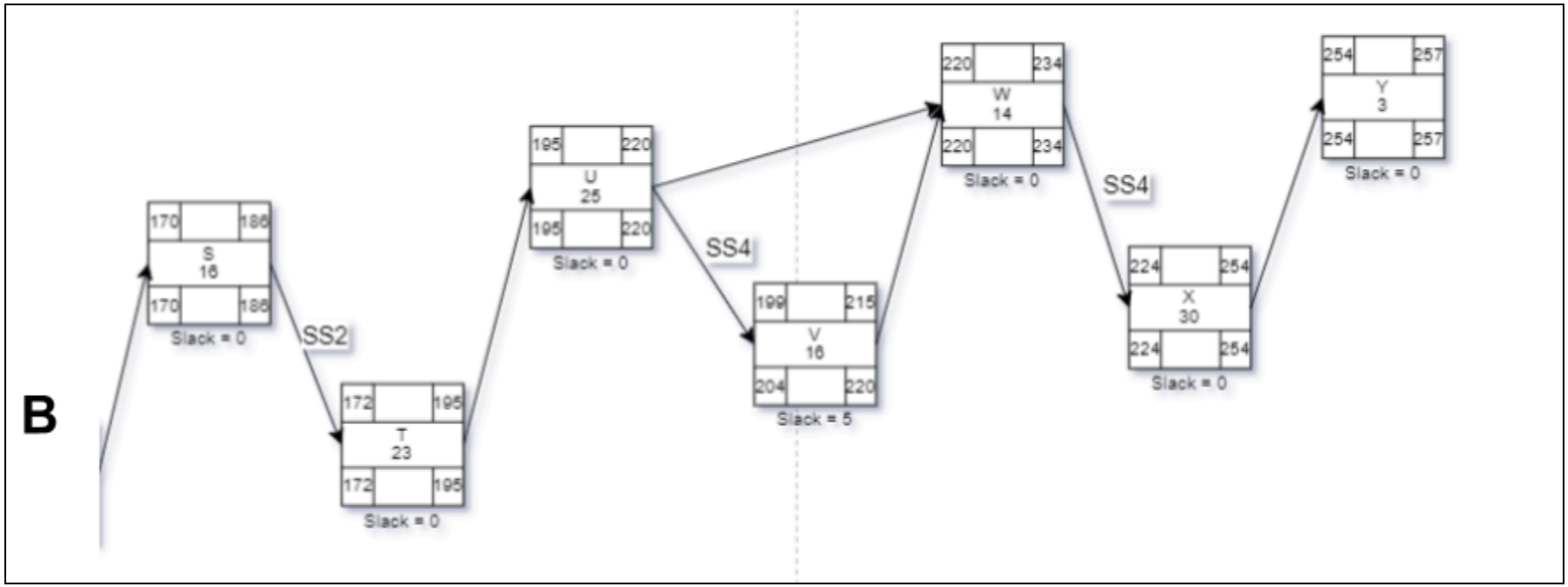
3.2 Activity Duration and Relationship Table

Activity	Activity Name	Optimistic	Most Likely	Pessimistic	Estimated Duration	Predecessors
A	Assemble team	1	2	3	2	-
B	Perform Stakeholder Analysis	7	10	13	10	A
C	Define Project Scope	1	2	3	2	B
D	Project Charter Development and Approval	8	11	13	11	C
E	Kick Off Meeting	1	2	3	2	D
F	Requirements Analysis	2	3	4	3	E
G	WBS Creation	3	4	5	4	F
H	Create Resource Budget	12	13	19	14	G
I	Statement Of Work	4	5	8	5	H
J	Risk and Change Register	8	9	10	9	I
K	Review and Contact Potential Vendor	7	9	11	9	I
L	Identify ERP Modules	5	7	8	7	K
M	Create Simulation Environment	10	12	15	12	L
N	Create Data Sample	7	8	10	8	M(SS)
O	Simulate ERP System and fit gap analysis with SME	30	40	52	40	M,N
P	Configure ERP System Modules	20	24	31	25	J,O
Q	Transfer Data	14	20	24	20	P
R	Integrate ERP system	15	21	23	20	Q(SS4)

	with Existing System					
S	Create Test Cases	12	15	21	16	R
T	System Regression Testing	20	23	27	23	S(SS2)
U	User Acceptance testing	20	25	29	25	T
V	User Training Material Creation	10	16	19	16	U(SS4)
W	User Training	10	14	18	14	U,V
X	ERP System Phased Deployment	24	30	36	30	W(SS4)
Y	Project Handover	2	3	5	3	X

