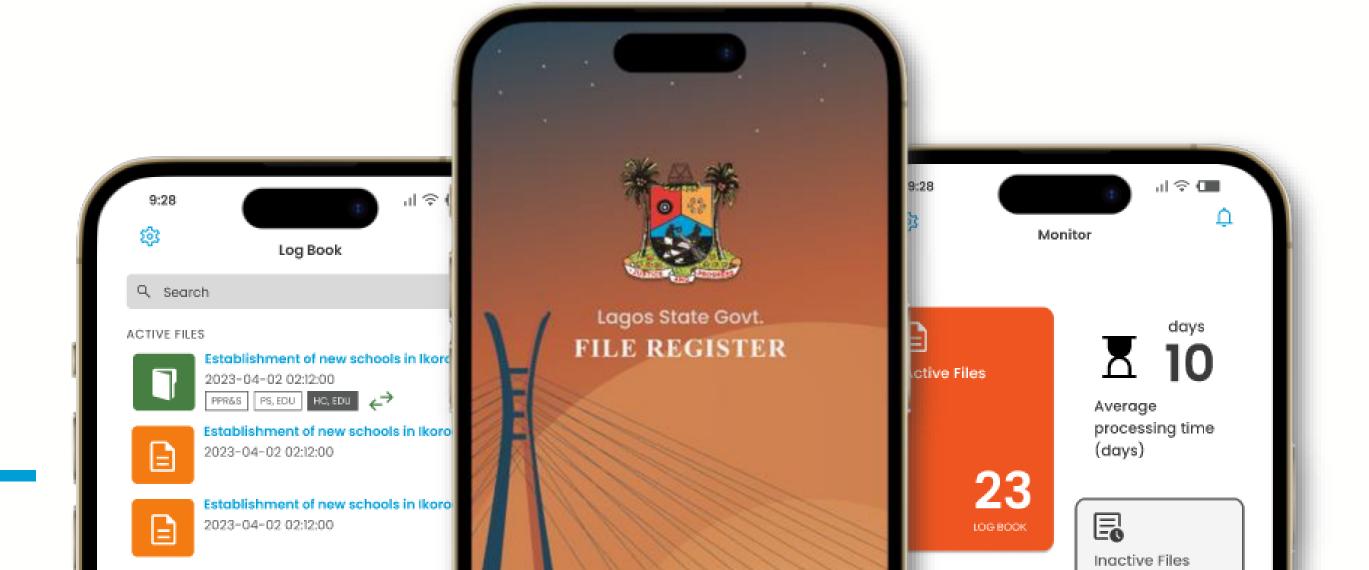
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Process Digitalization Plan

Digitizing Lagos State Government Authorization System.





Client

Lagos State Govt.

WELCOME

Project Demonstration

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Product Manager

Glossary

s/n	Terms	Definition	
1.	Memo	Refers to letters/ proposals addressed to an official of Government from an external party.	
2.	Dispatch	Refers to the process of sending and collection	
3.	Offices	Parastatals; Ministries Departments Agencies (MDA)	
4.	Active files	Has an attached submission or proposal requesting authorization.	
5.	Inactive files	Has no content requesting authorization.	
6.	Submission	Refers to only form of official request; usually attached to a file	
7.	JTBD	Jobs to be done	
8.	OKRs	Outcomes & Key Results	

s/n	Terms	Definition
9.	MOST	Ministry of Science and Technology
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		

Process Digitalization Plan Introduction

Product Manager

Executive Summary

I spent three (3)+ years in Public sector office working as the Technical Project Adviser to the Commissioner at the Ministry of Education in Lagos State, Nigeria. There I was responsible for planning and executing the Commissioner's initiatives for the sector. Although, I was allowed to ideate and assess technology solutions that were deployed in education sector, the filing system across the State offices was one problem I desperately wanted to solve and couldn't.

The filing system was a legacy system that has lasted for generations, it is now a bottleneck in everyone's processes, but no one understood how to move it forward. I knew very well that I could solve it, but it was beyond the jurisdiction of my office – Education.

Therefore, this is a proposed solution I have crafted to solve that challenge for the State and to transition the State's longest living system to a modern, digital, secure and scalable system.

It is important to note, this is not an official proposal but a demonstration of my thoughts and suggestion to solve the problem. It was developed to help make a case for my abilities and job application to sit in an innovation role (product management) within a technology company.

Process Digitalization Plan Introduction

Project Demonstration

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Damola Adediran, PMP®

I believe technology solutions are instruments to drive change and progress in the society, nonetheless, it's essential it empathizes with the existing culture of its audience; a Product Manager optimizes this objective to benefit all stakeholders. My greatest satisfaction has come while involving myself in such acts, including the ideation and delivery of innovative solutions to arrest pockets of social discomfort.

Over the course of my professional life, I have worked in a wide range of businesses across industries including a stint in the public sector realizing benefits to stakeholders. I have developed skills in leadership, situational analysis, emotional intelligence, strategy development, project/ stakeholder/ team management, product development strategies, design thinking, etc. and I look to leverage all in my next post.

Professional Skills:

Product Management | Project Management | Agile Methodology | User Interface/
Experience Design (UI/UX) | Data Analytics | Business intelligence | Product Roadmap |
Product Strategy | Go-to-market Strategy | Business Planning | Financial Modelling |
Strategic Planning | Customer Discovery

Process Digitalization Plan Introduction

Product Manager



The Lagos State Government runs on a system of paperwork that allows MDAs to pass information between one another, to document activities of its personnel and to receive authorization for staff actions, initiatives and access to finance (i.e., everything official happens through it alone).

To make this possible, it employs two (2) registry personnel for each 945 sub-offices across MDAs, for the sole purpose of managing and entering identification data from files or memos collected and/or sent-out into a logbook for reference.

Consequently, unpleasurable occurrences have been recorded in the process including files being misplaced between offices, difficulty to track files, duplication of efforts, malicious actors exploit the process, and year-long productivity delays.

This demonstration was created to propose a solution for the above real-world problem as it occurred daily during my three (3) and half-year stint in the public sector.

References:

Digest of Statistics by Lagos State Bureau of Statistics - 2017

Process Digitalization Plan Introduction

About Lagos State



Lagos State is the shinning light of Nigeria, located in the lowest Southwestern region of Nigeria, it has a land mass of 0.4% of the country but 11% (or 23 million) of its citizens.

To govern 23 million residents and \$3.8 billion annual budget, it employs 1.1 million civil servants to cover 45 parastatals – each parastatal has an average of 21 departments.

\$3.86

2023 Budget Sta

L.1_m

Staff Strength

1,890

Hired Registry
Personnel

945

Offices

References:

Digest of Statistics by Lagos State Bureau of Statistics – 2017

https://en.wikipedia.org/wiki/Lagos State

Lagos State 2023 Approved Budget

Product Discovery



Client

Lagos State Govt.

Dami Adediran

Product Manager

Project Demonstration

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Product Manager

Research Methodology



Process Observation

I understudied the existing process of dispatching files from office to office for authorization and record keeping.



1-on-1 Interview

I held Q&As with at least 10 personnel in different roles involved in the dispatch, storage, creation and authorization of files.



Actual Involvement

Finally, I went through the entire File management process to support my understand.



