

Internationalization of Mozeo

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<i>Creation Date:</i>	<i>11/30/2015</i>
<i>Last Revised:</i>	<i>12/01/2015</i>
<i>Version:</i>	<i>1.0</i>

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Revision History

Revision History- Statement of work			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	09/22/2015	Tushar Karia, Tushar Badlani, Abhinav Dewan	Draft of Statement of work
Final Revision	10/11/2015	Ishani Jariwala	Final Revision

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	10/15/2015

1. Statement of work

1.1 Background

The expectation of our client: Greg Lisnyczyj, Co-Founder and CEO of Mozeo is further expansion of the current business into the international market. This would include integration of the new system into the existing Mozeo system. The website currently has a user base of 25,000 and the proposed model aims at providing website in multiple languages, expanding its user base to over 75,000. There will also be a mobile application to support the website, which will be developed on android and IOS platform. The approved budget for this project is roughly around \$100,000. The project team will be consisting of 25 members across various domains mentioned above.

1.2 Goals and Objectives

Develop a comprehensive website and mobile application package that is able to address the following domains of the firm in the international market:

- Sales and Marketing
- 24*7 Support System
- Language Translation
- Multilingual web Framework
- Legal/Licenses

1.3 Problem Statement

Mozeo offers mobile marketing services to help businesses communicate better with a very solid and proven platform for clients to get services that will help them be more successful. There are 25,000+ businesses who use Mozeo in United States and Canada region. As a future prospect Mozeo wants to globally expand its market, targeting audiences in countries like South Africa, India, United Kingdom, Australia and Japan. As Mozeo follows the subscription revenue model, it is extremely important for them to reach out to the global audience through various other channels other than their existing website. The major challenges would be overcoming the legal regulations and study of the market in these countries.

1.4 Deliverables

Deliverable is a tangible or intangible object produced as a result of the project that is intended to be delivered to a client. A deliverable could be a report, a document, a server upgrade or any other building block of an overall project. In case of Mozeo the major building block of the project is to enter into the Global Market targeting different countries at a time. For Mozeo, we are currently focusing on launching Mozeo in South Africa. The key deliverables to consider are listed as follows:

1.4.1 Multilingual Web Framework

Language and culture is the biggest barrier faced by business while entering a global market. The business customer may be targeted better when we try to speak their language. For South Africa, English (U.K) is the language barrier for Mozeo. Mozeo has been marketed with English (USA) language in United States and Canada.

Each country has different languages. In order to overcome this language barrier, we need a consistent Language Barrier Framework. This framework will overcome all language barrier without changing the internal technical implementations.

1.4.2 Global Marketing Strategy

To step into global markets, we need to focus on the three key areas:

- Potential Markets/Sources/Customers
Text Message Marketing
- Competitor Analysis
Study of existing market and potential competitor. To bit on rates and promote Mozeo's Business.
- Payment Methods and Currency Rate
Payment methods for the regional state and currency conversions.

1.4.3 General legalities and regulations for each country

- Government regulations
- Credit Card Compliance
- Data Privacy Regulation

- Licensing to do Business
- Tax codes

1.4.4 Communication Management Plan

Customer Support Services through United States with 24X7 support. No local country centers for the customer support. Communication Strategy Matrix to be made in order to handle customer support.

1.4.5 Monthly and Weekly Status Reports

Weekly and Monthly status reports are a crucial aspect of any project since it allows all members of the project to know exactly where the project is at its current state and also where it is heading. Without status reports there would be no sense of direction or accomplishment since most people would not know where the project stands. Having a weekly status report allows for the important stakeholders to know how much of the project has been completed, and if the project is still on schedule. A basic status report should include what has been done that week/month, what should be done next week/month, what are risks involved with what needs to be done, and even include any key interdependencies that might exist in the project. This information will give an overview of how the project is coming along, and also make sure everything is moving as it should for Mozeo.

1.4.6 Schedule Management Plan

Effective project scheduling plays a crucial role in ensuring project success. For Mozeo to successfully launch themselves to global market, schedule plays a very vital role to launch themselves at right time. To keep this projects on track, requires to set realistic time frames, assign resources appropriately and manage quality to decrease product errors. This typically results in reduced costs and increased customer satisfaction.

1.4.7 Cost Management Plan

Project cost management includes the processes required to ensure that a project team completes a project within an approved budget. Project Cost Management is primarily concerned with the cost of the resources needed to complete project activities. Project Cost

Management should also consider the effect of project decisions on the subsequent recurring cost of using, maintaining, and supporting the product, service, or result of the project. For Mozeo, Cost flow plays a very important role as it follows subscription model.

1.4.8 Roles and Responsibilities

In project management, it is very important for all the stakeholders to understand the responsibilities and accountabilities of each person. One of the important tools for tracking roles & responsibilities is the Responsibility Assignment Matrix (RACI matrix). RACI stands for:

- Responsible – Who is responsible for the execution of the task?
- Accountable – Who is accountable for the tasks and signs off the work?
- Consulted – Who are the subject matter experts who to be consulted?
- Informed – Who are the people who need to be updated of the progress?

The Responsibility Matrix is a tool used to define the general responsibilities for each role on a project. The matrix can then be used to communicate the roles and responsibilities to the appropriate people associated with the team. This helps set expectations and ensures people know what is expected from them. The purpose of the matrix is to gain clarity and agreement on who does what. For Mozeo, as the team works in different domains, it's very important to decide who is responsible for the task and who will report whom.

1.4.9 Risk Management Plan

Being the Project management team for Mozeo, it is very important for us to develop risk management plans that serve to identify risks, strategize ways to minimize or avoid those risks and develop contingency plans in case risks occur and hinder a project's completion. Risk Radar, a risk management database, will help Mozeo to identify, prioritize, and communicate project risks in a flexible and easy-to-use form. Risk Radar provides standard database functions to add and delete risks, as well as specialized functions for prioritizing and retiring project risks. Each risk can have a user-defined risk management plan and a log of historical events. A set of standard short- and long-form reports can be easily generated to share project risk information with all members of the project team. The number of risks in each probability/impact category by time frame can be displayed, which allows the user to drill down through the data to uncover increasing levels of detail.

1.4.10 Technical Interactive Platform

The only way through which Mozeo's customer will interact with Mozeo's services is through the website. A domain-specific multilingual website and dashboard is the main technical platform for Mozeo. Website with regional language translation that also enable the regional customer to type in text messages with regional language.

1.4.11 Cost Benefits/ Performance Measure

- Earn Value Management

The basic premise of earned value management (EVM) is that the *value* of a piece of work is equal to the amount of funds budgeted to complete it. It is a technique that is used to track the progress and status of a project and forecast its likely future performance.

- Return On Investment

Return on Investment (ROI) is a monetary measurement that is used to evaluate the efficiency and effectiveness of an investment made by an organization.

- Payback Analysis

Payback analysis is a mathematical methodology to determine the payback period for an investment, which is how long it will take to pay off the investment with the net income derived from the asset or project. Payback analysis can provide important information for decision-making. It provides a means to manage risk. Mozeo will use payback analysis to determine whether this project will pay for itself in an acceptable period of time.

1.4.12 Work Breakdown Structure

A WBS is defined by the PMBOK as "a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and created the required deliverables". A WBS is one of the most critical components of a successful project because it forces the project team to carefully consider all the pieces of a project. Specifically on this large project of Mozeo, it is practically impossible for one person to consider all the work necessary to complete the project. Thus it is very salient for Mozeo.

1.4.13 Staffing Plan

Staffing Plan is a series of process for ensuring that the right people with the right abilities and tools are assigned to the right tasks at the right time. Developing a staffing plan will help Mozeo to perform the processes of effective staff management which is one of the most important factors in leading a project to a successful outcome.

1.5 Business Benefits

1.5.1 Financial Benefits

Financial benefits through Subscription Model as:

- Return On Investment (ROI) through subscriptions.
- Marketing Returns by allowing other business to advertise on dashboard during trial phase of membership.

1.5.2 Business benefits pertaining to improvements in operational performance and customer satisfaction:

Internationalization will help Mozeo attract foreign customers. Mozeo establish a new customer relationship with these customers. This will help Mozeo retain its customer due to the direct personal assistance to its customer.

Mozeo will also attract new business partner to handle its customer support team in different countries. This enables Mozeo to extend its business and enter competitive market with competitive prices in order to attract customers.

1.6 Business Process Scope

This section includes business processes aspects of the client's situation that are to be included in the project and those that are to be excluded.

1.6.1 In Scope

- Language translation

Language and culture is the biggest barrier faced by business while entering a global market. The business customer may be targeted better when we try to speak their language. For South Africa, English (U.K) is the language barrier for Mozeo. Mozeo has been marketed with English (USA) language in United States and Canada.

Each country has different languages. In order to overcome this language barrier, we need a consistent Language Multilingual Framework. This framework will overcome all language barrier without changing the internal technical implementations.

- Marketing (advertising pay per click only during trial phase)

Pay per click also called per click is an internet advertising model used to direct traffic to website in which advertisers pay the publisher, Mozeo will allow the advertisers to publish advertisement only for the one-month trial users. Pay per click will help in increasing revenues and advertise the local business. Mozeo will use both Flat rate pay per click and Bid Based pay per click.

- Local Customer support system 24x7 placed in US

As a company which aims to globalize in countries like South Africa, India, Japan and UK. Mozeo will establish local customer support infrastructure which will operate 24X7 hours with call center aimed in providing customer satisfaction and solving customer issues.

- Currency as per the country

Mozeo will use existent internal payment system in addition will incorporate a facility for its user's to pay in local currency.

- Central Information repository and integration

Globalization to different countries means Mozeo will have to expand its central information repository and integrate central information repository with the local repository of countries where it plans to globalize.

1.6.2 Out of Scope

- Not covering regional languages

For this phase of project Mozeo only aims to target the national language of countries and regional languages.

- Language dictionary/auto correction

For this phase of project Mozeo only aims at language translation of national language and language dictionary with auto correction is out of scope.

- Send junk text (SMS) messages

Users in trial versions are allowed to send 10 SMS and 100 email messages. For the premium users it is pay as you use services which eliminates sending junk messages.

- Mobile application

For this phase of project Mozeo only aims to globalize itself in new market with its mobile responsive website. Mobile application across iOS and android platforms is one of its future scope.

- Sample marketing/text/email templates

For this phase of project Mozeo only aims to provide platform to its users where they are able to communicate and advertise their company events using text messaging and email.

1.7 Organization Scope

Identify which legal entities, business units and specific areas within departments (if applicable) are impacted by the project.

1.7.1 Legal Entities

1.7.1.1 In Scope

- Credit card compliance's may vary with countries ([https securing and 3d secured payment and SOX](#))

Mozeo will be using its internal payment system and internal legal team. Legal team will research and will change system policies complying to country specific credit card and payment policy which could range from Sarbanes Oxley Act, Anti Money laundering Act like FACTA etc.

- No private information storage

Mozeo and its legal time will comply to country specific security policies and will not store credit card details and personal information.

- Taxes and value added service tax as per geographical region and licensing to do business (telecom and IT)

Mozeo business process team will have to research and bring into configuration changes to internal payment system to comply to various taxes and value added services. These taxes should comply to telecom and IT country government policies.

1.7.2 Business Units

1.7.2.1 In Scope

For Mozeo to globalize and enter new markets, it will need its marketing, technical, legal, financial and customer support business units.

1.7.3 Location Scope – Indicate what office and/or geographic locations will be impacted by the project:

1.7.3.1 In Scope

Mozeo will establish local customer support infrastructure which will operate 24X7 hours with call center aimed at providing customer satisfaction and solving customer issues.

1.7.3.2 Out of Scope

Mozeo will not have customer support center in different country, instead customer support will be managed by having 24X7 customer call center.

1.7 Products & Services Scope

Indicate which products and services will be impacted by the project

1.8.1 In Scope

Mozeo will establish website with multi lingual languages, 24X7 customer services, dashboard in different language with new user interface and reports of text, email & mobile web pages used by the customer.

1.8.2 Out of Scope

Mozeo will not have auto correct dictionary for its text & email messaging, text prediction for text & email messaging and reward system.

1.8 Technology Scope

Identify existing systems and technologies as well as new technologies to be included in this phase

1.9.1 In Scope

Internet domain website conversion to a different language

Currently Mozeo has one domain to meet its US and Canada users, in order to globalize to new countries Mozeo needs to have different domains for specific countries. For example, if we are aiming at South Africa it should have .sa domain

1.9.2 Out of Scope

- Language dictionary/auto correction

For this phase of project Mozeo only aims at language translation of national language and language dictionary with auto correction is out of scope.

- Mobile application

For this phase of project Mozeo only aims to globalize itself in new market with its mobile responsive website. Mobile application across IOS and android platforms is one of its future scope.

1.9 Data Scope

Identify the significant data requirements needed for the project:

1.10.1 In Scope

- Market study

Market study and demographics of new countries entering, legal constraints and competitor analysis

- Central Information repository and integration

Globalization to different countries means Mozeo will have to expand its central information repository and integrate central information repository with the local repository of countries where it plans to globalize.