3.3 Arrow On Network Diagram




B
170
S
16
186
170
186
Slack = 0
SS2
172
T
23
195
172
195
Slack = 0
195
U
25
220
195
220
Slack = 0
SS4
199
V
16
215
204
220
Slack = 5
220
W
14
234
220
234
Slack = 0
SS4
224
X
30
254
224
254
Slack = 0
254
Y
3
257
254
257
Slack = 0

4.0 Cost Management Plan

4.1 Skill Inventory

-

Skills	Team Members						
	Rudr Prasad (Project Manager)	Rishal Prasad (Business Analyst)	Ben Ryan (ERP Consultant)	Shamal Prasad (System Engineer)	James Charles (Data Analyst)	Ahad Ali (QA Engineer)	Adam Snow (Training Specialist)
Project management	✔						
Resourcing	✔						
Business Analysis		✔					
Requirements Management		✔					
Data Management					✔		
Risk Management		✔					
Change Management	✔	✔					
Financial Management		✔					
Governance	✔						
IT management				✔			
Problem Solving		✔		✔			
Stakeholder Management	✔		✔				

Vendor Consultancy			✔				
Database Management					✔		
Cybersecurity				✔	✔		
Module Configuration				✔			
Programming				✔	✔		
System Integration				✔			
Testing						✔	
Quality Assurance Management						✔	
Training Systems							✔
Deployment Management				✔			
System Installation And Setup				✔			
Documentation Management	✔					✔	

4.2 Need Inventory

Activities	Skills																						
	Project Management	Resourcing	Business Analysis	Requirements Management	Data Management	Risk Management	Change Management	Financial Management	Governance	IT management	Problem Solving	Stakeholder Management	Vendor Consultancy	Database Management	Cybersecurity	Module Configuration	Programming	System Integration	Testing	Quality Assurance Management	Training Systems	Deployment Management	System Installation & Setup	Documentation Management
Assemble team	✔	✔																					
Perform Stakeholder Analysis	✔		✔									✔											
Define Project Scope	✔		✔																				
Project Charter Development and Approval	✔		✔																				

Kick Off Meeting	✔																						
Requirements Analysis				✔																			
WBS Creation			✔																				
Resource Budget Creation	✔	✔	✔					✔															
Statement Of Work	✔								✔														
Risk and Change Register						✔	✔																✔
Review And Contact Potential Vendor												✔											
Identify ERP Modules															✔								
Create Simulation Environment														✔		✔							
Create Data Sample					✔																		
Simulate ERP System and fit gap analysis with SME															✔		✔						✔

Configure ERP System Modules															✔	✔							✔
Transfer Data					✔									✔									
Integrate ERP system with Existing System															✔			✔					✔
Create Test Cases																			✔				
System Regression Testing																				✔			
User Acceptance testing																				✔			
User Training Material Creation																					✔		
User Training																					✔		✔
ERP System Phased Deployment																						✔	✔
Project Handover	✔																						✔

4.3 Responsibility Assignment Matrix

Key:

⚫ - Responsible	⭕ - support	🟥 - Notify	🔶 - Approve

Activity	Rudr Prasad (Project Manager)	Rishal Prasad (Business Analyst)	Ben Ryan (ERP Consultant)	Shamal Prasad (System Engineer)	James Chalres (Data Analyst)	Ahad Ali (QA Engineer)	Adam Snow (Training Specialist)
Assemble team	⚫						
Perform Stakeholder Analysis	⚫	⭕	⭕				
Define Project Scope	⚫	⭕					
Project Charter Development and Approval	⚫	⭕					
Kick Off Meeting	⚫						
Requirements Analyse	🔶	⚫					
WBS Creation	🔶	⚫					
Resource Budget Creation	⭕	⚫					
Statement Of Work	⚫						

Risk and Change Register	🔶	⚫	⭕	⭕	⭕		
Review And Contact Potential Vendor			⚫	🟥			
Identify ERP Modules				⚫			
Create Simulation Environment				⚫	⭕		
Create Data Sample				🟥	⚫		
Simulate ERP System and fit gap analysis with SME	🔶			⚫	⭕		
Configure ERP System Modules	🔶			⚫	⭕		
Transfer Data				🟥	⚫		
Integrate ERP system with Existing System	🔶			⚫	⭕		
Create Test Cases				🟥		⚫	
System Regression Testing				⚫		🟥	