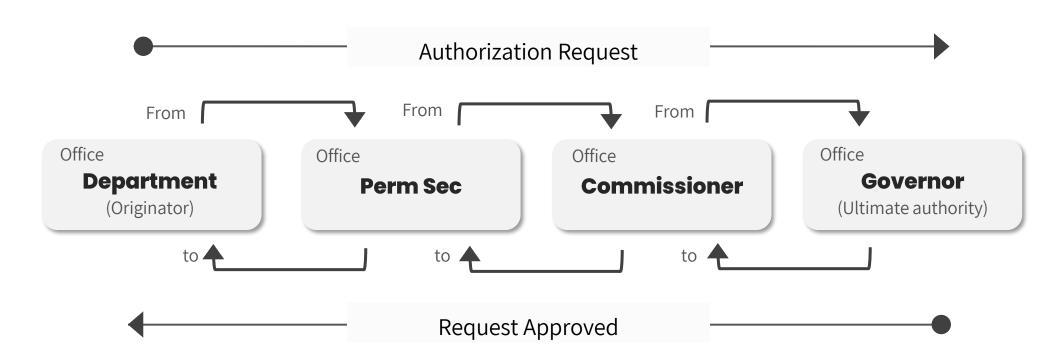
Disclosed Information

Some information were sourced online as was permitted or disclosed by the Government.

Product Manager

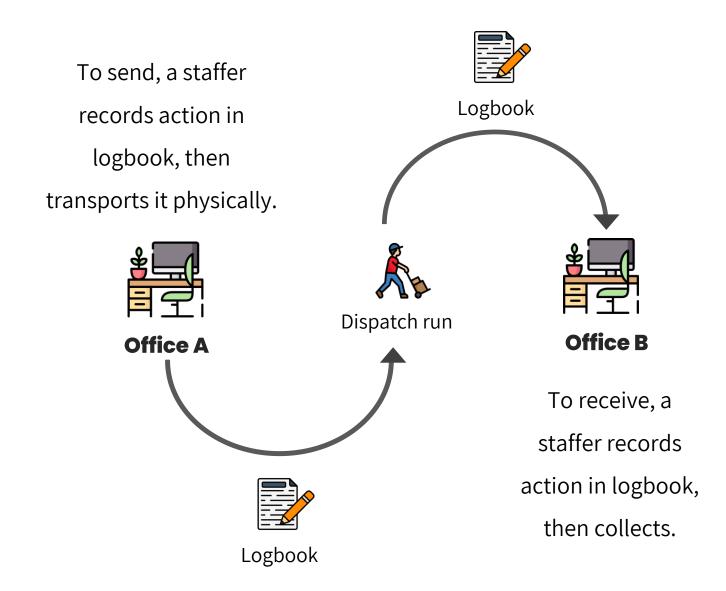
Customer Journey Map

Typical Authorization Process



- I. The goal here is to get the file to the Governor for authorization.
- II. The files pass through each office above before it reaches the Governor and it's returned through the same pathway.
- III. Also, a file can be returned from any office, if there are issues with its content.

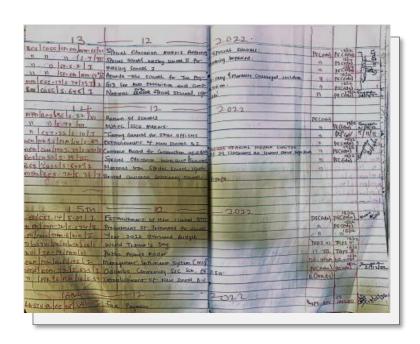
Typical Dispatch (Out-In) Process



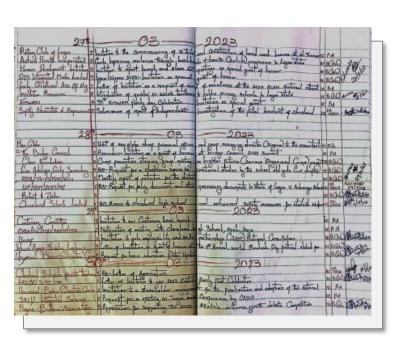
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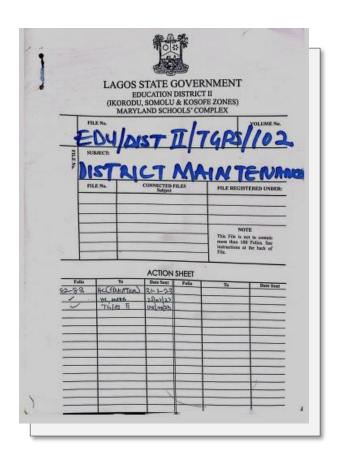
Artefacts



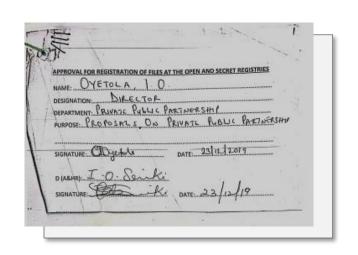
Logbook/ Register for Files



Logbook/ Register for Memos



File Cover



File Request Form

Artefact Details

	Logbook/ Register (File)	Logbook/ Register (Memo)	File Cover	File Request Form
	Inflow	Inflow	File ID	Request
	File ID	Sponsor	File number	Name of requester
	File title	Memo title	Volume number	Designation (or title)
	Collection office	Collection office	Subject	Department
	Date collected	Date collected	Connected files (previous	Purpose (Subject)
Data Points		Signature of receiver	volume)	Signature
Collected				Date of request
	Outflow	Outflow	Action Sheet	Approval
	Assigned to	Assigned to	Folio (or page) number	Approver name
	Assignee signature	Assignee signature	Sent to	Signature
	Date Assignee received	Date Assignee received	Date sent	Date approved

Pain Points

Maintains two (2) logbooks at a time

In order to catalogue Files from Memos, each office maintains two (2) separate logbooks at any point in time.

Misplaced files are hard to find

Files get misplaced often and it can take up to 4 days to track it down. Correcting loss by creating a new file is illegal.

Over-reliant on personnel recollection

In most cases, the staff who entered data into the logbook must be located to solve discord over file location.

Difficult to find entries in logbook

Rigidity of the logbook structure and the varied handwritings make it difficult or slow to trace an entry.

Bottleneck causes corruption

Physical transportation leads to gate-keeper corruption; it can take 60 days to move files end-to-end. (sourced from personal experience).

Efforts are duplicated

A staffer spends 4 hours to copy a week-long logbook content into an excel sheet so it can be shared or archived.

Malicious actors exploit the process

Bad actors duplicate files in order to receive double authorization for the same request.

Financial implication is unknown but existent.

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Key Persona Involved

These are personas involved in file processing activities in the offices.



Processors

These are registry personnels assigned to each Office and responsible for the movement of files. Reports to Authorizers in their office.



Authorizers

The Heads of Offices responsible for making requests and authorizing requests in each location.