1.11 Work Approach

- The initial phase requires the multilingual conversion of the current website which cannot support local languages of our targeted market. This will be taken care by the technical team.
- Validation and consumer experience of using the website to be tested
- The legal constraints of launching the website in the market
- Marketing the service or product in the targeted country
- Support offered to the consumers

1.12 Risks

1. Data Theft
2. Prone to class action litigation under state and federal laws
3. Local/global competitors with a similar product/service
4. Selecting wrong marketing channels
5. Improper customer list building
6. Emergence of a new dominant technology
7. Insufficient resources
8. Bandwidth limitation of the market when creating a mirrored website
9. Improper mobile marketing strategy
10. Currency conversion
11. Cultural interpretation of the website
12. Search engine optimization problems
13. Website related technical difficulties

14. Improper web content translation
15. Lack of end user participation

1.13 Assumption

Assumption Category	Description
Time	Project will take no more than 6 months to be completed
	Time lapses in the achieving the milestones wouldn't affect the critical path
Resource	Availability of enough resources in every functional domain
	Availability of a 24*7 support team
	No dependent resource leaves the company during the course of the project
	Project team will be skilled in tools and technology used
Budget	Project cost estimate is \$120,000
	Revenue model guarantees return on investment
Customer	Enough consumers want the product/service
Scope	Project scope will not be modified
Technology	The tools to be used for the project are readily available
Sponsorship	Sponsor support and interest is there throughout the project
	Sponsor expectations are met
Financing	The funds are available as per the budget allotted
Legal	No legislation changes for the next financial year

1.14 Critical Success Factors

Website related

- Quality of the service offered
- Marketing strategy to promote website: search engine optimization, pay per click ads
- Usability of the website and ease of subscription, payment methods
- Use of analytics to understand customer requirements, feedbacks and improve upon the services

Project related

- Clearly defined objectives with team support
- Agreed up project scope and expectations
- Clear and approved communications
- An appropriate cadence for checking and reporting of status

1.15 Kill Points

- Project budget is way too low to implement it
- Cost and Schedule over runs
- Weekly status reports showing no progress
- Communication lag with the project sponsors
- If the project does not match the vision of the company and goes out of scope

Revision History

Revision History- Project Governance document			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	09/29/2015	Tushar Karia	Draft of Project Governance Document
Final Revision	10/18/2015	Tushar Badlani	Final revision

Approvals

Name	Role	Date
Gregory Lisnyczj	Project Sponsor	10/20/2015

2. Project Governance

2.1 Introduction

There are two primary documents developed to explain the Project Governance Teams. These documents are:

- Project Governance teams overview

This high-level document explains the Project Governance Structure's overall purpose, benefits, and its location in the Mozeo organization.

- Project Governance Teams

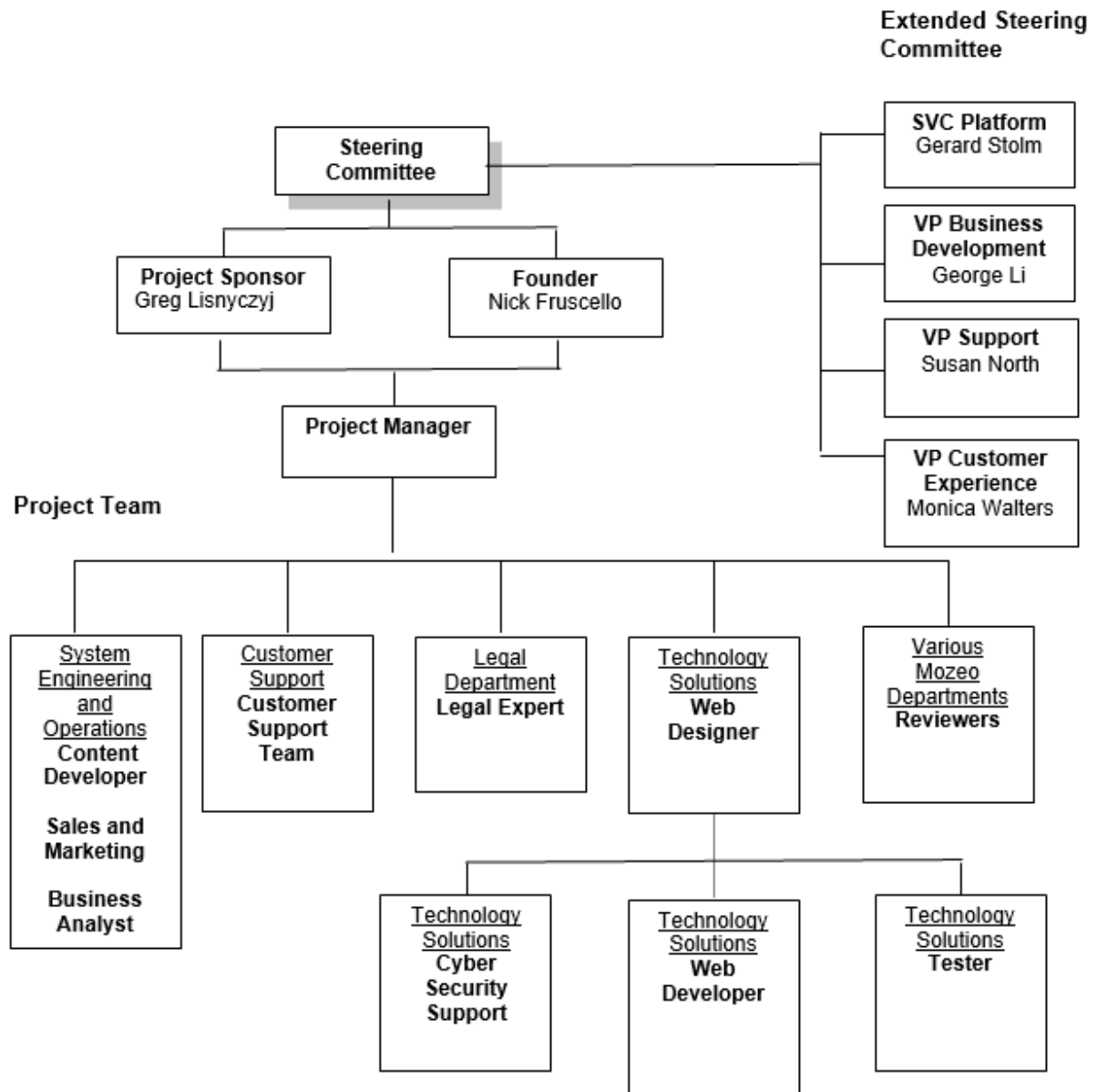
Detailed Roles and Responsibilities – This detailed reference document explains each team's specific roles and responsibilities.

- Purpose

This guideline defines the overall parameters for successful project governance. It also provides a foundation for the organized and consistent planning and execution of projects. More specifically, this document's goal is to describe each team's actual work that is performed during a project.

- View of Mozeo Project governance structure

A critical component of understanding the Project Governance Teams' organization and reporting structure is seeing how they are arranged graphically. The chart on the following page visually shows the governance teams' hierarchy.



2.2 Roles and Responsibilities

2.2.1 Extended Steering Committee

The Extended Steering Committee's goal is to provide a forum to collect user input on customer satisfaction with the system. They provide feedback on application aspects such as system performance and enhancements needed to help the Steering team understand the user needs and set a strategic direction for ongoing development activities. The Extended Steering Committee is an optional sub- team and for this reason is not shown in the chart on the preceding page.

The team should be comprised of a combination of executive and supervisor staff to get the business user perspective and should include a range of users who have proven expertise and business knowledge. Ideally, the team will be set up early in the design process to maximize effectiveness. The team should be larger during design phases and can shrink in size as the solution moves into maintenance.

The Extended Steering Committee has the following project roles and responsibilities

- Identify other stakeholder groups and make sure they are part of communication
- Create a strong sense of community in the field
- Serve as advocates for the system
- Identify training issues vs. system issues
- Identify policy impacts

The Extended Steering Committee is accountable for the following project documents and concepts

- Communication infrastructure
- Usability input early in the design
- Network of testers and super users

Specific responsibilities and activities of the Extended Steering Committee include

- Support communication infrastructure
- Cultivate testers and super users
- Provide ongoing feedback

A detailed description of each Advisory Team high-level activity is described below:

- Support Communication Infrastructure

The Extended Steering Committee will identify additional stakeholder groups and ensure they are included in the necessary communication distributions. Since the Extended Steering Committee is closely connected to the users and have extensive business expertise, they are in a position to identify a broader audience that may be impacted by the project. They are also able to help users keep a broader focus than their one entity and therefore gain understanding of cross-organizational impacts.

- Provide ongoing feedback

Although input into usability is critical in the early design, the Advisory team is also helpful in collecting user-level feedback on system performance, policy impacts, and serves as a sounding board to gauge user expectations and reactions.

- Cultivate testers and super users

Since the Extended Steering Committee is most closely associated with the end user community, they are best able to identify and cultivate a network of testers as well as super users that are critical to ongoing training, help desk, and testing activities

2.2.2 Steering Committee

The Steering Committee's goal is customer satisfaction. The Steering Committee articulates a vision for the product or service, acquires and quantifies high-level customer requirements, develops and maintains the business case, and manages customer expectations. Its role is to ensure that business expectations are clearly articulated and understood by all stakeholders and the other project governance teams and that the functional specification responds to business priorities. The Steering Committee must also facilitate the rapid resolution of issues and decisions that cannot be agreed upon or resolved among the other project governance teams. The Steering Committee is responsible for ensuring that the project follows Mozeo's technical, policy and quality standards and procedures.

The Steering Committee has the following roles and responsibilities on a project

- Ensure project alignment with overall business objectives
- Review and sign off on SOW
- Strategic planning and executive decision point resolution
- Cross Agency/Department coordination and communication
- Monitor project risks and next steps
- Maintain knowledge of project status to apply to executive decisions across business areas
- Provide advice and guidance to the other project governance teams
- Support the Project Management team with resource acquisition

- Establish overall project requirements and priorities
- Communicate user needs, define the business problem, identify expected benefits, and manage expectations
- Articulate a project vision (What it is and what it isn't)
- Ensure project scope and execution activity is in line with customer requirements and solutions that solve the business problems
- At a minimum, the Steering Committee is accountable for the following project deliverables:
 - Creation of justification documents and funding to show why the initiative should be carried out or continued
 - A plan for customer requirements management
 - Formal verification that all policy and mandate requirements have been addressed
 - Development and execution of a formal project communication plan

A detailed description of each Steering Team high-level activity is described below:

- Strategic Planning and Alignment

Strategic planning and alignment is the process that integrates Department strategy, IT investment, project management, and functional capability to optimize cross-program coordination of all project activities. The objective of this activity is to ensure that the project initiative and related activity is coordinated and integrated with this plan and the overall business and IT strategy

- Initiative Justification

The Steering Committee comprehends and explains an initiative's business requirements and programmatic application. A project's justification will include the strategic alignment, funding requirements, executive sponsorship, and expected business results.

- Funding

The Steering Committee identifies, justifies and plans for the project's funding through its completion. The Steering Committee keeps the project within the budget for each of its budgeted years.

- Support Guidance to Other Teams

Being the top team within a specific project, the Steering Committee resolves any conflicts that were escalated from the lower teams or where the teams asked for the Steering Committee's assistance. For example, they could render a decision on a request that has reached a stalemate in discussions among the Project Team members. They could determine which team or sub team will answer a user or stakeholder question the most efficiently, too. In sum, the Steering Committee represents the police officer or judge to ensure the conflicts do not deter from the project's progress.

- Communication and Status Reporting

The Steering Committee is responsible for communications external to the project and to the key clients that have a vested interest in the project. Steering Committee communications are primarily targeted at governance teams and/or Mozeo's operational units that are dependent on or impacting a specific initiative. The Steering Committee also maintains an awareness of the status of the project effort to ensure appropriate coordination of project activity. The status reports will include issues raised based on the priority grade assigned to it.

- Executive Sponsorship, Support, and Roadblock Elimination

Throughout planning and execution, the project may experience limited acceptance due to variations in functional priorities, cultural boundaries, or the political environment. It is the Steering Committee's responsibility to positively promote the initiative's benefits. This team also removes any organizational roadblocks that may cause the project to fail or fall short of the customer's expectations.

- Customer Satisfaction

The Steering Committee monitors the project to ensure it meets the customer's goals as set in the approved SOW. The team also works with the other project governance teams to act on any approved user change requests to the product's original specifications. In summary, the Steering Committee ensures the customers and stakeholders are satisfied with the product during its project phases.

- Business Results

The main purpose of defining business results is to justify the commitment of resources to a project. The concept paper and Project Revision Request define the business aspect

of a project, including impact level, the project justification, need/demand expected productivity increase, program measures, funding requirements methods, technical analysis, and the action or business plan proposed. Business Results activities ensure that proposed project benefits are captured and tracked throughout the project lifecycle. These activities involve the process of identifying key outcomes of the initiative followed by planning, managing, delivering, and measuring the project benefits and business value.

- Mandate Interpretation

Mandate Interpretation involves identifying and clarifying federal and state mandates to ensure the project deliverables are in line with requirements. If existing mandates change or new mandates are issued during a project lifecycle, it is the responsibility of the Steering Committee to bring those requirements to the attention of the project team and to determine the impact to scope and related activity.

- Steering Committee References, Tools, Guidelines and Templates

- Statement of Work

- Status Report

2.2.3 Project Team

The Project Management Team, hereafter referred to as the Project Team, drives the critical decisions necessary to release the right product, according to the Steering Team's direction, at the right time and within the project's established resource constraints. The Project Team clarifies the business case, identifies the detailed project requirements, and integrates the efforts of each functional team described below.

The Project Team has the following project roles and responsibilities

- Owns and drives the project schedule, business requirements, application functionality, and budget
- Drives core project level decisions requiring integration across the other project governance teams
- Submits final deliverables to customer and obtains acceptance sign-off
- Manages the project scope and specifications to meet the Steering Team's requirements

- Identifies tradeoffs between cost, schedule, and deliverable product
- Integrates detailed work plans into one overall project plan
- Develops and executes project quality and configuration management plan
- Manages all subordinate teams' resources and roles
- Coordinates resources, facilities, and team communication
- Tracks project status against project plans
- Communicates with the Steering Team and the other project governance teams
- Escalates unresolved issues to the Steering Team
- Prepares and distributes status reports
- The Project Team is accountable for the following project documents and concepts:
 - Detailed project work plan and schedule that integrates all project work activity
 - Risk mitigation plan
 - Change Management
 - Quality Assurance plan
 - Status reports
 - Documentation of changes to baselined control items
 - Requirements Definition
 - Scope Management

Specific responsibilities and activities of the Project Team include

A. Scope Management and Configuration Management

Scope Management is the process for defining the project's initial scope and handling the inevitable changes to scope that arise during the project's execution.