User Acceptance testing	🔶					⚫	
User Training Material Creation	🔶					⭕	⚫
User Training	🔶			🟥			⚫
ERP System Phased Deployment	🔶			⚫			
Project Handover	⚫						

4.4 Budget

4.4.1 Detailed Budget

Activities	Responsible	Total Hours	Pay Rate	Overhead	Personal Time	Resources				Total Cost Per Phase
						Human Resource	Facilities	Equipments	Materials	
Inception										
Assemble team	Project Manager	16	$17.76	1.2	1.15	$392.14	$30.00	$10.00	$5.00	
Perform Stakeholder Analysis	Project Manager	80	$17.76	1.2	1.15	$1,960.70	$30.00	$10.00	$15.00	
Define Project Scope	Project Manager	16	$17.76	1.2	1.15	$392.14	$10.00	$10.00	$5.00	
Project Charter Development and Approval	Project Manager	88	$17.76	1.2	1.15	$2,156.77	$12.00	$10.00	$5.00	
End Of Phase Total						$4,901.76	$82.00	$40.00	$30.00	$5,053.76
Planning										
Kick Off Meeting	Project Manager	16	$17.76	1.2	1.15	$392.14	$30.00	$10.00	$15.00	
Categorize Requirements	Business Analyst	24	$20.87	1.2	1.15	$691.21	$13.00	$10.00	$5.00	
WBS Creation	Business Analyst	32	$20.87	1.2	1.15	$921.62	$12.00	$10.00	$5.00	
Resource Budget Creation	Business Analyst	112	$20.87	1.2	1.15	$3,225.67	$12.00	$8.00	$14.00	
Statement Of Work	Project Manager	40	$17.76	1.2	1.15	$980.35	$10.00	$10.00	$10.00	
Risk and Change Register	Business	72	$20.87	1.2	1.15	$2,073.64	$10.00	$8.00	$14.00	

	Analyst									
Review and Contact Potential Vendor	ERP Consultant	72	$17.76	1.2	1.15	$1,764.63	$20.00	$20.00	$25.00	
End Of Phase Total						$10,049.27	$107.00	$76.00	$88.00	$10,320.27
Prototyping										
Identify ERP Modules	System Engineer	56	$20.87	1.2	1.15	$1,612.83	$30.00	$50.00	$70.00	
Create Simulation Environment	System Engineer	96	$20.87	1.2	1.15	$2,764.86	$50.00	$750.00	$350.00	
Create Data Sample	Data Analyst	64	$20.87	1.2	1.15	$1,843.24	$50.00	$650.00	$350.00	
Simulate ERP System and fit gap analysis with SME	System Engineer	320	$20.87	1.2	1.15	$9,216.19	$100.00	$150.00	$120.00	
End Of Phase Total						$15,437.12	$230.00	$1,600.00	$890.00	$18,157.12
Implementation										
Configure ERP System Modules	System Engineer	200	$20.87	1.2	1.15	$5,760.12	$50.00	$400.00	$250.00	
Transfer Data	Data Analyst	160	$20.87	1.2	1.15	$4,608.10	$50.00	$250.00	$250.00	
Integrate ERP system with Existing System	System Engineer	160	$20.87	1.2	1.15	$4,608.10	$75.00	$300.00	$300.00	
End Of Phase Total						$14,976.31	$175.00	$950.00	$800.00	$16,901.31
Testing										
Create Test Cases	QA Engineer	128	$20.87	1.2	1.15	$3,686.48	$50.00	$50.00	$250.00	
System Regression Testing	System Engineer	184	$20.87	1.2	1.15	$5,299.31	$50.00	$200.00	$250.00	
User Acceptance testing	QA Engineer	200	$20.87	1.2	1.15	$5,760.12	$450.00	$645.00	$400.00	
End Of Phase Total						$14,745.91	$550.00	$895.00	$900.00	$17,090.91