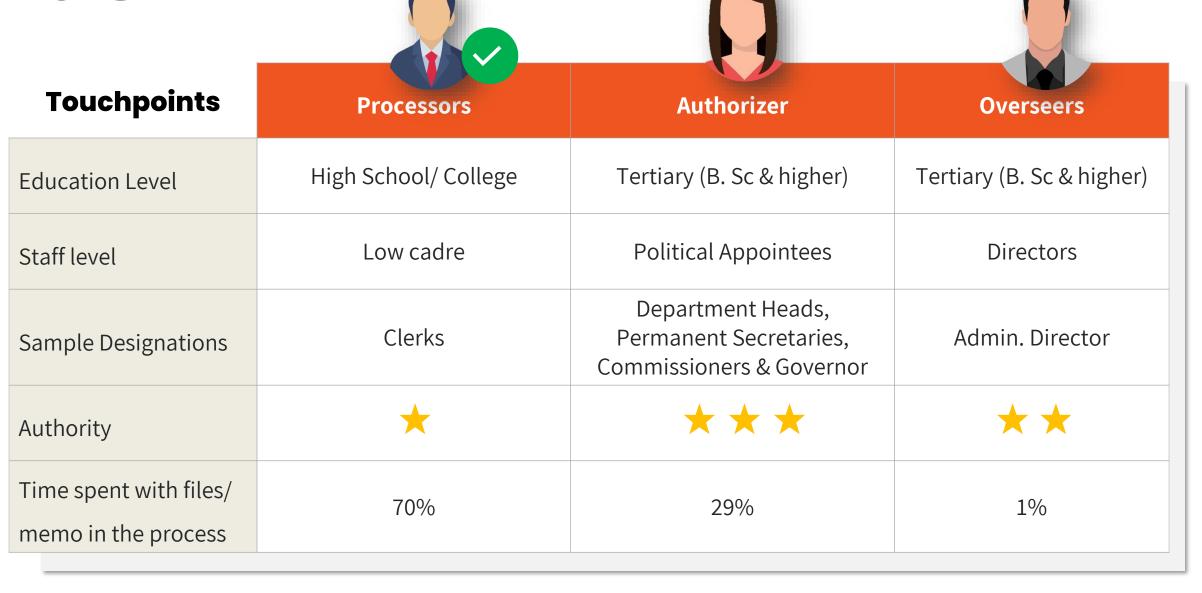


Overseers

The Director of Admin department responsible for file verification and long-term storage in every Parastatal.

Product Manager

Understanding the Personas



User Requirements (JTBD)

S/n.	Jobs-to-be-done	Personas
1	When we need a file cover, I want to send requests to Admin Dept for a new ID or file cover to an existing ID so I can attach documents.	Processors
2	When file requests come in, I want to verify the requested purpose has not been approved earlier and I want to keep a record of all creation approvals	Overseers
3	When I authorize a document, I want to be sure the records are properly documented, and it gets to the subsequent office on time.	Authorizers
4	When I dispatch a file/ memo, I want to collect identification data so I can trace it much later with ease.	Processors
5	After I dispatch, I want to quickly know who – office/ department/ personnel – is with the file so I can inform my supervisor when asked.	Processors
6	When my supervisor delegates a file to someone within my office, I want to keep a records so it can be traced.	Processors
8	When I follow-up, I want to know the current office with the file and timestamp of receipt so I can ask the right person, the right questions.	Authorizers
9	When I follow-up, I want to know the total number of pending or processed files regarding my office so I can hasten the authorization.	Authorizers
10	When I search for any file/ memo, I want to easily search the file by title, content, purpose, or personnel last assigned.	Processors

Product Manager

Opportunities to Exploit

We can improve customer operations with digital solutions for the following:

Priorities | Proposed Solutions

P2	Entire filing system so the authorization protocol can be easily managed and monitored.
P2	Secure and verifiable channel for authorising officers to sign documents and prevent malicious actors.
P1	Secure channel for investigators to make forensic calls of the system
P1	Secure channel to request finances in an auditable manner.
P0	Dispatch/ exchange process – collecting and sending files.
P0	Catalogue existing files with digital identification.
P0	location and footprint of files/ memo.
P0	Logbook entries so multiple users can have access.

Priority Key

P0 – Highest

P1 – Medium

P2 – Least

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User Needs

Processing Officers

This focuses on the Processors needs only (please see product roadmap for more details):



Create/Expand Files

- o Request an identity for a file
- o Expand an existing volume



Move (Active) Files

- Send/ receive files or letters
- Maintain an up-to-date logbook
- o Attach submission and/or memo
- o Verify office & personnel with file



Move (Inactive) Files

- Assign a file to specific personnel
- Transfer a file to/ from other offices on temporary or permanent basis.



Track Down Files

- Monitor location of files (active or inactive)
- Monitor number of files (quantity)
- Search list of files/ memo in logbook
- o Track the list of Submissions or proposals in a file

Product Manager

Product Hypothesis

We believe:

- I. The State will commission the digitization of its filing system because it is a collectively recognized challenge if we deliver this proposal.
- 2. The dispatch function (or exchange of files) is the most impactful entry point for technology in the daily operations within the Lagos State Offices.
- 3. If we proffer a digital solution to replace the current filing system, productivity across the offices will improve.
- 4. Processor personas will utilize a digital logbook platform for filing because it will make their work efficient if we provide the ancillary infrastructure to support the software.
- 5. Processor personas will spend less time off-desk to trace files if we provide a travel history for all files.





Client

Lagos State Govt.

Dami Adediran

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Objectives

- a. Upgrade the paper-based filing system to a digital platform in all government offices across the State.
- b. Identify suitable technology solutions for the personas involved.
- c. Understand the process flow of the traditional system and ensure the solution fits the user's needs.
- d. Proffer an auditable, secure and reliable solution that prevents malicious actors.

- 1. Structural limitations exists in the offices including unstable power supply, no computers with clerks, no official phones and weak internet.
- 2. Security of Government content is of paramount importance, hence, cannot be hosted on any kind of public platforms.
- **3. The Government doesn't just sack people**, therefore, no persona should be eliminated from the process, at least not at the start.
- **4. Government execution** is usually waterfall planned, but a behavioral-change product will require patience and attention.

Constraints

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Problem/Solution

66 Problem Statement

The filing system in Lagos State Government has become a process flow deterrent. Everything hinges on a rigid paper-based register. As a result, a staffer spends 4 hours weekly to transfer a week-long content to an excel sheet so it can be shared and accurately indexed. When a file is misplaced, which happens often, it takes 4 days on average to track it.

The register is an integral part of government operations and digitizing its function alone, will increase the speed of documenting and tracking files, improve staff productivity and reduce overhead cost.

66 Proposed Solution

A simple digital ledger that identifies physical files or memos and gives it a digital footprint. It allows for a seamless and synchronized processing of files/ memos between 2 or more MDAs.

These processing activities include the creation, recordkeeping, exchange & movement of files plus the collection, movement and exchange of memos.

"

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Product Vision

What the client values?

Outcome if we solved client's problem?

What the product will be in 10 years?

- 1. Minimal process disruption
- 2. Staff acceptance & 100% usage
- 3. Efficient use of fund
- Reliable and accountable Process
- 5. Positive PR for the immediate administration

- a. Speed-up authorization timeline by at least 50%.
- b. Reduce overhead cost and headcount.
- c. Reduce malicious activities (gatekeeper corruption).

An all-in-one workflow
management software for the
coordination and authorization of
Government operations.

Product Manager

Vision Statement

"Workday for Government offices"



In the next 10 years, this product will be an all-in-one station to coordinate and authorize official requests across Government offices in Lagos State.



Deployed in atleast 60% of the 945 offices in Lagos State Government by July 30 2026.

Project Demonstration

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Positioning

It is a workflow management platform for Lagos
State Government that unifies the authorization
process across Offices, so the State can reduce its
authorization timeline, reduce financial burdens and
eliminate gate-keeper corruption.



Project Demonstration

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Product Roadmap

Expected delivery of each product-level.





Month 4 - M1.0

Mobile app for Processor persona; run test in 2 ministries and Governor's Office.



Month 9 - M2.0

Roll-out software in 250 offices.



Month 12 - M3.0

Offline capabilities + web interface for Overseer persona.



Month 18 - M4.0

Roll-out software in 50% of the 945 offices.



Client

Lagos State Govt.