The Scope Management processes ensure that the project considers all the work required, and only the work required to complete the project successfully. It is primarily concerned with defining and controlling what is, or is not, included in the project.

Organizations employ Scope Management to describe the project's boundaries. It defines what the project will deliver and what it will not deliver. For larger projects, Scope Management can include the organizations and transactions affected, the data types included, and so on.

During project execution, the Project Team must manage scope by ensuring that all in scope work products are delivered as promised. If the deliverables change during the project, and the customer and the Steering Committee agree to the change, then the cost, time, and resource estimates may no longer be valid. If these stakeholders agree to include new work or remove previously agreed to deliverables, then the Project Team has the right to expect that the project scope may be modified to reflect these new expectations. These new scope elements now become the approved target or baseline. If changes occur within the project, a change management process must be followed, which will analyze a proposed change's impact on the scope, schedule, resources and cost of a project. All approved changes must be incorporated into the scope documentation and communicated with the other project governance teams.

B. Requirements Definition

A requirement is a condition or capability that a system owner and user need to solve a problem or achieve an objective. A condition or capability is something that must be met or possessed in a project to satisfy a contract, standard, specification, or other project objective. A requirements definition is a work product deliverable that employs non-technical language that the system owner and users understand to specify the manual and automated processes that a software product will support. It details the functional capabilities that the product's release will deliver.

Requirements definition involves identifying and documenting the in scope and out of scope business requirements, business rules, project assumptions, and functionality. Requirements definition also identifies the governance teams and users' necessary operating environment, conversion, installation, interface, performance, and education needs. At a minimum, the requirements definition represents the contract between the customer or project sponsor and the project governance teams. Requirements definition completely and unambiguously describes the necessary attributes (functional performance requirements) for the intended product and details steps to verify the attributes' achievement (i.e. through testing).

C. Work Planning and Scheduling

Work planning and scheduling is the identification of the specific tasks that must be performed to accomplish the project, determination of how they will be done, assignment of the tasks to the appropriate staff, estimation of how long they will take, and the planned dates for meeting milestones. Work planning and scheduling must be based directly on project scope and high-level functional requirements. Using these as inputs, the Project Team develops the detailed work plan and task schedule required to achieve the project's objectives. Key dependencies are identified as well as significant milestone events. The work plan is the day-to-day guideline for performing project tasks in the sequence required to deliver the project results within defined constraints.

Another key element of work planning and scheduling is ensuring that the plan is followed and regular status information and approved changes are updated in the plan to reflect any needed adjustments in upcoming efforts.

D. Resource Coordination and Procurement Management

- Resource coordination includes the processes required to maximize the people, vendors, equipment, and tools on the project. It involves:
- Determining the category and quantity of resources (people, equipment, and materials) needed to perform the project's activities.
- Establishing the appropriate project governance teams and sub-teams that possess the skills required to perform the work (labor resources), as well as scheduling the tools, equipment, and processes (non-labor resources) that enable the staff to complete the project.
- Managing the resources and the project interdependencies required to deliver a quality project on time and within budget.
- Successfully executing a project within its defined resource constraints.
- Managing any procured resources that are external to the organization.

E. Risk Management

A risk is an uncertain event or condition that may have an effect on a project's objectives or successful completion. By recognizing a risk, the Project Team can attempt to avoid or minimize a future problem or maximize a benefit through the proper actions.

Risk management is the process of identifying project risks and developing strategies that either significantly reduces them or take steps to avoid them all together, while representing the project's best interests. Risk management also includes maximizing the probability and results of positive events. While risk management is conducted throughout the project lifecycle, the Project Team should identify risks at the project's onset and reevaluate them throughout each project phase.

When risks are mismanaged, these significant consequences represent what can occur on a project:

- Excessive resources can be expended to correct problems
- Decisions will be made without considering all alternatives and related impacts
- The probability of a project's successful completion may be reduced
- The project will be in a constant crisis state

F. Status Updates

Status updating and reporting includes project progress tracking and reporting at varying levels (individual, team, and overall project) to project stakeholders. In general, project status can be summarized as follows:

- On-Target: Project meeting all planned timelines and deliverables
- Behind: Project deliverables are behind the originally planned timeline
- Critical Behind: Project deliverables are behind the originally planned timeline and at a high risk of not meeting the client's expectations
- Complete: Project is complete and all close-out criteria have been satisfied
- Planning: Project is in the initial planning stages
- On-hold: Project is on stand-by

Several examples of more detailed status update information important for project tracking and reporting include:

- Are there any issues that are becoming evident and should be addressed now?
- What activities are on the critical path?
- Which tasks are taking more time than estimated? Less time?
- If a task is late, what is the effect on subsequent tasks and other projects that depend on this task completing on time?
- What is the next deliverable to be produced and when is it scheduled to be complete?
- How much effort has been expended so far and how much is remaining?
- Are any of the project resources over-allocated or under-allocated?
- How much of the allocated time has been expended to date and what is the time required to complete the project?
- How much of the allocated budget has been expended to date and what funds are required to complete the project?

The above status questions cannot be answered without a clearly defined project scope and detailed work plan. When performing a status update, a comparison must be made between planned project activity and actual progress to date. The Project Team must use the detailed work plan for directing project efforts as well as collecting project status information.

G. Standards and Procedures Conformance

The Project Team is responsible for ensuring that project activity and deliverables are in alignment with Mozeo's IT standards and procedures. These standards, including technical and business standards.

H. Quality Management

Quality Management is the creation and oversight of supporting processes that ensure clients and end-users receive quality products. Quality Management's purpose is to address not only the product's quality, but also the quality of the system's development process and the degree to which the project follows the defined process. The underlying concept of this process area is that high-quality systems can only be consistently produced on a continuous basis if a process exists to continuously measure and improve quality. In addition, this process

must be adhered to rigorously and throughout the project lifecycle. Key aspects of the process required to develop high-quality systems are measurement, analysis, and corrective action description.

This process may address the following quality variances technical content, such as the particular values of derived or allocated requirements, and form issues, such as whether the customer prefers instructions on product use to be in paper or electronic form. Cost and schedule variances can also be considered defects and would be dealt with along with other defects. Adherence to project management process could also be assessed and evaluated.

It is the Project Team's responsibility to develop a Quality Plan and ensure that the project adheres to DHS's Quality Management policies. Depending on the factors that must be considered for each project, the Quality Management Plan should address the following areas.

- Determining when and who should conduct independent assessments and project reviews
- Monitoring for adherence and applicability to published standards and procedures
- Devising a process for corrective action and resolution of discrepancies
- Planning to ensure the deliverables/work products meet the project's requirements (validation)
- Planning to ensure that the product works in line with the product's specifications (verification)
- Identifying project testing processes that will be implemented during development and before the product's delivery
- Performing quality reviews assures that established system development and project management processes and procedures are being followed effectively – and that exposures and risks to the current project plan are identified and addressed.

These quality reviews facilitate early problem detection that could affect the product's reliability, maintainability, usability, availability, or security. Four typical quality review categories are:

- Peer Reviews

- Structured Walkthroughs
- In-Phase Assessments (IPA)
- Phase Exits
- The review to be used depends on the work product being reviewed, the point of time within the stage, and the role of the person conducting the review.

Other areas to consider in the Quality Management activities of a project include:

- Plans for conducting design reviews
- Code reviews
- Reviews of test scripts
- Reviews of test results
- Operational support transition quality checkpoints
- Milestone checklists
- Documentation of continuous improvement opportunities

Project Management Team References, Tools, Guidelines and Templates

- Project Communication Plan Guideline
- Phase Milestone Checklist
- Status Reports
- Phase Exit Process Guide
- Requirements Checklist
- Requirements Specification Template
- Requirements Traceability Matrix Template
- Project Scope Change Control Template and Guideline
- Risk Management Guideline
- Issue Management Template
- Software Development Risk Assessment Checklist

- Scope Baseline Document

2.3 Technical Governance

Scope of decision making authority

Scope of Authority event	Steering Comm. Extended	Project management team	Project sponsor	Steering Comm. Core
Effort (cumulative and incremental)	None-input /inform only	< 160 hrs.	160-320 hrs.	320 > Y hrs.
Milestone change's	None-input /inform only	< 10 hrs.	10-20 hrs.	20 > Y hrs.
Change in project end date	None-input /inform only	< 7 days	7-21 days	21 >Y days
Cost	None-input /inform only	<5000 \$	5000-25,000 \$	25,000 > Y \$
Change in scope	None-input /inform only	None	Any	Any
Change causing an impact on Business operations	None-input /inform only	None	Any	Any

2.4 Steering Agenda Topics

Agenda Topics	Core	Extended
Action Items -Follow up previous action items	Yes	Yes
Current Project Status - A summary of project's performance, as compared to baseline or key metrics should be covered.	Yes	Yes
Decisions needed - Specific decisions that need resolution should be raised during this time	Yes	
Critical Project Issues - Escalated and open issues requiring steering involvement need to be discussed and addressed here	Yes	

High exposure risks- High exposure risks should be identified along with their current mitigation and contingency strategies	Yes	Yes
Upcoming events- Review of next major critical milestones, deliverables or any key activities Steering should be aware of	Yes	Yes
Summary- Review of action item assignments (who, what & by when), decisions made and any other items specified by the group	Yes	Yes
Communications- Review content/messages that need to be communicated to each of the members' functional areas		Yes
Feedback- Review feedback that needs to be provided to the Core steering comm., sponsor and/or Program management team		Yes

2.5 Steering- proposed

Core Steering

Gregory Lisnyczyi

Nick Fruscello

Extended Steering

George Li

Gerard Stolm

Susan North

Monica Walters

2.6 Logistics- proposed

	Core Steering	Extended Steering	Sponsor/Prog. Mgrs.
Attendees	Noted previously	Noted previously	Gregory Lisnyczyi
Frequency	Bi-weekly	Every 3 weeks	Weekly
Duration	60-90 mins	2-3 hrs.	60-90 adjust as per required

Location/Method	Conference call (in person every 3 meetings)	In person	Preference of sponsor and program managers
Outputs	Action item, decisions made and meeting minutes	Action items, feedback/input and meeting minutes	Reflected in changes to project plan documentation

2.7 Active leadership

Description: Frequent and recurring, visibility and interaction with the project team and stakeholders.

Importance: Executive level support, guidance, and direction from a single individual provides the project clarity of focus, objectives, and problem resolution.

Activities/sign of effectiveness	Impact if ineffective or not done at all
<ul style="list-style-type: none"> • Visibility at weekly project status meetings • Regular communications to the project team to stay near status and issues • Continuously evaluate and challenge project status, risks, and trade-offs 	<ul style="list-style-type: none"> • Uncertainty on decision making chain • Relaxed sense of urgency and importance of the project

Examples:

- Engaging business partners when the team experiences push back
- Resolving decisions, such as those associated with the payroll design

Time investment required:

- Initial phase of a project: 30-40 hours
- During: 15-25 hours per month

2.8 Communication

Description: Effective & frequent two-way communications between the sponsor & project team leveraging multiple channels & techniques.

Importance: Unambiguous, timely and frequent communications among the sponsor and the project team will reduce overall risk, improve decision making capability while increasing candid information flow.

Activities/sign of effectiveness	Impact if ineffective or not done at all
<ul style="list-style-type: none"> • Execute the portions of the communication plan that are the responsibility of the sponsor. • Provide frequent “face time” to communicate information relevant to the current phase. Attend team work & status sessions in both planned and ad hoc manners • Active participation and preparation for steering committee sessions 	<ul style="list-style-type: none"> • Steering committee meetings where the participants feel the meeting time is unproductive

Examples:

- Take advantage of different opportunities (status meetings, end-end reviews, etc) to interact with the team
- Gain “street level” insight to the day-day project environment

Time investment required:

- Initial phase of a project: 15-20 hours
- On-going: 10-15 hours per month

2.9 Issue resolution and Decision making

Description: Addressing escalated issues and required decisions, bringing them to a state of closure and effectively communicating the outcomes to the project team.

Importance: The timely resolution of issues and needed decisions will prevent the unnecessary expenditure of energy and focus on areas that detract the team from being able to execute in more critical aspects of the project.

Activities/sign of effectiveness	Impact if ineffective or not done at all
<ul style="list-style-type: none"> Actively participate in the change control process. Review, understand & approve/deny submitted change requests. Develop a deep understanding of benefit, cost & schedule impacts of requests. Manage any AFE submission related activities. 	<p>Change requests that are not resolved in a timely manner can have adverse effects on the project. These include;</p> <ul style="list-style-type: none"> Increased risks of working on the wrong activities Unnecessary re-work Leaving the team with unclear direction, etc all increase.

Examples:

- Product version selection, payroll process decisions
- Approval/denial of change requests in a timely manner (not necessarily just contract changes)

Time investment required:

- Will vary based on change request activity
- On-going: 20-25 hours per month

2.10 Delivery Accountability

Description: A single, unambiguous executive within the organization who has the ultimate accountability for the successful execution and delivery of the project.

Importance: Alleviates the problem of a team serving “multiple masters” while enabling speed in the escalation & decision making process.