Transition										
User Training Material Creation	Training Specialist	128	$11.56	1.2	1.15	$2,041.96	$50.00	$200.00	$700.00	
User Training	Training Specialist	112	$11.56	1.2	1.15	$1,786.71	$400.00	$300.00	$600.00	
ERP System Phased Deployment	System Engineer	240	$20.87	1.2	1.15	$6,912.14	$500.00	$450.00	$150.00	
Project Handover	Project Manager	24	$17.76	1.2	1.15	$588.21	$10.00	$20.00	$25.00	
End Of Phase Total						$11,329.03	$960.00	$970.00	$1,475.00	$14,734.03

Total Resource Cost		**$82,257.40**
Hardware Maintenance Cost		**$2,500.00**
Software and Licensing Cost		**$160,380.00**
Contingency Funds		**$4,862.60**
Final Cost Of Project		**$250,000.00**

4.4.2 Time Phased Budget

Activities	Time Frame			
	First Financial Quarter	Second Financial Quarter	Third Financial Quarter	Fourth Financial Quarter
Assemble team	$437.14			
Perform Stakeholder Analysis	$2,015.70			
Define Project Scope	$417.14			
Project Charter Development and Approval	$2,183.77			
Kick Off Meeting	$447.14			
Requirements Analysis	$719.21			
WBS Creation	$948.62			
Create Resource Budget	$3,259.67			
Statement Of Work	$1,010.35			
Risk and Change Register	$2,105.64			
Review and Contact Potential Vendor	$1,829.63			
Identify ERP Modules	$1,259.17	$503.67		
Create Simulation Environment		$3,914.86		
Create Data Sample		$2,893.24		
Simulate ERP System and fit gap analysis with SME		$9,586.19		
Configure ERP System Modules		$2,842.45	$3,617.67	
Transfer Data			$5,158.10	

Integrate ERP system with Existing System			$5,283.10	
Create Test Cases			$4,036.48	
System Regression Testing			$5,799.31	
User Acceptance testing				$7,255.12
User Training Material Creation				$2,991.96
User Training				$3,086.71
System Phased Deployment				$8,012.14
Project Handover				$643.21
Hardware Cost		$833.34	$833.33	$833.33
Software Licencing		$53,460.00	$53,460.00	$53,460.00
Contingency Fund	$1,215.65	1215.65	1215.65	$1,215.65
Total Cost Per Financial Quarter	$17,848.85	$75,249.40	$79,403.63	$77,498.13
			Total Cost of Project	**$250,000.00**

4.4.3 Summary Budget

Summary Budget of ERP System of ANZ Bank	
Task	Cost
Inception	
Fully Loaded Labour	$5,882.11
Facility	$82.00
Equipment	$40.00
Material	$30.00
Phase Total	$6,034.11
Planning	
Fully Loaded Labour	$12,250.32
Facility	$107.00
Equipment	$76.00
Material	$88.00
Phase Total	$12,521.32
Prototyping	
Fully Loaded Labour	$20,506.03
Facility	$230.00
Equipment	$1,600.00
Material	$890.00
Phase Total	$23,226.03

Implementation	
Fully Loaded Labour	$27,878.98
Facility	$175.00
Equipment	$950.00
Material	$800.00
Phase Total	$29,803.98
Testing	
Fully Loaded Labour	$17,741.17
Facility	$550.00
Equipment	$895.00
Material	$900.00
Phase Total	$20,086.17
Transition	
Fully Loaded Labour	$14,025.22
Facility	$960.00
Equipment	$970.00
Material	$1,475.00
Phase Total	$17,430.22
Total Loaded Labour Cost	$109,101.82
Hardware Cost	$2,500.00
Software Licensing Cost	$133,650.00
Contingency Funds	$4,748.18
Total Cost Of Project	$250,000.00

5.0 Risk Management Plan

5.1 Risk Assessment

Project risk consists of unpredictable elements which produce either beneficial or detrimental effects that impact project objectives.

Project success depends heavily on effective risk management because of its importance. Project managers who actively manage risks can identify project strengths and weaknesses and opportunities which they can use to achieve better results.

5.2 Top 3 Risks for this Project

1. **The integration of ERP with legacy systems** at ANZ Bank leads to system communication problems which result in data corruption and transaction errors and system crashes. The combination of incompatible APIs together with poor vendor support and inadequate testing creates this situation. The unresolved issue leads to operational disruptions and financial losses together with compliance breaches and reputational damage because customers experience delays in banking services.