Dami Adediran

Product Manager

Project Demonstration

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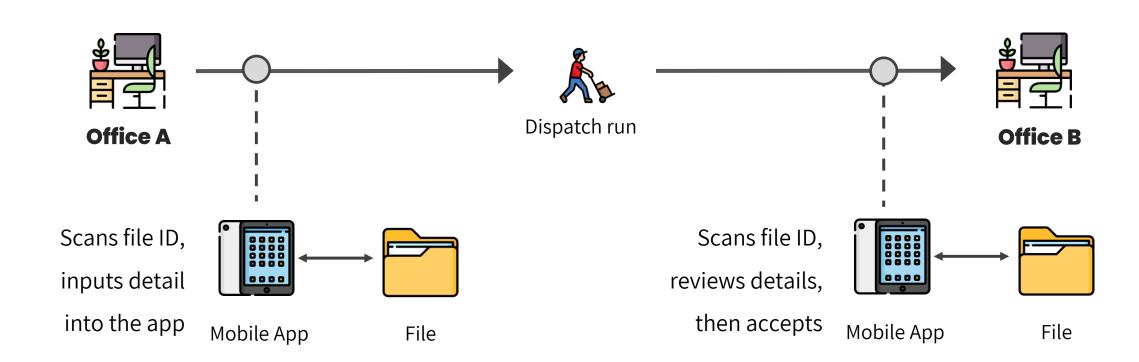


Digital platform for processing file & memo exchange in a government system.

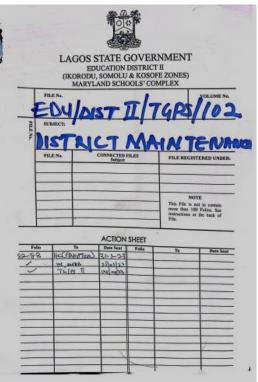
Product Manager

Revamped Journey Map

- I. Although following the same process from office to office, physical files will now have digital identities, encoded in QR codes printed on File covers.
- II. All record actions will now be done exclusively through the mobile app.









Traditional File Cover

New File Cover

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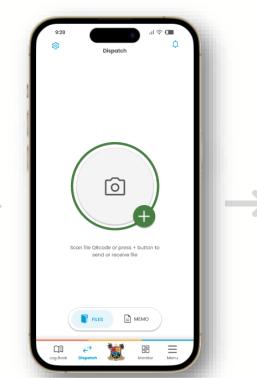
Key User Flows 01

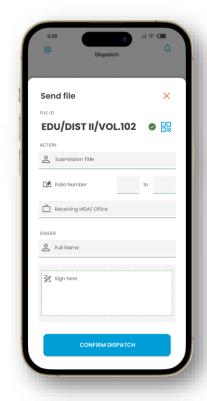
FILE DISPATCH PROCESS

Click here for high fidelity

Prototype



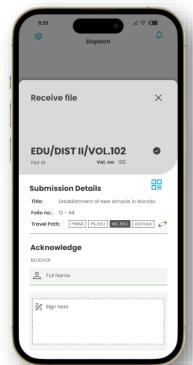




Send-out Files

- 1. Scan the QR Code to activate
- 2. Input essential details
- 3. Insert sender name
- 4. Submit.





Receive Files

- 1. Scan the QR Code to activate
- 2. Review details
- 3. Insert receiver name
- 4. Sign and Submit.

Project Demonstration

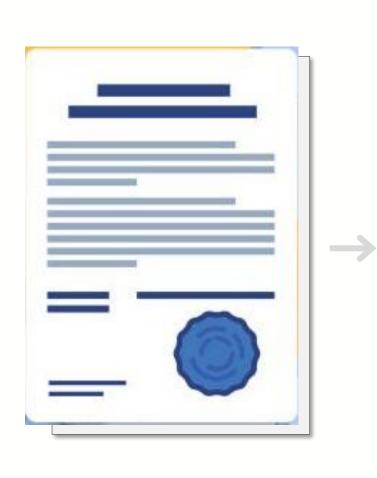
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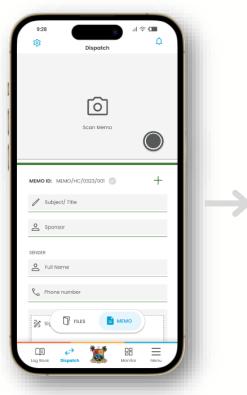
Key User Flows 02

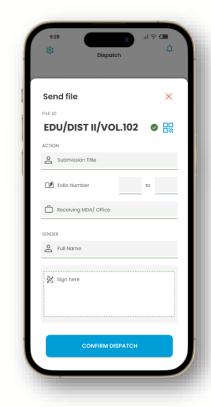
MEMO DISPATCH PROCESS

Click here for high fidelity

Prototype

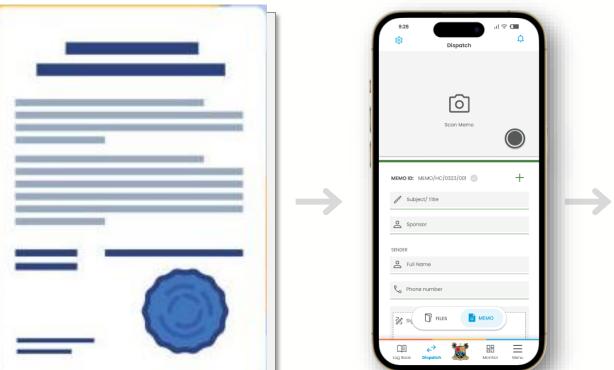


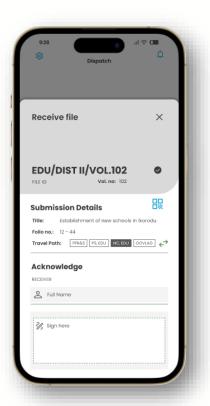




Receiving Memos from Outsiders

- 1. Snap cover page
- 2. App Autogenerates ID
- 3. Input memo details
- 4. Insert receiver name
- 5. Sign and Submit.

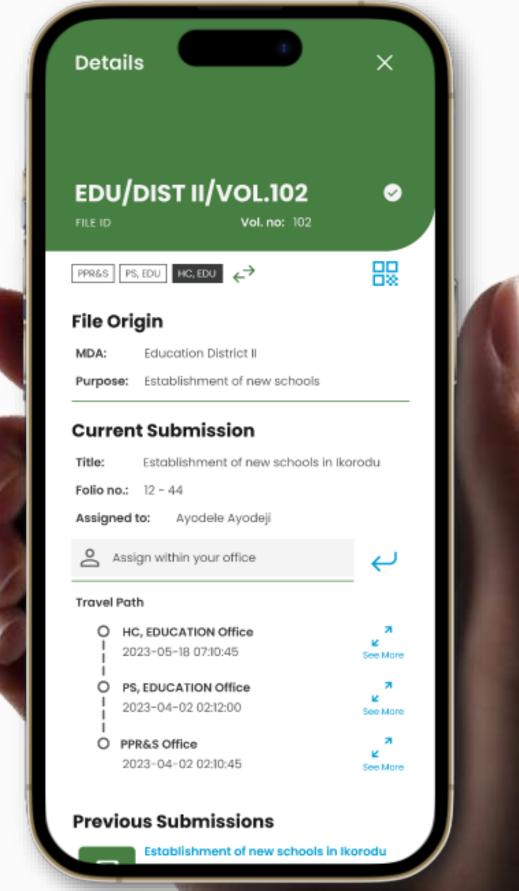




Transferring Memos between Departments

- 1. Snap Digital QR code
- 2. Insert receiver name
- 3. Sign and Submit.