Activities/sign of effectiveness	Impact if ineffective or not done at all
----------------------------------	--

<ul style="list-style-type: none"> • Understand project performance against the initial • Expectations. Capture changes in expectations and realign • Approach/strategy. • This activity requires the sponsor to; • Dedicate time on a weekly basis to review detailed project status with the program manager. Be able to challenge the status based on personal knowledge of the project. • Review staffing forecasts and insure that core team and business area resources are available when needed. • Review, understand and measure vendor performance against contract. • Manage the overall relationship with business partners. 	<p>The sponsor will quickly lose the ability to know the “true state” of the project. This will also inhibit the sponsor from appropriately interpreting and acting to events and/or information. These scenarios may include;</p> <ul style="list-style-type: none"> • Not knowing when the project starts to get behind schedule and/or exceed cost • Not being able to recover from resource contention until it is “too late” • Strained working relationships and potential contractual/legal issues with vendors can quickly develop when appropriate “buy-side” accountability is not in place.
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Example:

Provide ability for senior management to rapidly respond to changing project performance – make quick directional changes in cases when the project experiences a delay (i.e., alter solution, scope if necessary, etc.)

Time investment required:

On-going: 10-15 hours per month

Revision History

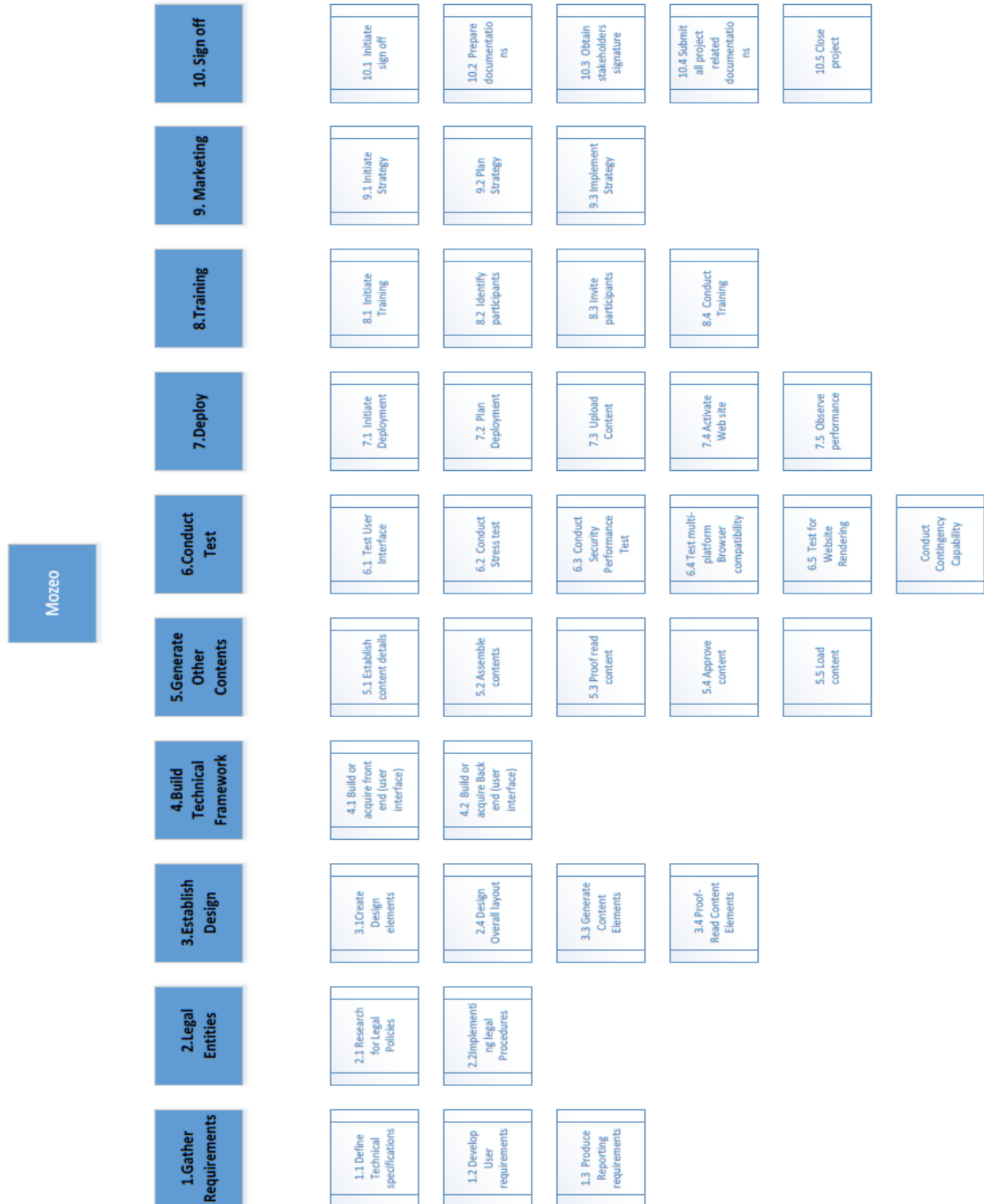
Revision History- Work Breakdown Structure			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	10/29/2015	Temitope Aladesan mi	Draft of Work Breakdown Structure
Final Revision	11/02/2015	Ishani Jariwala	Final Revision

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/05/2015

3. Work Breakdown Structure

3.1 Work Breakdown Structure



3.2 WBS Dictionary

The WBS Dictionary is attached in the plan.

Level	WBS code	Element Name	Definition
1	1	Gather Requirements	Gathering all the requirements for the project
2	1.1	Define Technical specifications	All technology related aspects are defined
2	1.2	Develop User requirements	Clearly identify the problem statement
2	1.3	Produce Reporting requirements	Text messaging reports for users
1	2	Legal Entities	The concerned regulations for internationalization
2	2.1	Research for Legal Policies	Understanding the legalities involved
2	2.2	Implementing legal Procedures	Post research implementing the procedures
1	3	Establish Design	Establish the design for the website
2	3.1	Create Design elements	Creating the elements of design
3	3.1.1	Create Dashboards	Creation of Dashboards for the users
3	3.1.2	Create SMS engine	Creating the pool of phone contacts to send text messages
3	3.1.3	Create e-mail module	Creating the pool of email contacts to send text messages
3	3.1.4	Create Account Module	Creating the subscribed users account
3	3.1.5	Create Support module	Creating the module to support user issues
3	3.1.6	Create Site Map template	Creating the navigation links for the website
2	3.2	Design Overall layout	Creating the overall design for the website
2	3.3	Generate Content Elements	Creating the contents for the website
3	3.3.1	Generate About Us	Mozeo's functional/operational information on website
3	3.3.2	Generate Getting started	Generating the getting started contents for the website
3	3.3.3	Create Video tutorials	Creating Mozeo's promotional online video
3	3.3.4	Create Knowledge Base	Creating the information repository for the company

Revision History

Revision History- Change Control Management Plan			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	10/25/2015	Tushar Karia	Draft of Change Control Management Plan
Final Revision	11/01/2015	Abhinav Dewan	Final Revision of the Document

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/05/2015

4. Change Control Management Plan

4.1 Purpose

The Change Management Plan establishes how changes will be proposed, accepted, monitored, and controlled. The change control procedures identified in this document will govern changes to the baseline project scope including changes to the work breakdown structure and requirements from project inception through to completion. In addition, the change control procedures will govern changes to the baseline schedule and cost. This Change Management Plan addresses the following activities:

- Identification and inventory of change requests
- Analysis and documentation of the complete impact of requested changes
- Approval or rejection of change requests
- Tracking changes and updating of project documentation to account for approved changes

4.2 Change Management

4.2.1 Procedure for Change Identification

Any project team member can submit a change request to the Project Manager. When the need for a change to the approved baseline is identified, the change will be clearly defined using the Change Request Form (See Attachment A: Change Request Form).

- The Requestor completes Section 1 of the Change Request Form and submits it to the Project Manager for review.
- The Project Manager records the request in the Change Control Log (Attachment B: Change Control Log) and assigns a change request number to the change request.

4.2.2 Procedure for Change Analysis

Change analysis will be carried out to determine impacts of a change with the help of following procedures:

- Scope Change
- People Change

- Process Change
- Cost of Change
- Schedule Change
- Risk Assessment

The above mentioned procedures will be carried out to determine the impact of a change once it has been requested. The change will be segregated into 3 groups green, yellow and red. The changes falling in the red bracket will always be forwarded to the change control board. The changes falling in yellow bracket will be discussed by the project manager with the project sponsor and upon agreement will be forwarded for approval to the CCB. The decision on forwarding the change requests falling in the green bracket to the CCB, will be taken by the project manager.

4.2.3 Change Request Approval Process

- When the impact of the change has been recorded, the Project Manager forwards the Change Request Form to the CCB for acceptance or rejection.
- CCB will review the change request and indicate their decisions by completing Section 3 of the Change Request Form and returning it to the Project Manager.
- If approved, the Project Manager will update the appropriate project documentation to reflect the change. For example, if the scope is changed, the Project Scope Statement should reflect the updated scope. Corresponding contract modifications may also be required if the approved change impacts the contractual scope, schedule, costs, or other terms.
- If rejected, the Project Manager will update the Change Control Log.

4.2.4 Change Tracking

- The Project Manager will maintain a master log of all change requests and the resolution of each request. All requests will be maintained in a Change Control Log. A sample Change Control Log is included in Attachment B.

- For approved changes, the Project Manager will complete Section 4 of the Change Request Form to indicate completion of project document updates and will file the form with other project artifacts.

4.3 Issue Management

4.3.1 Change Control Board

The Change control board will consist of the following members:

- Greg Lisnyczyi
- Nick Fruscello
- George Li
- Monica Walters

4.3.2 Functioning of Change Control Board

- The decision on approval or rejection of any change will be made with consensus of all the members of the CCB.
- The CCB will be chaired by Nick the co-founder
- The CCB will be meeting once in every three weeks and there can be an unscheduled meeting which can be triggered by the project manager in case of an urgent change request.
- The unscheduled triggered meeting can take place over a conference call if needed.
- The schedule meeting that is to take place every three weeks has to take place in person.

4.3.3 Tool

For the purpose of issue management and action item tracking we will make use of HP QC tool. HP Quality Center is available as HP Quality Center Starter Edition software and HP Quality Center Enterprise software.

The Starter Edition is for entry-level software quality assurance organizations. The Enterprise version, originally called Mercury Test Director for Quality Center, is for software quality assurance organizations that manage medium to large releases. For large and global organizations, HP Application Lifecycle Management 11 incorporates the capabilities of

Quality Center Enterprise Tracking, Enterprise Release Management and Asset Sharing for requirements management through application delivery.

4.3.4 Detailed Field Descriptions

For reference a sample issue log form has been included. Refer attachment C to look at the issue log form.

- **Issue Number**

This field contains a unique number associated with an issue.

- **Issue type**

This field defines the type of issue raised. It can contain two values requirements or test case.

- **Issue status**

This field shows the status of the issue. It can contain the following values open, reviewed or closed. This field can be modified by team leads and the project manager.

- **Issue priority**

This field determines the priority of the issue. The issue can be from priority level 1 to priority level 4, 1 being of more importance and 4 being of least. This field can be modified by the project manager.

- **Issue description**

This field describes the issue so that it can be understood by every member on the team.

- **Impact on**

This field describes the things the issue effects like scope, time, quality, process and/or cost.

- **Reported by**

This field states the name of the person on the project team who has raised the issue.

- **Reported on**

This field indicates the date on which the issue was reported on.

- **Response date**

This field indicates the date on which the issue was responded to.

- **Resolution/Comment**

This field is used to comment on an issue once it has been responded to.

- **Close date**

This field indicates the date on which the issue was closed. This field can be modified by the Project manager only.

Attachment A: Change Request Form

Project Information		
Project Title:	Project Number:	
Project Manager:		
Section 1: Change Request		
Requestor Name:	Date of Request:	Change Request Number:
Requestor Team:		
Item to be Changed:		Priority:
Description of Change:		
Estimated Cost & Time:		
Section 2: Change Evaluation		
Evaluated by:	Work Required:	
What is Affect:		
Impact to Cost, Schedule, Scope, Quality, and Risk:		
Section 3: Change Resolution		

Accepted Rejected	Approved by (Print):	Signature:	Date:
Comments:			
Section 4: Change Tracking			
Completion Date	Completed by (Print):	Signature:	Date:
My signature above indicates that the project documentation has been updated to accurately and comprehensively reflect the approved changes.			

Attachment B: Change Control Log

Project Information					
Project Title:			Project Number:		
Project Manager:					
Change Number:		Date of Request:		Priority:	
Status: (Evaluating, Pending, Approved or Rejected)					
Description of Change:					
Date Resolved:		Resolution/ Comments:			
My signature above indicates that the project documentation has been updated to accurately and comprehensively reflect the approved changes.					

Attachment C: Issue Log Form

Project Information		
Project Title:		Project Number:
Project Manager:		
Section 1: Issue Information		
Issue Number:	Issue type:	Status:
Impact on:		Priority:
Issue Description:		
Reported by:		Reported on:
Section 2: Issue Evaluation		
Responded on:	Resolution/Comment:	
Close Date:		
My signature above indicates that the project documentation has been updated to accurately and comprehensively reflect the approved changes.		

Revision History

Revision History- Cost Benefit			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/15/2015	Abhinav Dewan	Draft of Cost Benefits
Final Draft	11/18/2015	Tushar Badlani	Final Revision of the document

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/22/2015

5. Cost Benefit Analysis

5.1 Purpose

This section details the Cost-benefit analysis (CBA) by comparing the total costs of the internalization of Mozeo project with its benefits. This enables the calculation of the net cost or benefit associated with the program.

5.2 Scope

Few items could not be quantitatively cost. Describe the scope of the Cost/Benefit Analysis as it relates to the project.