2. **The risk of vendor lock-in and inadequate post-implementation support** emerges when ANZ Bank depends heavily on its ERP vendor which creates challenges for future system changes. The bank will face rising costs and regulatory adaptation challenges and long-term operational inefficiencies because the vendor provides slow updates and limited customization options and sudden fee increases. ANZ Bank must either perform expensive renegotiations or bear the costs of migrating to a new system.

3. **The handling of sensitive financial and customer data through the ERP system** creates a high risk of security breaches and banking regulation noncompliance which would result in major fines and legal consequences and damage to customer trust. The risk level increases because vendors store data outside the country while using weak encryption methods. A data breach would trigger regulatory investigations and lawsuits and damage ANZ Bank's reputation which would drive customers away from using its services.

5.3 Risk Register

Risk Identification		**Qualitative Rating**				**Risk Response**		
Risk	Risk Category	Probability	Impact	Risk Score	Risk Ranking	Risk Response	Trigger	Risk Owner
ERP integration failure with legacy systems leading to data corruption	Technical	7	9	63	1	Integration approach (phases); rollback plan	API connection failure	Shamal Prasad
Data privacy violations due to insecure vendor systems leading to fines	Legal	5	10	50	2	Compliance Audits; data localization	Regulatory Audit Findings	Rishal Prasad Ben Ryan
Vendor lock-in making system changes	Financial	6	8	48	3	Negotiate exit clauses; customization options	Vendor refuses modifications to contract	Ben Ryan Rudr Prasad
Poor vendor post implementation support causing system issues	Execution	6	7	42	4	Define SLAs with penalties	Missed response deadlines	Ben Ryan
Data migration failures resulting in lost records	Technical	5	8	40	5	Increment Migration and comprehensive backups	Data Validation errors	James Charles Shamal Prasad
Scope Creep from changing requirements delaying project	Execution	6	6	36	6	Rigorous Backlog priority	Unapproved feature requests being delayed	Rudr Prasad Rishal Prasad

Vendor price hikes post-implementation increasing cost of ownership	Financial	4	8	32	7	Long term Prices in Contract	Vendor increasing fee	Ben Ryan Rudr Prasad
Server/Cloud outages disrupting banking operations	Technical	4	7	28	8	Hybrid Cloud System; Uptime SLAs	Uptime drops drastically	Shamal Prasad
Vendor Bankruptcy leaving system without support	Financial	3	9	27	9	Source Code Escrow; Financial Stability	Vendor files for bankruptcy	Ben Ryan
Employee Resistance lowering productivity	Execution	5	5	25	10	Change Management Training; Early user involvement	Low participation in training	Adam Snow
Incompatible Vendor APIs cause integration issues	Technical	5	7	35	11	Pre-purchase compatibility testing; Have sandbox testing	Gaps in API documentation	Shamal Prasad Ben Ryan
Regulatory non-compliance exposing bank to penalties (by vendor)	Legal	4	8	32	12	Mandatory Compliance Certifications; Liability Clauses	Introduced new regulations	Rishal Prasad
Knowledge gaps creating dependency on vendor	Execution	5	6	30	13	Mandated Training Sessions; Build Admin Team	Staff unable to operate system	Adam Snow Ben Ryan

Customization limitations preventing functionality	Technical	4	7	28	14	Pilot Testing	Critical feature requests denied	Shamal Prasad Ben Ryan
Data Sovereignty risks from offshore data	Legal	3	8	24	15	Data Localization Requirements	Cross-border data flow detected	Rishal Prasad
Hidden licensing costs increasing budget	Financial	4	6	24	16	Comprehensive Total Cost Analysis	Unexpected license fees	Ben Ryan Rudr Prasad
Vendor roadmap different from bank's future needs	Execution	3	7	21	17	Vendor Roadmap Reviews	Vendor deprecates needed feature	Ben Ryan
Insufficient Disaster Recovery methods increasing outages	Technical	3	7	21	18	Maintain Legacy Parallel Systems	Failed recovery test	Shamal Prasad
Poor Vendor Security increasing breach risk	Legal	3	7	21	19	Third-Party Security Audits	Security Vulnerability Reported	Ben Ryan Ahad Ali
Duplicate data entries during data exchanging period	Technical	4	5	20	20	Data Synchronization Protocols	Customer reports duplicate records	James Charles