Product Manager



Project Demonstration

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Click here for high fidelity

Prototype

Product Manager

Project Demonstration

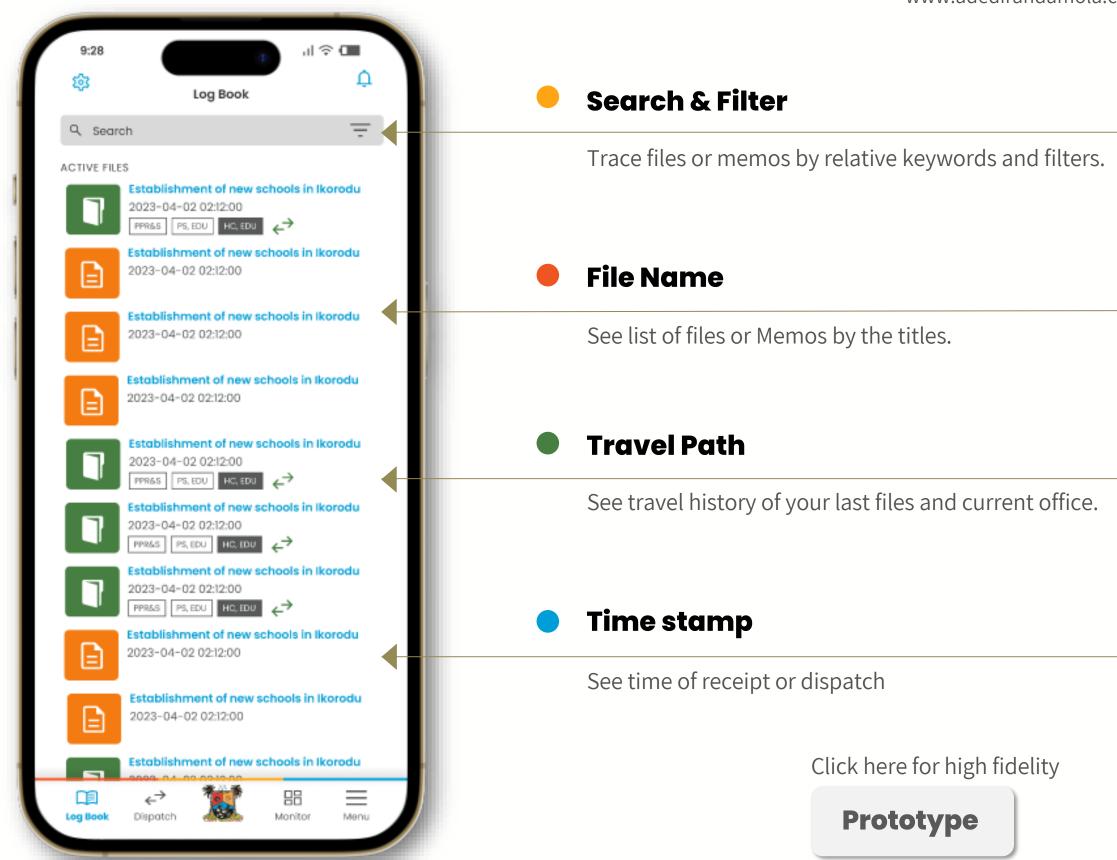
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Features

LOGBOOK PAGE

Functions:

- CATEGORIZE entries to file or memo
- LIST entries by last action
- **DETAIL** of each file/ memo
- HISTORY of file/ memo
- **SEARCH** entry by name or contents
- FILTER entry by last action
- **TIMESTAMP** by last action



Product Manager

Project Demonstration

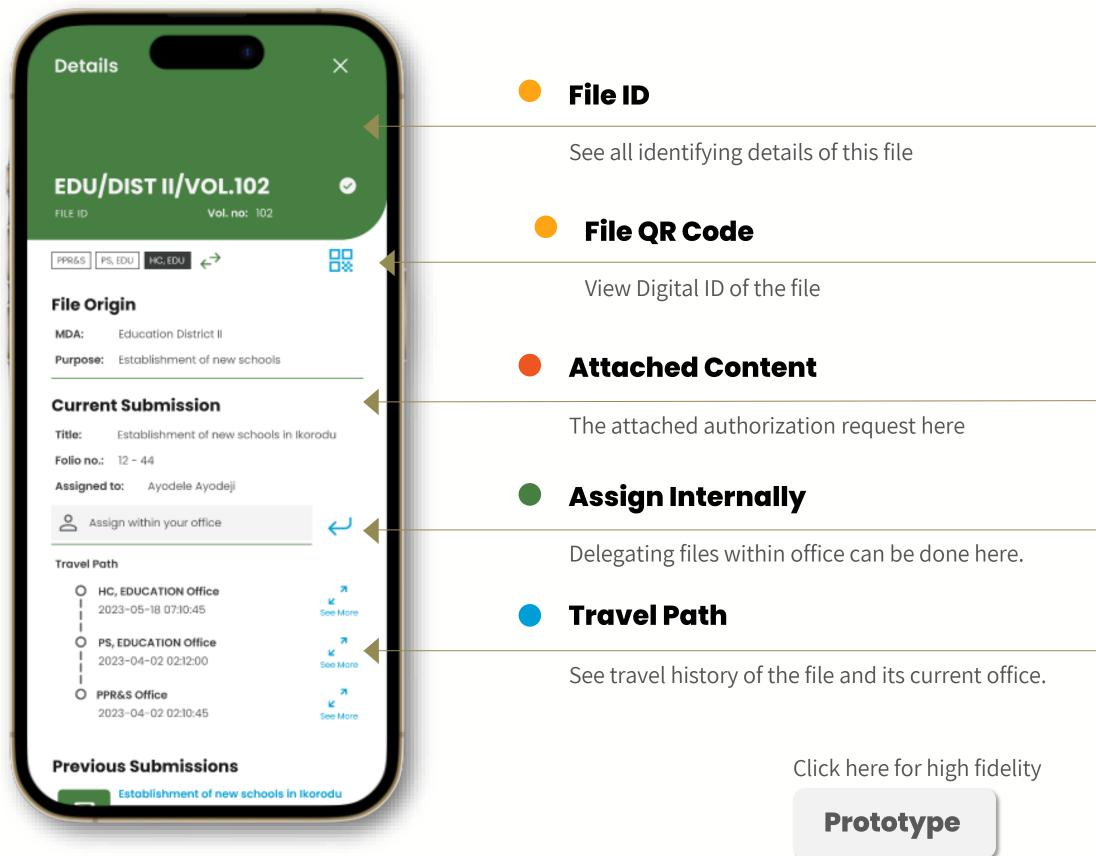
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Features

FILE DETAILS PAGE

Functions:

- ASSIGN file internally
- REVIEW personnel in exchange
- **VIEW** file identity & content title
- VIEW authorization request



Product Manager

Project Demonstration

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Features

MEMO DETAILS PAGE

Functions:

- **ASSIGN** memo internally
- REVIEW personnel in exchange
- **VIEW** memo ID & content title



Memo ID

See all identifying details of this memo

Picture of Memo

See digital photograph of the memo as collected.

Assign Internally

Delegating files within office can be done here.

Exchange Details

See personnel involved in exchange during travel

Click here for high fidelity

Prototype

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Detail Views

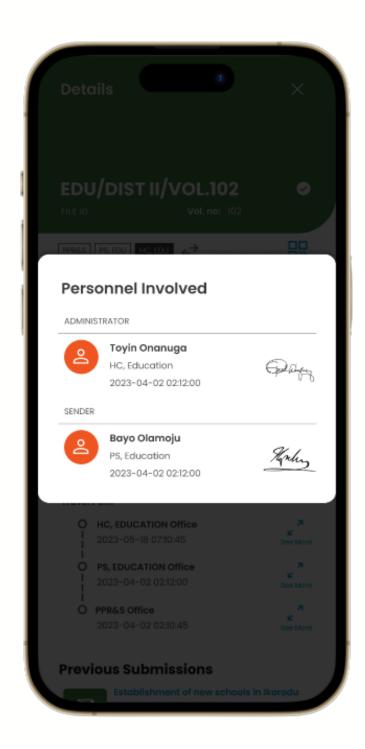
Each file or memo details has these pages to confirm details and help tracking.