5.3 Costs

Category	Resource Categories and Types	Quantity 1/Unit Hours	Unit Cost	Amount (\$)
Hardware	Conferencing Hardware	6	245	980
	HD Upgrade	10	341	3410
	Server Upgrade	10	295	2950
	New Desktop	6	1856	11136
Maintenance	Hard drives	20	31	620
	Keyboards	20	29	580
	Misc Cards (Video,Disk,SCSI, etc)	20	21	420
	Monitors	20	31	620
	Power Strips	30	10	300
	HP Quality Center	1	5000	5000
	Ms Projects	1	10000	10000
Leased Product	Cellular Service	25	172	4300
Outside Services	Access Server removal and maintenance	2	2	824
	Data Conversion	4	4	728
	Printer Installs	1	500	145
	Wiring (Electric)			0
	Writing (LAN)			0
	Wiring (Phone)			0

Training	Team training/Conferences/Seminars	1	1324	1324
	End user training	2	1220	2440
	Reference material	15	100	1500
Peronnel	Benefits			15000
	Payroll			709920
	Project Manager	88	50	4400
	Core Team	18	40	720
	Content Developer	168	40	6720
	Web Designer	512	40	20,480
	Web developer	612	40	24480
	Review team	40	40	1600
	Customer support team	8	30	240
	Legal Expert	160	40	6400
	Sales and marketing team	56	30	1680
	Cyber security team	37.5	35	1313
	Testing team	18.5	35	648
	Marketing budget			15000
	Contingency plans			20000
	Total			807197

5.4 Benefits

The benefits from the project comes from:

5.4.1 Value enhancement

Category	Earnings	Amount (\$)
	Project	
Value Enhancement ⁶	Earnings on sms bulk purchase based on market analysis per annum	161500
	Project Management	
Non-Quantitative benefits	Improved customer base	
	Enhanced reputation	
	Global competitiveness	

5.4.2 Non-quantifiable benefits

Benefit-Cost ratio for Year 1: $807197/161500 = 4.889$

Revision History

Revision History- Schedule Management Plan			
Revision/WorkSite #	Date of Release	Owner	Summary of Changes
Initial Draft	10/22/2015	Ishani Jariwala	Draft of Schedule Plan
Final Revision	11/13/2015	Tushar Badlani	Review of the document

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/15/2015

6 Schedule Management Plan

6.1 Introduction

6.1.1 Purpose

Mozeo offers mobile marketing services to help businesses communicate better with a very solid and proven platform for clients to get services that will help them be more successful. There are 25,000+ businesses who use Mozeo in United States and Canada region. As a future prospect Mozeo wants to globally expand its market, targeting audiences in countries like South Africa, India, United Kingdom, Australia and Japan. As Mozeo follows the subscription revenue model, it is extremely important for them to reach out to the global audience through various other channels other than their existing website. The major challenges would be overcoming the legal regulations and study of the market in these countries.

This document describes the Internationalization of Mozeo Schedule Management Plan (SM Plan). The purpose of the SM Plan is to provide guidance on how to develop, manage, and control the schedule throughout the project life cycle.

6.1.2 Scope

The scope for this project includes Domain-specific multilingual website, Language Translation to enter the local markets, Marketing, Customer support services, Central information repository and integration and Legal entities. Out of scope includes language dictionary/auto-correction in Dashboard, No regional languages – only national language to be use, mobile application and sample text templates.

The SM Plan identifies the process and procedures used to manage the schedule during the course of the Internationalization of Mozeo. In addition to defining the schedule development approach, the plan defines who is responsible for tracking and reporting schedule progress, how schedule updates are received and incorporated, how variances and changes will be addressed, and how to baseline the schedule. The plan briefly describes the project's schedule management tool.

6.2 Participants

6.2.1 Roles and Responsibilities

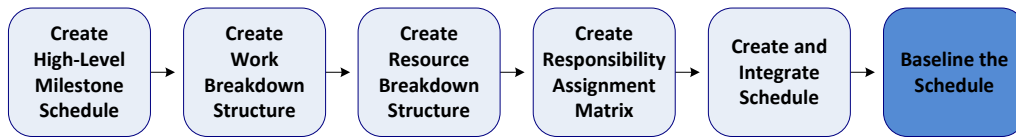
Schedule-related responsibilities of staff and stakeholders involved in managing and controlling the project schedule are noted as follows:

Staff Responsibilities:

- Project Sponsor – Greg Lisnyczyj will review and approve the final baseline schedule and only significant changes through the schedule change control process.
- Project Manager – will oversee, provide input to the schedule (via the change control process) and review schedule status reports. The Project Manager will also evaluate time-risk recommendations to avoid schedule issues.
- Functional Managers – will notify the Project Manager and Project Scheduler of workload changes that may affect the schedule. The Functional Manager will also review and approve time estimates provided by staff for the schedule.
- Project Staff – will provide accurate time estimates for the beginning and completion of work as well as status reports on the achievement of those times.

6.3 Schedule Development Process

The schedule development process is comprised of six development steps. Each step taken generates a schedule subcomponent that can stand alone to inform the project team of that aspect of the final schedule. When integrated form the basis for the approved working version of the final schedule known as the Baselined Schedule. The figure depicts the order and the individual products generated during the schedule development process. Each step and resulting product is explained in this section:

Schedule Development Process - Project Initiation through Planning Phase

6.3.1 Create High-Level Milestone Schedule

The High-Level Milestone Schedule (HMS) is a visual representation of anticipated critical activities, milestones, and interfaces across the entire project. It is developed during the concept or acquisition phase to provide the project team with the earliest possible view of project's most critically timed activities. At this stage, the date for a critical activity may not be known, but the visual representation of the activity among all the activities on the chart will enable the team to conceptualize the relative flow of important events.

The HMS displays both the project's expected flow of critical activities as well as the vertical integration of related deliverables from other existing or pending contracts. It sets a clear expectation early on of critical timing between project deliverables and key events.

Figure displays the HMS for the Mozeo project.

Milestones	Start Date	End Date
Gather Requirements	Mon 11/2/15	Tue 11/10/15
Legal Entities	Wed 11/11/15	Fri 12/11/15
Establish Design	Mon 12/14/15	Mon 3/28/16
Build Technical Framework	Fri 3/25/16	Mon 4/4/16
Generate Other Contents	Mon 4/4/16	Wed 5/4/16
Conduct Test	Mon 4/4/16	Thu 4/14/16
Deploy	Thu 4/14/16	Fri 4/29/16
Training	Mon 5/2/16	Wed 5/4/16
Marketing	Mon 4/4/16	Wed 4/13/16
Sign off	Mon 5/2/16	Fri 5/6/16

6.3.2 Create Work Breakdown Structure (WBS)

The WBS is a hierarchical-tree diagram that organizes and defines the scope of the project. It also becomes the skeletal format for the schedule.

The Internationalization of Mozeo uses a deliverable-oriented work breakdown structure (WBS) to best reflect the scope of project. The WBS is created by decomposing the project's main deliverable – into its sub components using a hierarchical-tree format. The upper levels of the WBS breakdown the deliverables into sub-deliverables while the lower levels of the WBS depict the activities and tasks that must be accomplished to create the deliverable (or outcome) shown on the upper levels of the WBS. The breakdown for the Internationalization of Mozeo WBS is as follows:

- The top of the chart is headed by the name of the Main Deliverable (final system) – Dashboard.
- The Dashboard is decomposed into the Major Deliverables (major elements in the scope of work) necessary to build the Dashboard.
- The major work packages are decomposed into the Sub-deliverables necessary to build the deliverables on the level above.
- The sub-deliverables are decomposed into the Activities necessary to build the sub-deliverable.
- The activities are decomposed into the Tasks that must be done to accomplish the activity.
- The tasks are decomposed into the Sub-tasks that must be done to complete the task above.

WBS and WBS dictionary is attached with the project plan.

6.3.3 Create Resource Breakdown Structure

The Resource Breakdown Structure (RBS) is a hierarchical breakdown of project personnel. The RBS can be broken down to reflect the way the project resources are functionally organized. The RBS supplies the resource names for project schedule and it shows reporting lines and levels of authority in the project. It also provides the Project Manager with a

comprehensive view of potential resources when building the schedule or addressing resource conflicts.

The Resource Breakdown Structure (RBS), similar to project organization chart, is decomposed from major responsible project organization/group down to the work-performing individual. The RBS supplies the resource names for the project schedule. It is updated when project resources are added or deleted, or the reporting structure changes. The Internationalization of Mozeo RBS is attached with the schedule plan. All the Project Management team reports to Project Manager.

Project Name	Internationalization of Mozeo			Date	
Project Number				Document Number	
Project Manager				Project Owner/Client	
RBS Code /ID				Resource Categories and Types	
R1.				Project	
	R1.1			Labor	
		R1.1.1		Project Management Team	
			R1.1.1.1	Project Sponsor	
				Founder	
				Project Manager	
				Core Team	
				Content Developer	
				Sales and Marketing Lead	
				Business Analyst	
				Customer Support	
				Legal Expert	
				Web Designer	
				Web Developer	
				Cyber Security Expert	
				Tester	
				Reviewer	
	R1.2			Equipment	
		R1.2.1		Hardware	
			R1.2.1.1	New Desktop	
			R1.2.1.2	Cellular Services	
			R1.2.1.3	Conferencing hardware	
			R1.2.1.4	Printer	
		R1.2.2		Software	
			R1.2.2.1	MS Project	
		R1.2.3		Servers	
			R1.2.3.1	Database Server	
			R1.2.3.2	Web Server	
			R1.2.3.3	Application Server	
	R1.3			Supplies	
			R1.3.1	Ink	
			R1.3.2	Paper	
			R1.3.3	Binders	

6.3.4 Create Responsibility Assignment Matrix (RAM)

The Responsibility Assignment Matrix (RAM) correlates the tasks of reviewing and approving deliverables with the team that will perform these tasks as well as who will provide the deliverable.

The tasks and resources shown on the RAM are transferred to the schedule as it is built. Since every deliverable shown on the RAM should also correspond to a deliverable on the WBS, including the corresponding WBS element number on the RAM will provide traceability between the RAM, the WBS, and ultimately the schedule.

The RAM for the Internationalization of Mozeo correlates tasks of providing, reviewing, and approving deliverables with the parties responsible for these tasks

Tasks \ Person	Project Manager	Project Sponsor	Content Developer	Web Designer	Web Developer	Reviewer	Customer Support Team	Legal Expert	Sales and Marketing Expert	Cyber Security Support	Tester	Business Analyst
Initiate Project	A,R	C	I	I	I	I	I	I	I	I	I	A
Gather Requirements	A	C										R
Legal Entities	A							R				
Establish Design	A			R	R	C						C
Build Technical Framework	A	I		R	R	C				R	I	C
Generate Other Contents	C		R		R	R		I	R			A
Conduct Test	A	I		C	C					C,R	R	A
Deploy				R	R							
Training	A				R		I	R		R		A
Marketing	I		R	C	C				R			A
Sign off	R	R	I	I	I	I	I	I	I	I	I	A

Code:	Stands For:	This Person Is:
R	Responsible	Responsible for performing the task or creating the document
A	Accountable	Accountable and has sign-off authority for the task, such as the project manager, sponsor, technical lead
C	Consult	Providing expertise, advice and support to the person responsible for the task or document and others
I	Inform	Informed of task progress or results, usually by the person responsible

6.3.5 Create and Integrate Schedule

The Project WBS serves as the outline structure for the schedule. The deliverables noted in the Project WBS are replicated in a schedule format using a scheduling tool like MS Project. The WBS element numbers order the outline of this schedule with each level of the WBS shown as indented on the schedule. Assumption here is the resource who is Responsible in RACI matrix has been mentioned as the one who will complete the respective task in Gantt chart.

Figure shows the example WBS in Figure formatted in Microsoft Project as a schedule (dates have not been set). Mozeo project will apply the same approach.

The Gantt chart is attached with the document.

6.3.5.1 Date, Sequence, and Link Activities

There are four types of dependencies (logical relationships) used to create links between schedule tasks. The Finish to Start dependency is used for scheduling the Internationalization of Mozeo.

- **Finish-to-Start (FS):** The initiation of the successor activity depends upon the completion of the predecessor activity.
- **Finish-to-Finish (FF):** The completion of the successor activity depends upon the completion of the predecessor activity.
- **Start-to-Finish (SF):** The completion of the successor activity depends upon the initiation of the predecessor activity.
- **Start-to-Start (SS):** The initiation of the successor activity depends upon the initiation of the predecessor activity.

Tasks are linked together and sequenced to identify the relationships between deliverables, sub-deliverables, activities, tasks, and subtasks. The following rules should be applied when creating task dependencies:

- All tasks should also have at least one successor and one predecessor so there are no unlinked tasks.
- Start and Finish dates should not be entered when creating new tasks.
- For purposes of modeling the critical path, all dependencies should be linked to a detail task or deliverable and not to a summary task.
- Early dates (the earliest date on which a task can start or finish) are calculated in the forward pass of time analysis.
- Late dates (the latest date on which a task can start or finish) are calculated using backward pass time analysis.
- Constraints will be applied sparingly (only when required) in order to maintain a flexible, realistic schedule.

6.3.5.2 Estimate Duration

There are several methods for estimating the duration of a task such as Analogy, or Parametric. The risk associated with any estimated duration can negatively impact a schedule if not known and mitigated in advance.

Basing the estimate on information from similar work in the past, the Analogy estimation technique offers less risk than the Best Guess method. However, when data from the past is unavailable, the estimate will be based on the best guess of at least three subject matter experts who might likely perform the work for this project, or are currently performing the work in another project.

To identify the time- risk associated with an activity or task, Mozeo will apply the Program Evaluation and Review Technique (PERT).