5.4 Risk Mitigation

Risk	Risk Type	Mitigation Technique
ERP integration failure with legacy systems leading to data corruption	Minimize	Conduct Phased Integration Maintain Parallel Legacy System
Data privacy violations due to insecure vendor systems leading to fines	Transfer	Outsource Compliance Audits Purchase Cyber Insurance
Vendor lock-in making system changes	Avoid	Select open-architecture for ERP
Poor vendor post implementation support causing system issues	Share	Partner with secondary support vendor
Data migration failures resulting in lost records	Minimize	Incremental Data Migration Triple-validation checks
Scope Creep from changing requirements delaying project	Avoid	Freeze Scope per each Sprint Reject out-of-scope requests
Vendor price hikes post-implementation increasing cost of ownership	Transfer	Fixed-price contract Insurance against cost overruns Price Lock Clauses
Server/Cloud outages disrupting banking operations	Minimize	Hybrid Cloud Redundancy Disaster recovery testing
Vendor Bankruptcy leaving system without support	Transfer	Source code escrow agreements
Employee Resistance lowering productivity	Minimize	Change Management Incentivize adoption

Incompatible Vendor APIs cause integration issues	Avoid	Reject vendor with no open APIs
Regulatory non-compliance exposing bank to penalties (by vendor)	Transfer	Vendor Compliance warranties Third-Party compliance audits Regulatory insurance for fine
Knowledge gaps creating dependency on vendor	Share	Co-Training along vendor Partnership programs
Customization limitations preventing functionality	Minimize	Modular implementation approach
Data Sovereignty risks from offshore data	Avoid	Limit/Ban offshore cloud storage Contractual data localization only
Hidden licensing costs increasing budget	Avoid	Comprehensive Total Cost Analysis
Vendor roadmap different from bank's future needs	Share	Roadmap alignment clauses in contract Co-op Agreements
Insufficient Disaster Recovery methods increasing outages	Transfer	Cloud Backup Insurance Third Party Disaster Recovery Testing
Poor Vendor Security increasing breach risk	Avoid	Reject Non-compliant vendors Independent penetration testing Security Certification requirements
Incompatible Vendor APIs cause integration issues	Minimize	Data Validation in real time

6.0 Change Management Plan

6.1 Change Management Process

Project resources together with involved individuals and processes undergo modification through a structured approach called change management. There are three key components of change management: adapting, controlling, and influencing change. Change management consists of these three essentials. Businesses need to adapt to change through their response mechanisms which then control the change impact whilst influencing how modifications will affect other organizational areas. Change management sets a framework that supports the humanizing side of change implementation. The change implementation process depends on the changing nature of the system so it requires thorough analysis before making any adjustments. This helps ensure that only the needed areas are affected and there are no unnecessary disruptions.

6.2 Scope Change Management

A scope change management process includes controlled documentation for modifications to project scope. The changes to project duration together with budget adjustments force scope modifications. The project team along with the client can initiate changes through execution decisions and client requests. Proper procedures must be followed to document and manage changes; otherwise, the project risks experiencing scope creep or even failure due to poor oversight. When the ANZ banking project client or project team wants to make a scope change they must fill out a change request form with detailed explanations and reasons. The change request will go to the change committee for assessment before they make an approval decision. The project manager will share the results about resources, materials and timelines with the client. The manager will approve the change by explaining its impact and updating the Work Breakdown Structure (WBS) together with its related work packages. The client will then receive a detailed explanation and explanation of the project and user impact from denied change requests.

6.3 Change Request Form Template

Project Name:			Change Number:	
Requested By:			Request Date:	
Presented To:				
Change Name:				
Change Description:				
Reason for Change:				
Effect on Deliverable:	Scope:			
	Budget:			
	Resource:			
	Communication:			
	Other:			
Organizational Effect:				
Effect on Schedule:	Timeline:			
	Completion Date:			
Project Cost Effects:				
Item Description:	Hours:		Amount ($):	
	Increase	Decrease	Increase	Decrease

Analysis:				
Proposed Action:				
Due Date:	Request Approval:			Date:
	Approved By:			

7.0 Communication Plan

7.1 Communication Objectives

1. **Ensure Stakeholder Awareness**: Keep all stakeholders informed about project milestones, system impacts, and role-specific changes.
2. **Facilitate Two-Way Feedback**: Create channels for employees, customers, and vendors to voice concerns and ask questions through meetings and emails.
3. **Support Change Management**: Use targeted messaging to reduce resistance and emphasise the ERP's benefits.
4. **Align with Agile Principles**: Deliver iterative updates through sprint reviews and backlog refinements to maintain flexibility.