Digital QR Code & ID



Picture of Memo



Exchange Details

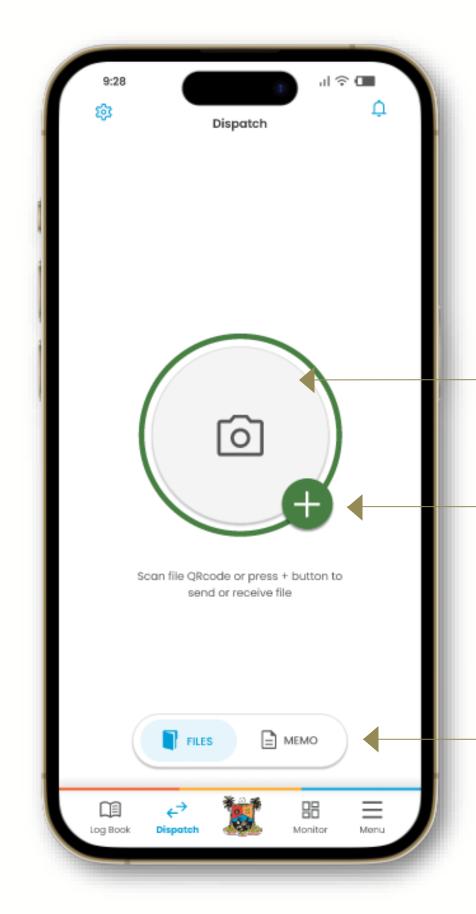
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Features

DISPATCH FILE PAGE

Functions:

- **EXCHANGE** files
- INPUT file collection details
- **SCAN** QR codes on the file cover
- SWIPE page to exchange Memo



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Scan QR Code

Scan QR code to automatically verify file.

Insert File ID

Input File ID numbers to verify file.

Navigation

Swipe between Files or Memo exchange interface

Click here for high fidelity

Prototype

Product Manager

Project Demonstration

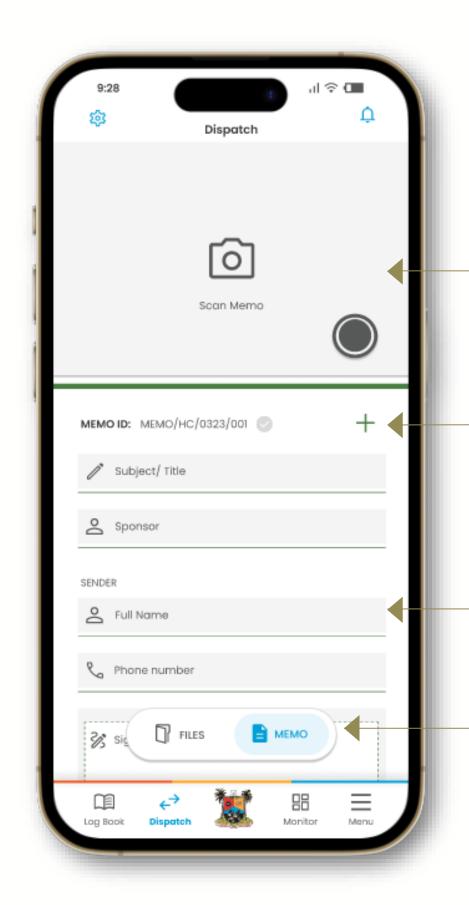
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Features

DISPATCH MEMO PAGE

Functions:

- EXCHANGE Memo
- AUTOGENERATE memo ID
- INPUT memo ID
- INPUT memo collection details
- **SNAP** memo cover for archive
- SWIPE page to exchange Files



Snap Letter

Scan memo cover for archive purpose

MEMO ID

Memo ID is autogenerated or inserted by user here

Input Details

Input the essential collection details, then, submit

Navigation

Swipe between Files or Memo exchange interface

Click here for high fidelity

Product Manager

Project Demonstration

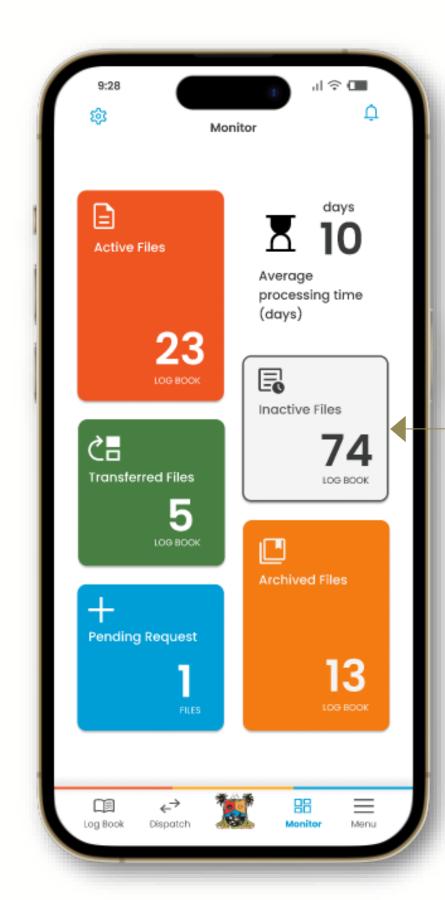
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Features

MONITOR PAGE

Functions:

- VIEW File or Memo Statistics
- **FILTER** file or memo categories
- **DETAIL** of each file/ memo
- HISTORY of file/ memo
- **SEARCH** entry by name or contents
- FILTER entry by last action
- **TIMESTAMP** by last action



Statistics

See list of files or Memos by the current state categories.