The formula is: $PERT\ mean = (O + 4ML + P) \text{ divided by } 6$

Where:

O = Optimistic estimate

ML = Most likely estimate

P = Pessimistic estimate

The project team member performing the task will provide variables O, ML, and P to calculate an optimistic, most likely, and pessimistic estimate. A schedule for both the most likely and the pessimistic will be maintained and risk mitigation strategies will be documented in the Risk Plan for those tasks on the critical path.

6.3.6 Baseline Schedule

The baseline schedule is the first complete, agreed upon schedule approved for capture or copy for future reference. It is also the schedule from which future work will be measured; therefore, it is important to baseline the schedule before project work commences.

The frequency of re-establishing the schedule baseline is determined by each project. Mozeo will re-baseline only after an approved scope change.

6.4 Scheduling Development Tool

6.4.1 Scheduling Development Tool Description

Schedule data is compiled and updated in a scheduling tool to depict the time-sequenced flow of tasks, the actual work progress, and what remains to be completed. Microsoft Project is the standard schedule development tool used.

Mozeo uses, A Gantt chart for displaying project schedule information.

6.5 Schedule Management and Control

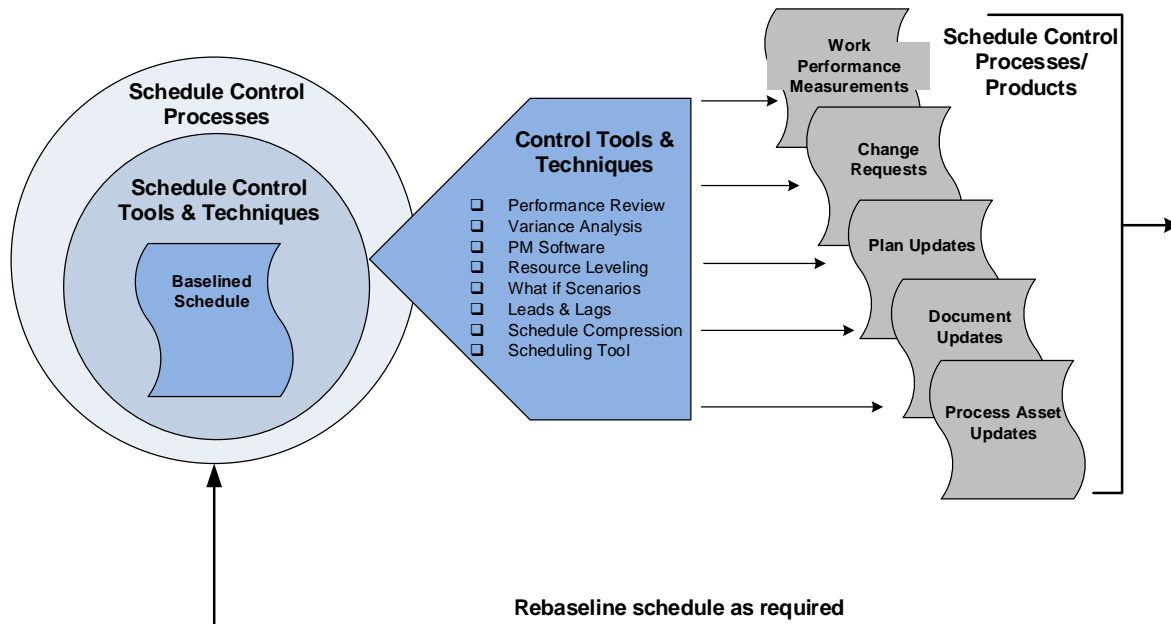
Schedule management and control begins when the project schedule is first baselined. This initial baseline memorializes the project's scope and sets the expectation for how and when the scope will materialize. Any proposed change to that scope will drive a schedule change management process. At this point, changes happen only if there is a change in requirements.

Figure depicts a high-level representation of the schedule management and control process used by the Mozeo.

Schedule management and control processes begin once the Schedule is baselined. As actual completion dates are monitored against the baseline, control tools and techniques are applied when to anticipate, avoid, and mitigate time loss as well take advantage of extra time due to early completions.

Depending on the tool or technique applied, schedule control products are generated which may themselves initiate its own control sub-process. The results derived from these products and processes are used to further monitor or modify the schedule in the form of a new baseline.

Schedule Management and Control Process



6.5.1 Schedule Control Techniques

Schedule control processes serve to minimize schedule changes. Control techniques are designed to reveal the status of the schedule and suggest corrective action to bring the project back on schedule. A technique like the Critical Path Method calculates theoretical early start and early finish dates by performing forward and backward pass analysis through the network version of the schedule enabling the Project Manager to assess schedule risk. Float and Free-Float techniques help the Project Manager analyze where the schedule can be compressed when the project is behind schedule. Resource Histograms and Resource Leveling are used to resolve resource conflicts.

Schedule control processes serve to minimize schedule changes. Some control techniques reveal the status of the schedule where others suggest corrective action to bring the project back on schedule.

Table lists each schedule control technique which can be used in the Internationalization of Mozeo for controlling Schedule.

Table – Schedule Control Techniques Defined

Technique	Definition
Performance Reviews	Performance reviews measure, compare, and analyze schedule performance such as actual start and finish dates, percent complete, and remaining duration for the work in progress. EVM is attached with the Plan.
Forward-Pass Analysis	Calculation of <u>early start dates</u> and <u>early finish dates</u> for uncompleted portions of all network activities. Determined by working forward through the network logic from the project's end date.
Backward-Pass Analysis	Calculation of <u>late finish dates</u> and <u>late start dates</u> for uncompleted portions of all network activities. Determined by working backward through the network logic from the project's begin date.
Top-down Estimating	Approximating the size (duration and cost) and risk of a project (or phase) by looking at the project as a whole and comparing it to previously performed similar projects. The comparison may be made directly using "analogous estimating," through an algorithm as in "parametric estimating," or from the memory of estimating experts. Upon establishing an overall estimate for the project, sub-divide the estimate down through the levels of the WBS, for example, development will be 50% of the total, testing will be 25% etc; then sub-divide development and testing into their components and so on.
Critical Path Method	Predicts project duration by analyzing the sequence of activities (network path) that has the least amount of scheduling flexibility (i.e. float). Early dates are calculated by a forward pass using a specified start date. Late dates are calculated by a backward pass starting from a specified completion dated (usually forward pass's calculated early finish date for the project.)

Resource Histogram	Vertical bar chart used to show resource consumption and availability by time period. Also called, resource loading chart.
Fast Tracking	Compressing the project schedule by overlapping activities normally performed in sequence, such as Design and Build/Construction.
Free Float & Total Float (or Slack)	<p>Free float is the amount of time an activity can be delayed without delaying the early start of any immediately succeeding activities. Also called, secondary float.</p> <p>Total float is the amount of time an activity from its early start without delaying the project end date. Derived by subtracting the early start from the late start or the early finish from the late finish and may change as the project progresses and as changes are made to the project plan. Also called slack, float, and path float.</p>
Adjust Leads and Lags	<p>Lead: A modification of a logical relationship that allows an acceleration of the successor activity such as when a task has a finish-to-start dependency with a ten-day lead, the successor activity can start ten days before the predecessor activity has finished.</p> <p>Lag: A modification of a logical relationship that directs a delay in the successor activity such as when a task has a finish-to-start dependency with a ten-day lag, the successor activity cannot start ten days after the predecessor activity has finished.</p> <p>Adjusting leads and lags is used to find ways to bring project activities that are behind into alignment with the plan.</p>

6.6 Schedule Status Reporting

6.6.1 Monthly Project Reports

Schedule status reporting is accomplished via four monthly reports:

- Project Master Schedule (Gantt Chart)
- Monthly Project Report
- Sponsor Monthly Project Report

6.6.2 Monthly Metrics and Trend Analysis

Reports that specifically detail the status of the schedule including completion status of tasks, activities, deliverables, and milestones as compared to the baselined plan include:

- Planned vs. Actual Task Completions
- Schedule Variance by Activity
- Estimate to Complete (ETC)
- Critical Path Analysis
- New tasks added (or deleted) since last reporting period

6.6.3 Schedule Oversight Reports

Reports used to analyze current status and identify potential or actual issues include:

- Project Milestone and Deliverables Reports
- Task Lead Oversight Reports
- County Implementation Oversight Reports
- Tasks with Negative Slack Reports
- Contractual Product Status Reports
- Late or at Risk Task Reports

Revision History

Revision History- Communication Management Plan			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/22/2015	Tushar Badlani	Draft of Communication Management Plan
Final Draft	11/30/2015	Abhinav Dewan	Final review of the document

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/30/2015

7 Communication Management Plan

7.1 Introduction

Internationalizing of Mozeo, Communications Management Plan (CMP) defines the project's communication guidelines, communication structure including communication matrix, roles and responsibility, escalation paths and meeting guidelines. The purpose of this document is to define the communication goals and strategies to internationalize Mozeo website. Communication plan strategies and goals are intended to provide guidance in planning and measuring results of the current and future communications efforts. Communication Management Plan also outlines understanding among project teams regarding the actions and processes necessary to facilitate the critical links among people, ideas, and information that are necessary for project success. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in this project. It also includes a communications matrix which maps the communication requirements of this project. The overall objective of a Communications Management Plan is to promote the success of a project by meeting the information needs of project stakeholders and organization the goals. The intended audience of the Internationalizing of Mozeo Communications Management Plan is the project manager, project team, and project sponsor.

Internationalizing of Mozeo Communications Management Plan defines the following:

- What information will be communicated
- How the information will be communicated
- Who is responsible for communicating project information
- Communication requirements for all project stakeholders
- What resources the project allocates for communication
- How changes in communication or the communication process are managed
- Any standard templates, formats, or documents the project must use for communicating
- An escalation process for resolving any communication-based conflicts or issues

7.2 Communication guidelines

Internationalizing of Mozeo, Communications Management Plan communication guideline include following points

- Clarity
Information must be clearly conveyed so as to assure the public's understanding and to limit the change for misunderstanding. Clear messages contain simple words which are understood by all the employee's and use of technical/scientific/bureaucratic terms is limited.
- Consistency
Information used to explain particular topic should include consistent data which is understood by everyone. For example, subject matter expert is discussing on new technology, he/she should tend to explain it using consistent format as prescribed by Mozeo to make it easy for different project team to understand.
- Main agenda
The main agenda points should be stressed, repeated, and never hidden within less strategically important information.
- Tone and appeal
A message should be supportive, alarming, challenging and straightforward, and should be directed towards the audience. Tone of the message should be honest, clear and complete, which will help teams to understand the topic, problem and will be able to brainstorm together so as to achieve desired goal.
- Credibility
The spokesperson and source of the information delivered or communicated should be credible and trustworthy.
- Public need
For a message to break through the "information clutter" of society, messages should be based on what the target audience perceives as most important to them, what they want to know, and not what is most important or most interesting to the originating agency.
- Template
Mozeo policy states that where applicable, standardized formats and templates must be used for all formal project communications.

- Confidential Information

Mozeo organizational policy states that only a Founder or Co-Founder has authorization to distribute confidential information.

- Project Repository/Share Point-

Mozeo maintains in-house SharePoint platform within the PMO which all projects use to provide updates, archive various reports, and conduct project communications. This platform enables senior management, as well as stakeholders with compatible technology, to access project data and communications at any point in time. SharePoint also provides the ability for stakeholders and project team members to collaborate on project work and communication.

- Software licenses

Mozeo has software licenses for MS Project software and all project teams are responsible for developing, maintaining, and communicating schedules using this software. PERT Charts are the preferred format for communicating schedules to stakeholders.

7.3 Communication structure/Communication Matrix

All projects are subject to limitations and constraints as they must adhere to budget, schedules, scope, time and resource requirements. All project communication activities should take place within the budget assigned. The project manager is responsible for ensuring all the communication activities are performed by the project team efficiently and effectively. Communication Matrix is an assessment tool designed to pinpoint exactly how an individual is communicating and to provide a framework for determining logical communication goals and helps to keep in check project. Any deviation of these timelines may result in excessive costs or schedule delays and must be approved by the project sponsor.

7.3.1 Formal Project Communication

Formal project communication will include written status reports, project plan updates, project team meetings, and monthly reports to the Executive Committee. All written communication will be emailed to all indicated stakeholders and project team members.

7.3.2 Bi-Weekly status reports

- **Responsibility and Format**

All core team members will generate a weekly status report in the standard company format: One to two pages max, with succinct bullets in the categories "Progress this week, Issues needing assistance, goals for next week/upcoming milestones."

- **Who receives the communication**

Project Manager, Functional Managers

- **Media/Tools**

Status reports are published in Microsoft Word

- **Ground Rules**

Status reports are due on Friday 14:00 hrs. EST.

7.3.3 Weekly Team meetings

- **Responsibility and Format**

The project manager is responsible for calling and leading a weekly meeting of Core Team and Project Team members. The meeting will follow a published agenda listing key objectives of the meeting, important topics and time allotment for different agendas will be kept in check by the timekeeper.

- **Who attends**

All core team members and extended team members may request attendance or may be invited as appropriate.

- **Media/Tools**

Meetings will be held face-to-face, except for remote core team members and contracted team members, who will participate via teleconference. The project manager will schedule the conference room and publish the conference room and a call-in conference line number via email no later than the day before the meeting.

- **Ground Rules**

Meeting minutes with action items will be distributed the day before the meeting.

7.3.4 Weekly project plan updates

- **Responsibility and format**

The project manager is responsible for generating an updated version of the project plan each week based on information received from team member weekly status reports and the project core team meeting.

- **Design Reviews**

- **Document reviews**

- **Who receives the communication**

Steering committee, project sponsor, change control board and functional manager

- **Media/Tools**

All plans are published in Microsoft Word

- **Ground Rules**

The updated plan documents will be posted and a notification email sent the day after the team meeting.