7.2 Project Meetings Template

Meeting	**Meeting Name**
Purpose	[Describe the main objective and expected outcomes of this meeting. What should be achieved by the end of this meeting? What decisions need to be made or information shared?]
Location	[Meeting venue - physical location, virtual platform (Teams/Zoom), or hybrid arrangement. To be defined by the meeting organizer.]
Frequency	[How often this meeting occurs - Once, Weekly, Monthly, Quarterly, etc. Include specific timing if recurring.]
Chairperson	[Person responsible for leading/facilitating the meeting]

Minutes by	[Person responsible for taking and distributing meeting minutes]
Attendees	[List all required participants by role/name. Include:] • [Key stakeholder 1] • [Key stakeholder 2] • [Team member 1] • [Team member 2] • [External parties if applicable] • [Optional attendees]
Agenda Items	[Bullet-point list of topics to be covered:] • [Item 1 - e.g., Welcome and introductions] • [Item 2 - e.g., Review previous action items] • [Item 3 - e.g., Main discussion topic] • [Item 4 - e.g., Decision points] • [Item 5 - e.g., Next steps and actions] • [Item 6 - e.g., Questions and wrap-up]
Distribution list	[Who receives meeting materials, minutes, and follow-up communications]
Media	[Format for documentation - Meeting minutes in MS Word, shared via email/Teams/SharePoint, recorded session, etc.]

7.3 Communication Event

Event	Description	Purpose	Frequency	Date(s) / Timing
Inception Milestone	Start a project and assemble a team.	Officially begin the project and form the project team.	Once	08/01/2025
Project Kickoff Meeting	Formal project launch with all stakeholders.	Communicate project vision, introduce the team, clarify roles, and set expectations.	Once	08/01/2025
Weekly Project Team Meeting	Meeting involving all team members to discuss work in progress, completed, and upcoming tasks.	Keep the team informed, raise issues/risks early, and coordinate activities.	Weekly	Every Monday (from 08/04/2025)
Stakeholder Update Email	Email update to all key stakeholders on project progress and milestones.	Maintain transparency and keep stakeholders engaged.	Bi-weekly	Every second Friday
Project Board Meeting	Formal meeting with Project Board/Sponsors to review overall project status.	Assess project health, make strategic decisions, and review critical risks.	Monthly	Last Friday of each month
Phase Review Meeting	End-of-phase review to assess deliverables (e.g., after Requirements, Design, Testing).	Control progress, ensure quality, and approve phase completion.	End of each major phase	At each milestone phase
Requirements Workshop	Workshop with stakeholders to review and finalize requirements.	Validate requirements and ensure alignment with business needs.	Once	08/15/2025

Planning Milestone	Gather requirements.	Confirm requirements for ERP systems are documented and validated.	Once	11/15/2025
Vendor Engagement Meeting	Meeting with potential and selected vendors.	Clarify requirements, integration, and set expectations for deliverables.	As needed (per milestone)	As required
Training Session	Training for staff on new ERP modules and processes.	Ensure users are prepared for system changes.	Per module/phase	As scheduled
Execution Milestone	System configuration.	Ensure the system is configured per requirements and ready for testing.	Once	01/15/2026
UAT Kickoff	Briefing for User Acceptance Testing participants.	Explain the UAT process, roles, and success criteria.	Once	04/01/2026
Testing Milestone	User acceptance testing.	Validate system meets business needs and is ready for go-live.	Once	04/01/2026
Go-Live Readiness Meeting	Final preparation meeting before system go-live.	Confirm readiness, finalize cutover plan, and assign go-live roles.	Once	06/30/2026 (example)
Transition Milestone	User training.	Ensure all users are ready for ERP system go-live.	Once	07/15/2026

Go-Live Announcement	Communication to all staff and customers about ERP system launch.	Inform about system availability, support contacts, and what to expect.	Once	At go-live
Post-Implementation Review	Review meeting after go-live to collect feedback and discuss lessons learned.	Evaluate project success, identify improvements, and document lessons learned.	Once	After go-live