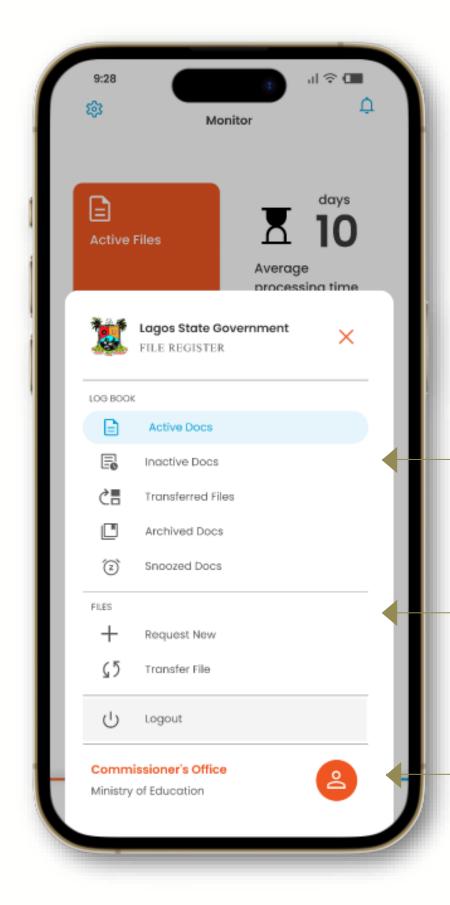
Click here for high fidelity

Value Proposition

Product Manager

Features

MENU OPTIONS



Project Demonstration

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Logbook Entries

Categories of logbook entries by current state

Other File Action

Request file from Admin department or transfer file between departments

Account

User profile details

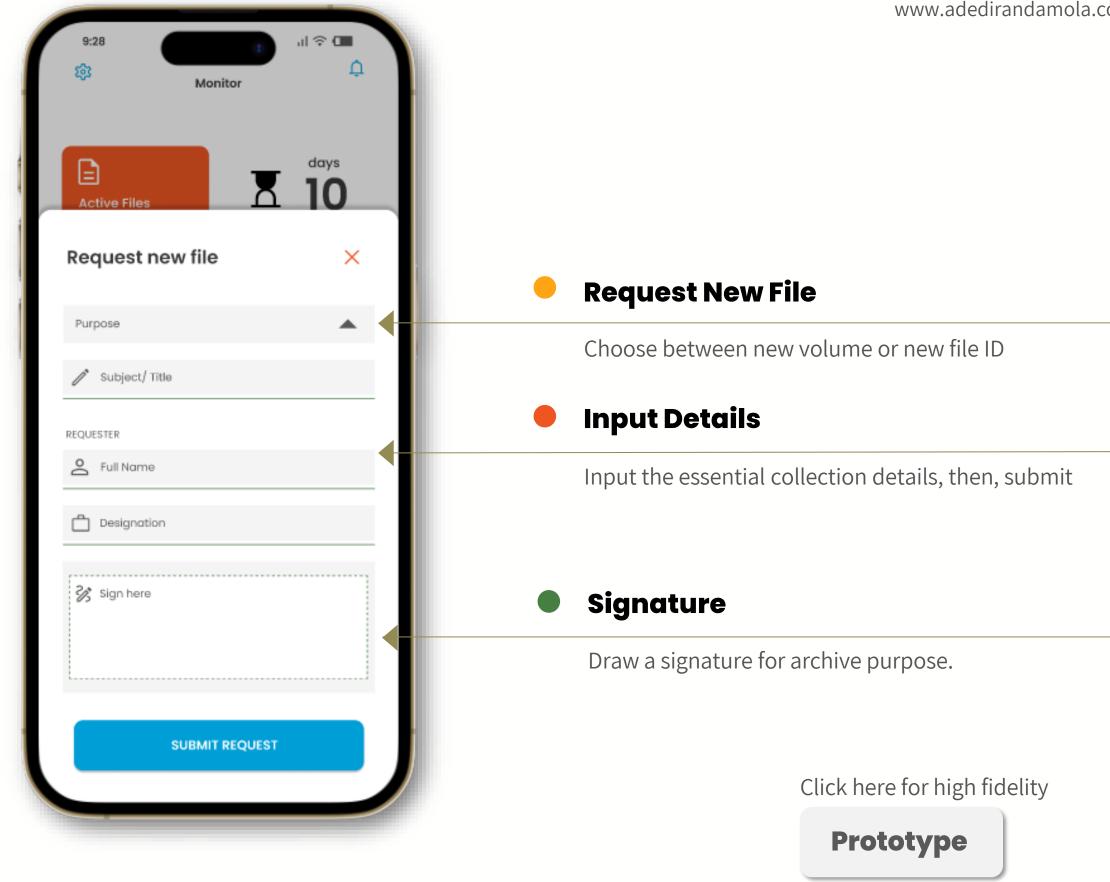
Click here for high fidelity

Features

REQUEST NEW FILE

Functions:

- **INPUT** request details
- **TIMESTAMP** collected on submit
- **SUBMIT** for processing



Process Digitalization Plan Value Proposition

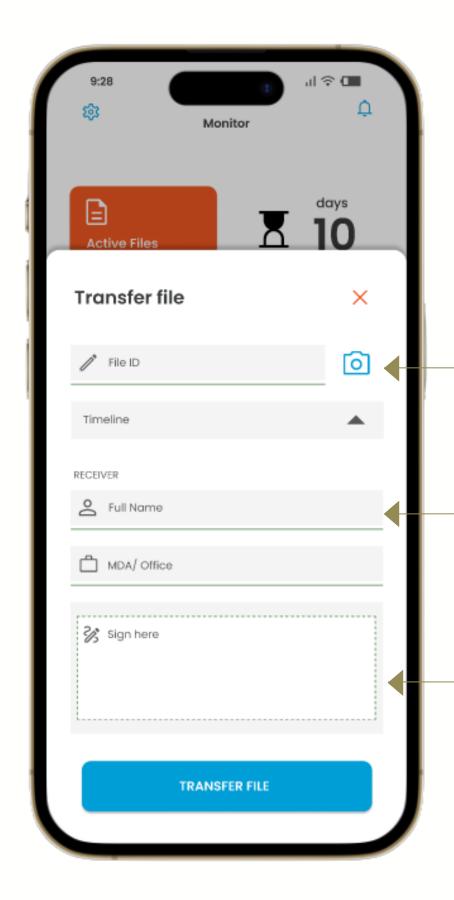
Product Manager

Features

TRANSFER FILE

Functions:

- INPUT request details
- TIMESTAMP collected on submit
- SUBMIT for processing
- TIMELINE for snooze effect



Project Demonstration

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Scan/Insert

Input file ID or scan QR code to call up details

Input Details

Input the essential collection details, then, submit

Signature

Draw a signature for archive purpose.

Click here for high fidelity

Product Manager

Feature Matrix

	Logbook	Mobile App + QR Codes		
Features	Traditional Process			
Digital Footprint of Filing system	No 🗙	Yes		
Easy Search & Tracking	No X	Yes		
Collect dispatch info	Yes	Yes		
Collaboration	Single-user	Multi-user		
Capture file/ memo history	No 🗙	Yes		
Logbook (File & Memo)	Multiple lists	Unified list		
Archive (or storage) of entries	Temporary	Permanent		
Verify File Identity	No 🗙	Yes		

Process Digitalization Plan Value Proposition

Success Metrics

	Goals	Signals	Metrics	
	Users find the app helpful and easy to use	Good feedback during user tests	Customer support tickets, Net Promoter Score (NPS)	
Happiness		Perceived ease of use	User feedback survey response rate, Positive survey result	
Engagoment	Users enjoy app experience and rates it	Spanding more time in the app	DAU, MAU, Time spent on the product	
Engagement	highly.	Spending more time in the app	Click-through rate (CTR)	
	Users sees encounters issues while using the app	Customer errors recorded	Number of crashes, Number of bugs and defects	
Errors		Resolution delays from developers	Error resolution time, Number of support tickets related to errors	
Retention	Users always use the app to complete key actions	Users stay active	Churn rate (e.g. monthly, annual)	
Retention		Users use it daily for all their tasks	Repeat customer usage	
大 Task success	Users complete their goal quickly and	Incomplete or completed tasks	Task completion/ incomplete rate per user	
TUSK SUCCESS	easily	Completing tasks efficiently	Time to task completion	



Client

Lagos State Govt.

Dami Adediran

Product Manager

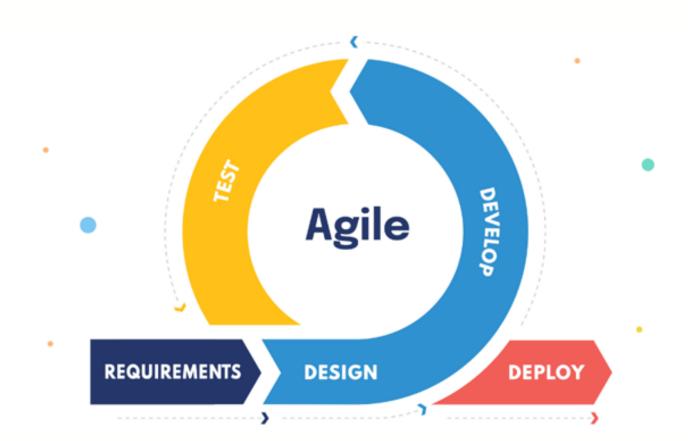
Project Demonstration

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Implementing M 1.0

Digital platform for processing file & memo exchange in a government system.