7.3.5 3-weeks Executive Committee Meeting

- **Responsibility and Format**

The project manager will produce a summary project report for this meeting and review it with the Project Sponsor before the meeting. The project manager will present this report at the Executive Committee meeting. The report will follow the company format of several PowerPoint slides covering the following highlights:

- Project Vision statement summary
- Progress against project milestones
- Upcoming milestones
- Changes to Project Vision parameters in last period, and justification
- Issues threatening upcoming milestones and/or overall project success

- **Who receives the communication**

Steering committee, project sponsor, change control board and functional manager

- **Media/Tools**

Status reports are published in Microsoft PowerPoint.

- **Ground Rules**

Slides for this meeting must be turned in to the Executive Committee's administrative assistant 2 days before the monthly meeting.

Category	Content	Audience	Location	Frequency	Vehicle	Responsible for Content	Responsible for Delivery
Project Administration	Phase I Progress - project team <ul style="list-style-type: none"> • Schedule/Timeline • Dependencies • Tasks • Scheduling conflicts 	Project team, functional managers, Steering Committee	USA	Daily/weekly	Project repository, functional manager meetings	Project manager	Functional manager
	Phase II - captured items/issues	Project team	USA	Weekly	Project issue tracking repository	Project manager	Functional manager
	Executive Decisions	Project manager, Project sponsor, Steering committee	USA	Monthly	Project repository, e-mail, functional manager meetings, Steering committee	Project manager	Functional manager
	Project Change Control -Procedures -Notification -Scope/impact	Project manager, Project sponsor, Steering committee	USA	As proposed	Change requests, issue tracking document, steering committee	Steering committee	Steering committee
	Assumptions & Constraints	Project manager	USA	As captured	Project repository	Project manager	Functional manager
	Risk Management	Project manager, functional managers, project teams	USA	As captured	Project repository, functional manager meetings, sponsor meetings	Project manager	Functional manager
	Staffing Plan	Functional managers,	USA	As Proposed	Project Sponsor	Project Manager	Project Manager

Category	Content	Audience	Location	Frequency	Vehicle	Responsible for Content	Responsible for Delivery
		Controllers, IT finance					
	Cost Plan	Financial Unit, steering Committee, project manager, project sponsor	USA	Monthly	Steering committee, project repository and budget allocation	Project manager	Project manager
	Legal Issues	Affected Areas, legal team	USA	As captured	Legal Expert	Legal Expert	Legal Expert
	Testing Schedule	Functional managers, project teams	USA	As per WBS	Test manager	Functional manager	Functional manager
	Travel Schedule - who when & where i.e. visits to NaviSys	Functional managers, project teams	USA	As determined	Project repository	Functional manager	Functional manager
Team Specific	IT Project team technical status & progress assessment	IT project team, Functional managers	USA	Weekly	Meeting, Functional manager meetings	Functional manager	Functional manager
	Business/Workflow Control Processes	Audit, Finance team	USA	As developed	Project repository, business procedures	Project manager	Project manager
Status Updates	Meeting Minutes	Project manager, functional managers project teams, steering Committee	USA	Weekly-2 business days following the meeting	Project repository	Project manager	Project manager
	Action Items/Issues	Project manager, functional managers project teams, steering Committee	USA	Weekly	Project repository, parking lot	Project manager	Project manager
	New Repository Items	Project manager,	USA	As items are added	E-mail	Project manager	Project manager

Category	Content	Audience	Location	Frequency	Vehicle	Responsible for Content	Responsible for Delivery
		functional managers project teams, steering Committee					
	Documentation of changes & required compliance with external business partners (i.e. external banks)	Functional managers, Compliance, Treasury, Banks & external contacts	Distributed	Initial notification & periodic follow up	Project repository, written documentation to banks	Project manager	Project manager

7.4 Roles and Responsibility

Schedule-related responsibilities of staff and stakeholders involved in managing and controlling the project schedule are noted as follows:

7.4.1 Project Sponsor

Greg Lisnyczyj will review and approve the final communication schedule and only significant changes through the communication change control process.

7.4.2 Project Manager

- Project Manager will approve the project's Communication Management Plan, baseline communication, and any significant changes through the communication change control process.
- Project Manager will play an important and proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix presented in this document. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

- As with most project plans, updates or changes may be required as the project progresses or changes are approved.
- The project manager is responsible for managing all proposed and approved changes to the communications management plan.
- Once the change is approved, the project manager will update the plan and supporting documentation and will distribute the updates to the project team and all stakeholders.

This methodology is consistent with the project's Change Management Plan and ensures that all project stakeholders remain aware and informed of any changes to communications management.

7.4.3 Functional Managers

Functional manager will notify the Project Manager of workload changes that may affect the schedule. The Functional Manager will also review and approve time estimates provided by staff for the schedule.

7.4.4 Project Team

- Project Team will provide accurate time estimates for the beginning and completion of work as well as status reports on the achievement of those times.
- Project Team will provide timely accurate time and resource estimates to the Project Manager as requested.

7.5 Escalation of path

Escalation path plays an important role in order to solve issues or the complications which arises with regards to project communications. Project stakeholders and sponsors will have conflicts and differences during the course of the project. While escalations are part of project management, hence a need of well documented escalation path comes into picture which is

formed on the lines of project governance. Mozeo will use its standard escalation model to provide a framework for escalating communication issues.

The table below defines the priority levels, decision authorities, and timeframes for resolution

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to project or business operations. If not resolved quickly there will be a significant adverse impact to revenue and/or schedule.	Steering committee	Within 4 hours
Priority 2	Medium impact to project or business operations which may result in some adverse impact to revenue and/or schedule.	Project Sponsor, Extended Steering Committee	Within one business day
Priority 3	Slight impact which may cause some minor scheduling difficulties with the project but no impact to business operations or revenue.	Project Manager	Within two business days
Priority 4	Insignificant impact to project but there may be a better solution.	Functional Manager	Work continues and any recommendations are submitted via the project change control process

7.6 Meeting guidelines

7.6.1 Meeting Agenda

Mozeo meeting agenda will be distributed 5 working days in advance of the meeting which will include the presenter for each topic with a time limit for the topic. Meeting agenda should always start with the review of action items from previous meeting. Mozeo will use standard

templates for meeting agenda. Additionally, any slides presented will use the Mozeo standard slideshow template.

7.6.2 Meeting Minutes

Minutes of meeting for every Mozeo meeting will be sent through emails within 2 business days following the meeting and will also include the status of all action items. Mozeo will use standard templates for meeting minutes. Additionally, any slides presented will use the Mozeo standard slideshow template.

7.6.3 Action Items

Review action Items are recorded in both the meeting agenda and meeting minutes. Action items will consist of both functional and nonfunctional items along with the owner of the item and date of completion. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. Mozeo will use standard templates for action items tracking. Additionally, any slides presented will use the Mozeo standard slideshow template.

7.6.4 Meeting Chair Person

The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes.

7.6.5 Note Taker

Responsibility of note taker is to document all the meeting items, maintaining an item list tracking and making notes of any important task. Note taker will hand over the notes to the meeting chairperson, which will be used to document minutes of meeting.

7.6.6 Time Keeper

The Timekeeper is responsible for helping the facilitator adhere to the time limits set in the meeting agenda. The Timekeeper will let the presenter know when they are approaching the end of their allocated time.

7.6.7 Parking Lot

The Parking Lot is a tool used by the facilitator to record and defer items which aren't on the meeting agenda. A parking lot record should identify an owner for the item as that person will be responsible for ensuring follow-up. The Parking Lot list is to be included in the meeting minutes.

7.6.8 Support Communication Infrastructure

The Extended Steering Committee will identify additional stakeholder groups and ensure they are included in the necessary communication distributions. Since the Extended Steering Committee is closely connected to the users and have extensive business expertise, they are in a position to identify a broader audience that may be impacted by the project. They are also able to help users keep a broader focus than their one entity and therefore gain understanding of cross-organizational impacts.

Revision History

Revision History- Marketing Plan			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/12/2015	Abhinav Dewan	Draft of Marketing Plan
Final Revision	11/20/2015	Ishani Jariwala	Review of the document

Approvals

Name	Role	Date
Gregory Lisnyczj	Project Sponsor	11/22/2015

8. Marketing Plan

8.1 Introduction

The Mozeo Company plans on taking the initiative of expanding across different continents by offering its services to potential businesses of all sizes and industries. The process includes launching an adaptable, multilingual version of company's core website into different regions throughout the world. The web platform must therefore support the native language of the country it's being launched into.

8.2 Marketing Objective

- The goal of this marketing plan is to outline the tactics and programs that will explore the potential markets and to develop strategies for promoting the services offered by the company.
- The main objective of globalization is to expand its customer base by having more user subscriptions and therefore generating more revenue.
- Currently, there are 25000+ businesses who use Mozeo and they plan on reaching a customer base of 75,000+ by launching in potential markets. The user subscription is expected to increase by 200%. The return on investment is expected to be approximately \$1.2 million.
- Marketing Returns by allowing other business to advertise on dashboard during trial phase of membership.

8.3 Marketing Strategy



The marketing strategy would include the following steps:

- The strategic framework includes dimensions of strategic scope and strategic strength. Strategic scope refers to market penetration and strategic strength refers to company's sustainable competitive advantage by service differentiation and market segmentation.
- Mozeo can penetrate the market by spreading awareness regarding its service benefits into the targeted demographic area. This is possible by researching the competitor's text subscription prices to come up with a suitable strategy. This can help Mozeo gain new customers by attractive subscription offers.
- Social media marketing is gaining web traffic through social media sites. It will help further the reach more customers and create more awareness about the services the company has to offer. Mozeo plans on using Google AdWords, Facebook campaigns to reach its potential customers and increase its customer base.
- Search engine optimization will help Mozeo to increase their Page ranking in Google Search Engine. Mozeo would do this by first identifying text service relevant keywords and injecting those keywords in website coding and web content. Furthermore, with the help of social media marketing and SEO, Mozeo will get the presence in market.

- Growth strategy includes maintaining customer loyalty and finding new ways to increase customer base by vertical/horizontal integration and diversification. To grow Mozeo needs to gain the trust of the new targeted clients by delivering an excellent customer centric service, being mindful of the problems the customers might face and giving a trouble free customer support.

Key Performance Indicators with the help of Google Analytics Tool:

- Pay per Click

Pay per click also called per click is an internet advertising model used to direct traffic to website in which advertisers pay the publisher, Mozeo will allow the advertisers to publish advertisement only for the one-month trial users. Pay per click will help in increasing revenues and advertise the local business. Mozeo will use both Flat rate pay per click and Bid Based pay per click.

- Traffic growth over time

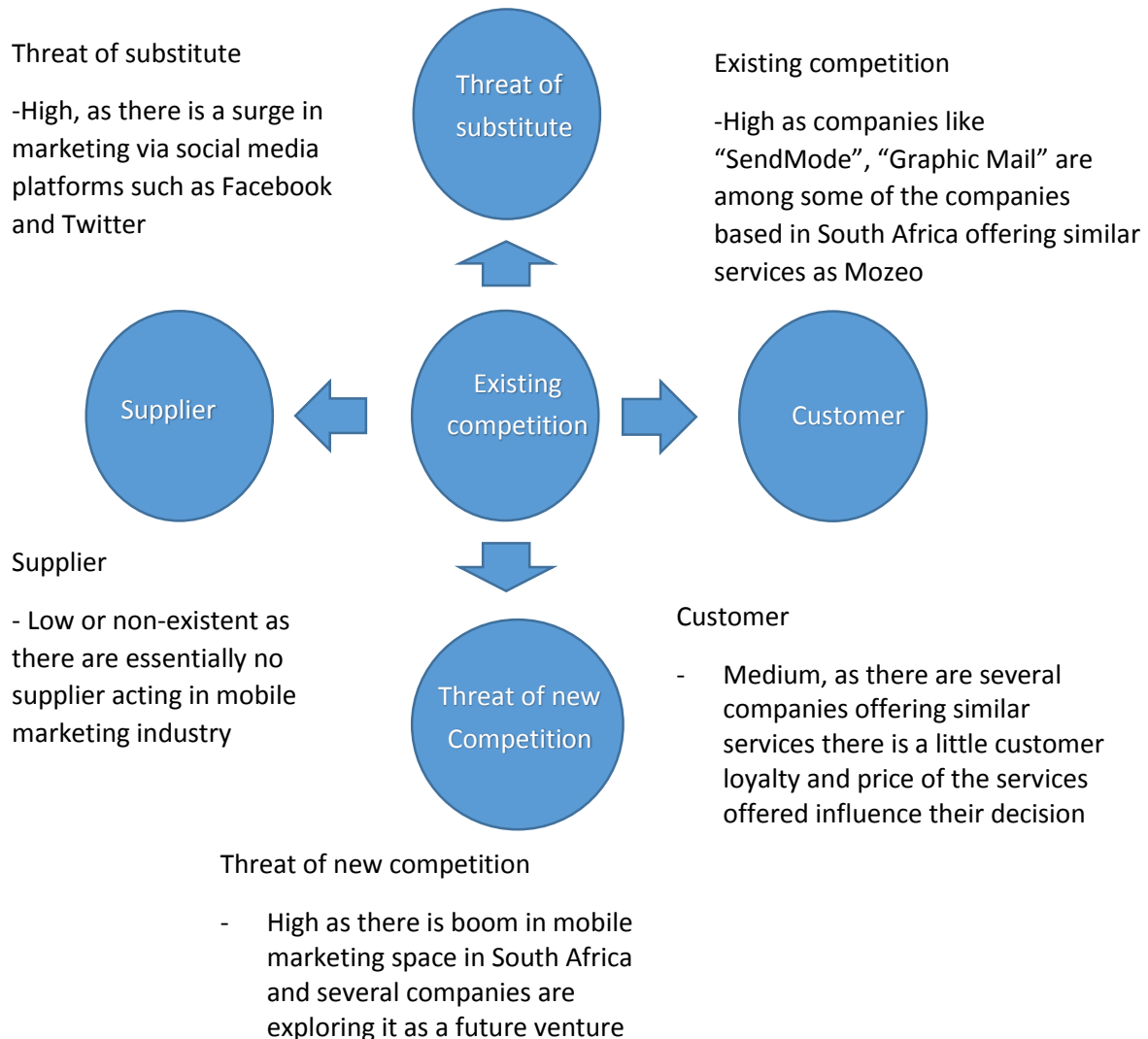
More people visiting the website suggests the awareness growth of the website

- Search engine ranking of the website

Based on the search engine ranking of the website for the targeted market demographic web domain, we can rate the company's growth.