7.4 Communication Responsibility Matrix

Event / Communication Activity	Project Manager (Rudr)	Business Analyst (Rishal)	ERP Consultant (Ben)	System Engineer (Shamal)	Data Analyst (James)	QA Engineer (Ahad)	Training Specialist (Adam)
Inception Milestone (Start Project & Assemble Team)	A, R	C	C	C	I	I	I
Project Kickoff Meeting	A, R	C	C	C	I	I	I
Weekly Project Team Meeting	A, R	R	R	R	R	R	R

Stakeholder Update Email	A, R	C	I	I	I	I	I
Project Board Meeting	A, R	C	C	C	I	I	I
Phase Review Meeting	A, R	R	R	R	R	R	R
Requirements Workshop	C	A, R	C	I	I	I	I
Planning Milestone (Gather Requirements)	A, R	R	C	I	I	I	I
Vendor Engagement Meeting	A, R	R	A, R	C	I	I	I
Training Session	I	I	C	C	I	I	A, R
Execution Milestone (System Configuration)	A, R	C	A, R	R	I	I	I
UAT Kickoff	I	C	C	C	I	A, R	I

Testing Milestone (User Acceptance Testing)	A, R	C	R	R	R	A, R	I
Go-Live Readiness Meeting	A, R	C	R	R	I	R	C
Transition Milestone (User Training)	A, R	C	I	I	I	I	A, R
Go-Live Announcement	A, R	C	I	I	I	I	C
Post-Implementation Review	A, R	R	R	R	R	R	R

Legend:

- A = Accountable (final approval/ownership)
- R = Responsible (main doer/preparer)
- C = Consulted (provides input/feedback)
- I = Informed (kept in the loop/receives communication)

8.0 Conclusion

The ANZ Bank case study recognizes the need for cohesive IT solutions in today's bank environments. The use of distributed legacy applications in the bank has created redundant work, delays in meeting regulatory needs and intra-department inefficiency and compromised customer service and operations performance. We have addressed the issues mentioned in this project management plan through the provision of a formal process with the development of a project charter, overall scheduling, resource and cost planning, risk and change management, and communication planning. Application of agile techniques ensures the dynamic and responsive character of the project and its ability to accommodate changed requirements while keeping stakeholders' engagement and ongoing communication in focus promotes transparency and buy-in at every stage.

Key takeaways from this case are the early and continuous involvement of all stakeholders since finance ERP projects are complex and comprehensive. Using phased milestones and task assignments in the plan appreciates and addresses dependencies and reduces the potential for future bottlenecks. Further, the use of regular feedback cycles and incorporating the latest lessons learned enables quick adjusting and continuous realignment with the bank's strategic goals. Use of industry standard based communication planning ensures stakeholders are properly informed and the flow of information is smooth between the management, end users, and the work teams.

Based on the findings of this report, we recommend that ANZ Bank should have a strong focus primarily on the end user training and change management during the ERP implementation period. Positive risk management and monitoring, ongoing stakeholder engagement, and open and regular communication will play a key role in overcoming resistance and easing the transition period. Maintaining this management plan holistically will enable ANZ Bank to look forward to enhanced operational efficiency, enhanced regulatory compliance and customer service and put the organization on the road to sustainable growth and future innovation.

9.0 Reference

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10.0 Appendix

10.1 Team RAM And Mark Allocation Agreement

Key:

⚫ - Responsible	⭕ - support	🟥 - Notify	🔶 - Approve

Tasks	Rudr Prasad	Shamal Prasad (Leader)	Ahad Ali	Rishal Prasad
Introduction	⚫			
Project Charter	⚫			
Work Breakdown Structure	⭕	⚫	🟥	🟥
Activity Table And AON	🔶	⚫	⭕	
Skill Matrix	🔶	⚫		🟥
Need Matrix	🔶	⚫		🟥
RAM	🔶	⚫		⭕
Detailed Budget	🔶	⚫		
Time Phased Budget	🔶	⚫		
Risk Register	🔶			⚫
Change Management Process and Form	🔶			⚫
Communication Plan	🔶	⭕	⚫	
Conclusion	🔶		⚫	

Member ID	Task Contribution	Percentage of assignment
S11219545	Check RAM	100%
S11221529	Check RAM	100%
S11219309	Check RAM	100%
S11221067	Check RAM	100%

Name	Student ID	Signature
Rudr Prasad	S11219309	*R.Prasad*
Shamal Prasad	S11219545	*S.Prasad*
Ahad Ali	S11221529	*A.Ali*
Rishal Prasad	S11221067	*R.Prasad*