Development Approach

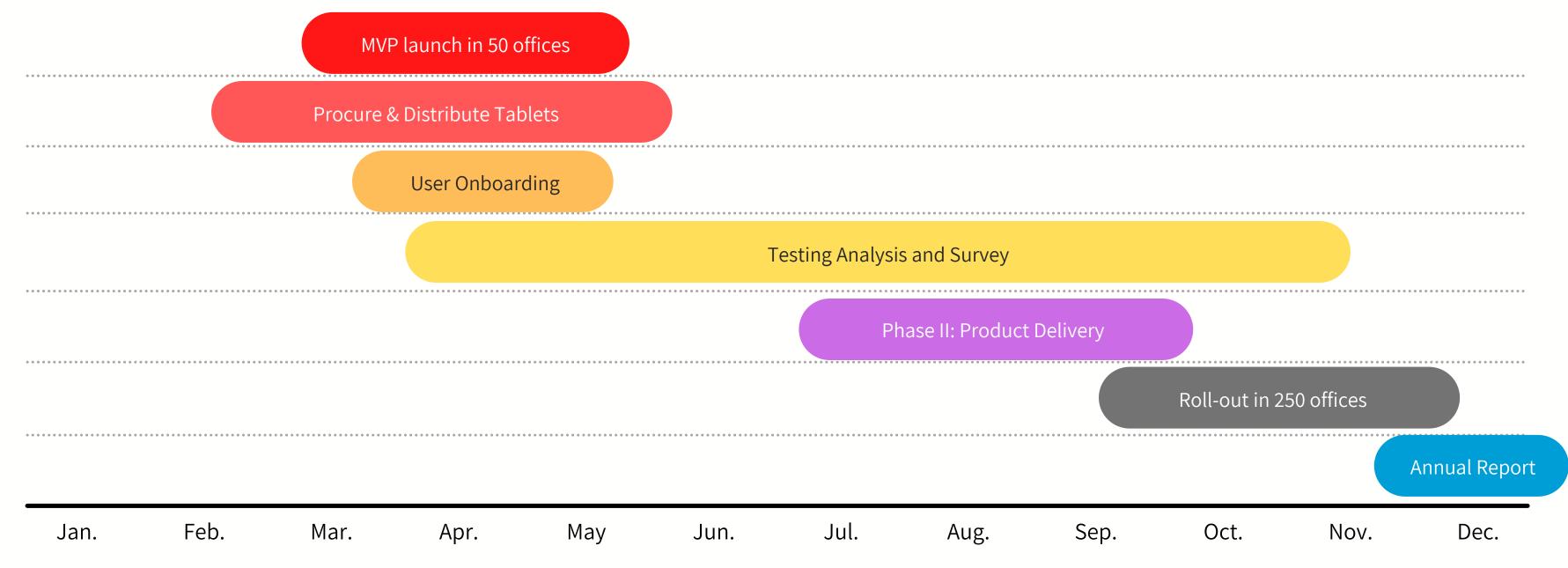


Government project execution has always been waterfall planned, but a legacy solution that will result in a significant shift to its operations like this one requires patience, dynamism and attention. Hence, we propose an agile-based development approach.

This means there would be a relentless effort to test and assess features as they are delivered to the target audience and the reports will be delivered to top stakeholders thereafter.

Product Manager

Timeline of Execution



NOTE: Subject to revision.

Stakeholder Map

These are people that can influence the decision-making process and they should be monitored and informed:

Ultimate Authorizers	Sector Owners	Administrators	Political Influencers
Governor of the State	Commissioner of Ministry of Science & Technology (MOST)	Staff of Civil Service Commission	Members of the State House
Other Cabinet Members	Staff of Ministry of Science & Technology (MOST)	Head of Admin Dept	State Press Secretary
Commissioner for Finance	State Printing Press	Registry Personnel	
		Office Secretaries	

Product Manager

Open Issues (Risks)

These are issues to keep an eye on to ensure it doesn't affect the success of this proposition

- 1. Structural limitations unstable power supply, no computers with clerks, weak internet.
- 2. Government financing is a slow and arduous process.
- 3. People will fear being sacked based on this proposition, the messaging must be captured and controlled from the onset.
- 4. Several stakeholders have a sway on decision making in Government.
- 5. Security of Government content is of paramount importance, hence cannot be hosted on any kind of public platforms.
- 6. Technology choice and deployment is political, and it must be positive to elicit acceptance and long-term support.
- 7. Bad actors involved in corrupt practices will slow down implementation success.
- 8. This is the first time Government execution will be agile-based not predictive.

Product Manager

Feature Prioritization

Must Have	Should Have Could Have		Won't Have	
 CREATE user account 				
Login/ logout function	 CATEGORIZE entries to file or memo. 	 REVIEW personnel in exchange 		
 Files with printed QR codes 	 FILTER entry by last action 	 VIEW authorization request 		
 AUTOGENERATE memo ID 	 FILTER file or memo by categories 	 VIEW personnel in exchange 	 TIMELINE for snooze effects 	
 DETAIL of each file/ memo 	 HISTORY of file/ memo 	 VIEW memo ID & content title 	 SNAP memo cover for archive. 	
 EXCHANGE files/ Memo 	 INPUT file/ memo collection details 	 VIEW File or Memo Statistics 	 POP-OUT Digital QR Code 	
 VIEW file identity & content title 	■ INPUT memo ID	 ASSIGN file/ memo internally 	 POP-OUT Picture of Memo received 	
 SCAN QR codes on the file cover 	 LIST entry by last action 	 REQUEST new file 	 POP-OUT Exchange Personnel 	
 SWIPE page to exchange Files/ Memo. 	 SEARCH entry by name or contents 	 TRANSFER file 		
 TIMESTAMP by last action 				

Process Digitalization Plan

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Implementation

Objectives & Key Results (OKRs)

Objectives	Reimagine the Filing Process to	Provide Secure/ Reliable IT	Meet the Needs of Personas
	Make it Digital	Infrastructure	Involved
Key Results	I. Half of the features have at least 70% utilization.II. Task completion rate per user is 80%	 I. Pass a bi-annual security audit II. Number of vulnerabilities count of 500. III. Number of bugs and defects recorded of 1,200 	I. Net promoter score (NPS) of 80%II. Repeat customer usage of 90%III. Time to complete task of 2 minutes

Project Demonstration

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Roll-out Strategy (GTM)



Procure Mobile Devices And Pre-install Apps

Since there are no technology devices assigned to Registry personnel, we need to procure tablets for each office as part of the proposal.



Train Registry Staff Before Launch

All Registry personnel should be gathered for a physical onboarding while other staff will be sent newsletters.



Identify and Keep Stakeholders Abreast

Map out the essential stakeholders and ensure they're are kept abreast to the level appropriate for their authority.



Distribute Information Manuals

An information pamphlet should be distributed to all offices to ensure all staff understands and can use the product delivered.



Partner with Lagos State Printing Press

As the file covers are an integral part of this proposition, we must partner with the State Press to supply the encoded files.



Monitor Other Essential Infrastructure

To ensure success, we need to monitor the availability of other technical infrastructure such as internet or power.

Project Budget

s/n	Terms	Measurement	Qty	Unit Price (\$)	Timeline	Total (\$)
1.	Manpower (Engineers, QA, Researcher/ Analyst, Product/ Project Mgrs., Business developer/ Sales)	Average monthly cost per personnel	9	5,000	12	540,000
2.	Infrastructure (Cloud Hosting, Domain, misc.)	Cost per annum	1	15,000	1	15,000
3.	Procure Devices (Custom-built tablet devices)	Price per device	1,900	200	1	380,000
4.	Other Ancillary Needs (Advertising, training & transportation)	One time cost	1	50,000	1	50,000
	Total First-year Project Cost					\$985,000

Project Demonstration

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Thank You!

For clarifications, contact me at:

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Product Manager

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