8.4 Competitive analysis

- **Porter's five force analysis**



- Presence of several providers has increased the potential customer base and hence has attracted some companies based in the targeted geography to hop into mobile marketing
- Utilizing social media for marketing is the new trend and has brought many significant changes in the mobile marketing industry.
- Evolution of this industry has led to formation of organizations such as Mobile Marketing Association has facilitated tie ups and thus accelerating mobile marketing projects.

8.5 Promotional Plan

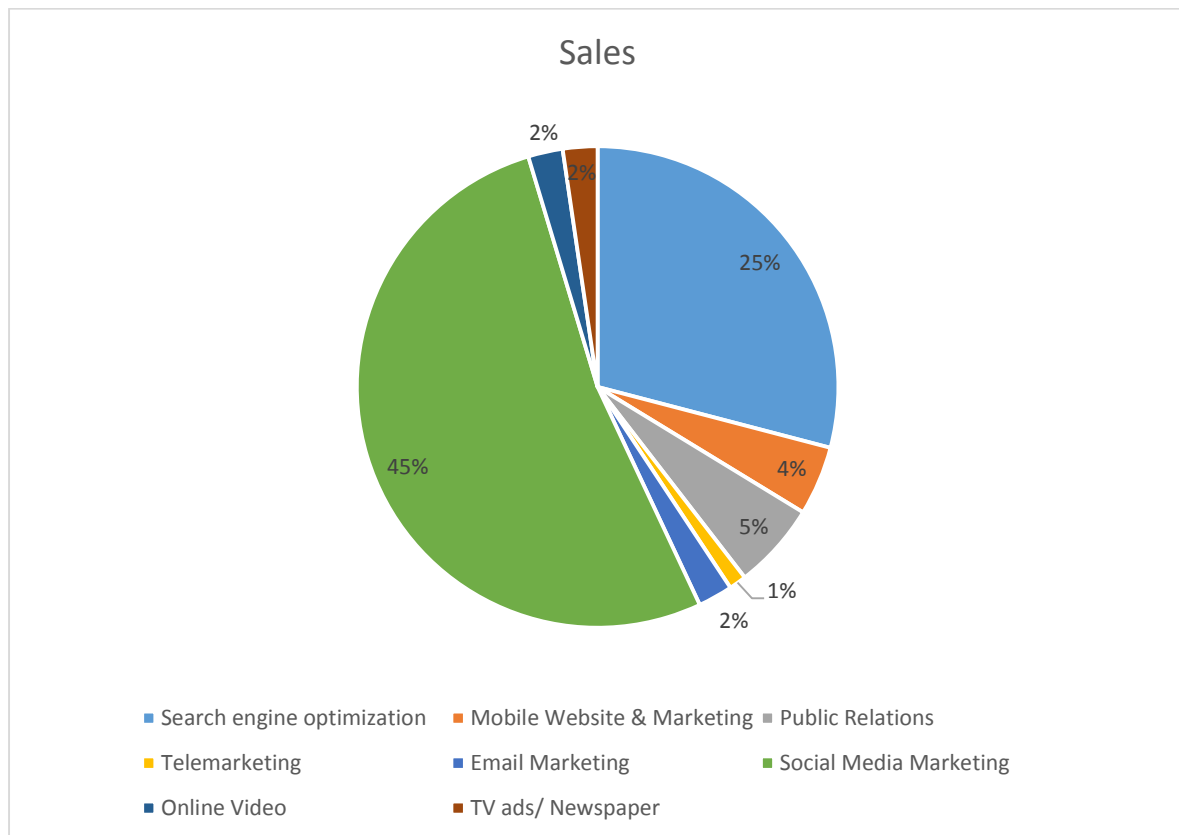
- Mozeo plans on promoting its services and benefits to the targeted audience using the Advertising channel.

Advertising is to be done in two ways: online and offline.

- Online: This includes Social Media marketing and Email marketing. In Social media marketing we will use Facebook Campaigning and Google AdWords as promoting platforms. We make use of Facebook campaigns to target the users based on the target demographics. We also plan on using the Google AdWords as pay per click ads to promote Mozeo over Google Search engine. We will send promotional emails to existing customers to retain customers and keep them engaged with Mozeo.
- Offline: This includes Telemarketing and Interactive marketing (television, newspaper). Personal telephones to potential customers offering them the benefits of the company's services. We will use Television ads per minute through native TV channels for the targeted location. Newspaper advertising containing Mozeo's services and benefits for targeted audience.
- Another advertising channel could be seasonal marketing. Offering subscription discounts as per country's festive season to attract customers.
- Marketing through Public Relations would be a great way to kick off in a new location. Publicity events to be planned in targeted demographics to spread services and benefits Mozeo has to offer.
- Online Video of Mozeo Company to be uploaded on Social Media channels in targeted audience's native languages.

8.6 Marketing Budget

Total budget allotted: \$15,000



- The major portion of the Marketing Budget which is around \$6750 i.e 45% of the total marketing budget would be invested on Social Media Marketing. Social Media coverage through Facebook Campaigns and Google AdWords would help Mozeo cover wider audience.
- 25% of the budget would be invested on Search Engine Optimization to improve ranking of Mozeo Website on search engines.
- Public relations and events are given 5% of the budget. As they would help publicize the Company and create impressions on the target audience.
- Other marketing channels like Telemarketing, Email Marketing, Online Video, TV ads/Newspaper have been given the left over budget. This medium is less costly yet more effective.

Revision History

Revision History- Action Item Tracking			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/14/2015	Tushar Karia	Draft of Action Item Tracking
Final Draft	11/30/2015	Tushar Badlani	Final Revision of the draft

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/30/2015

9. Action Item Tracking

9.1 Purpose

This document contains the summary of all items that comes up during the life cycle of the project. Action item typically arises from follow up meetings. This log will help us keeping track of all the action items and ensure that they are completed in the future by the agreed upon due date. The log should contain enough information to ensure that action items are remembered but should not be so detailed that scanning becomes difficult.

9.2 Roles and Responsibility

9.2.1 Change Control Board

The Change control board will consist of the following members:

- Greg Lisnyczyi
- Nick Fruscello
- George Li
- Monica Walters

9.2.2 Functioning of Change Control Board

- The decision on approval or rejection of any change will be made with consensus of all the members of the CCB.
- The CCB will be chaired by Nick the co-founder
- The CCB will be meeting once in every three weeks and there can be an unscheduled meeting which can be triggered by the project manager in case of an urgent change request.
- The unscheduled triggered meeting can take place over a conference call if needed.
- The schedule meeting that is to take place every three weeks has to take place in person.

9.2.3 Tool

For the purpose of action item tracking we will make use of HP QC tool. HP Quality Center is available as HP Quality Center Starter Edition software and HP Quality Center Enterprise software.

The Starter Edition is for entry-level software quality assurance organizations. The Enterprise version, originally called Mercury Test Director for Quality Center, is for software quality assurance organizations that manage medium to large releases. For large and global organizations, HP Application Lifecycle Management 11 incorporates the capabilities of Quality Center Enterprise Tracking, Enterprise Release Management and Asset Sharing for requirements management through application delivery.

9.3 Action Item Template

Action Item #	Action Item Description	Priority (M/H/L)	Date Reported	Assigned To	Due Date	Status	Resolution/Comments

Revision History

Revision History- Cost Management Plan			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/15/2015	Tushar Badlani	Draft of Cost Management Plan
Final Draft	11/30/2015	Tushar Karia	Final Revision

Approvals

Name	Role	Date
Gregory Lisnyczj	Project Sponsor	11/30/2015

10. Cost Management Plan

10.1 Introduction

10.1.1 Purpose

Mozeo offers mobile marketing services to help businesses communicate better with a very solid and proven platform for clients to get services that will help them be more successful. There are 25,000+ businesses who use Mozeo in United States and Canada region. As a future prospect Mozeo wants to globally expand its market, targeting audiences in countries like South Africa, India, United Kingdom, Australia and Japan. As Mozeo follows the subscription revenue model, it is extremely important for them to reach out to the global audience through various other channels other than their existing website.

A project budget is the total sum of money allocated for the particular purpose of the project for a specific period of time. The goal of cost management is to control project costs within the approved budget and deliver the expected project goals. Our definition of a successful project is one that meets four success criteria: that the project's scope is delivered on schedule, it is delivered within budget and, once delivered, it meets the quality expectations of the donor and beneficiaries.

10.1.2 Scope

The scope for this project includes Domain-specific multilingual website, Language Translation to enter the local markets, Marketing, Customer support services, Central information repository and integration and Legal entities. Out of scope includes language dictionary/auto-correction in Dashboard, No regional languages – only national language to be use, mobile application and sample text templates.

The scope encompasses the two levels of cost management for internationalize Mozeo website. One level is the detailed accounting level of tracking budget, expenditures, salary and benefits, and overhead costs for different business units involved in the project. The second level is the project management level of tracking costs against work performed in accordance with Best Practices standards derived from the Project Management Institute's

Project Management Body of Knowledge (PMBOK). Table 1 shows the differences in terminology that will be used in this plan when discussing the two different levels.

Table 1. Levels of Cost Management

Business Units	Project Cost Management
Budget Planning	Cost Planning
Accounting/Expenditure Tracking	Cost Tracking, Reporting and Metrics
Changes to the Budget	Cost Control and Changes
	Cost Closeout

10.1.3 Document Maintenance

This document will be reviewed annually and updated as needed, as the project proceeds through each phase of the system development life cycle. If the document is written in an older format, the document should be revised into the latest Mozeo template format at the next annual review. This document contains a revision history log. When changes occur, the document's revision history log will reflect an updated version number as well as the date, the owner making the change, and change description will be recorded in the revision history log of the document.

10.2 Participant Roles and Responsibilities

This section describes the roles and responsibilities of the Internationalize Mozeo website staff with regard to cost management. The following are the primary participants in the budget, accounting, and cost management processes from the project's perspective. In some cases, one individual may perform multiple roles in the process.

10.2.1 Mozeo Financial unit

Mozeo Financial Unit is responsible for coordinating the business unit budget and project cost management

10.2.2 Mozeo Project Manager

The Mozeo Project Manager is responsible for following responsibilities

- Approval of funding documents and representing Internationalize of Mozeo website at the budget hearings.
- Responsible for approval of the Project Cost Management Plan and is ultimately responsible for the allocation and expenditure of the project budget.
- Responsible for managing and reviewing project costs from a project management perspective to ensure appropriate progress is being made for the funds being expended.
- Work with the financial staff to reconcile the cost management data to the current accounting data.
- Meet with management to present and review the project's cost performance for the preceding month. Performance will be measured using Earned Value Management.
- Responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on budget. The project manager is responsible to estimate the budget required to complete project activities.
- Should allocate all costs to project activities, and all aspects of the project, including the cost of internal and external human resources, equipment, travel, materials and supplies, should be incorporated.
- Should maintain notes on how this budget is derived.
- Should perform Cost estimating checklists help to ensure that all preliminary budgeting information is known and all bases are covered.

10.2.3 Mozeo Financial Office and Steering Committee

Mozeo Financial Office is responsible for coordinating the review and submission of approval documents Budget Change Concepts (BCCs), and Budget Change Proposals (BCPs) to the appropriate state control agencies for all projects.

- Coordinates responses to questions from the control agencies and, creates and distributes the Budget.
- Coordinates any questions regarding the budget proposals, and assists with the budget hearings. Once the Budget Act is signed, the project financial staff reviews the final Budget Act for any change to the requested amounts.

10.2.4 Mozeo Accounting Office

The Accounting Office is responsible for coordinating the accounting, customer billing, invoice approval processes, travel advances, and travel claims for all projects in Mozeo. The Accounting Office works with the Mozeo Budget Office to reconcile the budget to the expenditures.

10.2.5 Project Financial Manager

The Financial Manager is responsible for leading the cost management effort, sponsoring cost budgeting and tracking activities, facilitating communication on fiscal status, and ensuring the project cost tool is maintained and supporting documentation is maintained. The Financial Manager is responsible for providing the Project Manager with recommendations and status on the project budget and expenditures.

10.2.6 Project Financial Analyst(s)

The Financial Analyst(s) are responsible for coordinating and developing project funding and approval documents and expenditure tracking and reconciliation in accordance with state processes. The analysts also work with the Financial Manager to reconcile the cost management and accounting data. Financial Analyst are responsible for identifying funding

needs and for assisting with the tracking of expenditures, including tracking of staff effort and costs.

10.2.7 Project Sponsor

- The sponsor works with the project financial staff to develop the sponsor's budget in coordination with the project's budget.
- Responsible for authorizing payment for project services.
- Provides an independent determination of whether development products satisfy the intended use and the user needs when operated in the environment for which they are intended (verification), and whether the products satisfy the specified requirements of the project (validation).
- Sponsor has the authority to make changes to the project to bring it back within budget.

10.3 Cost Management Approach

The following section summarizes the project management processes for managing costs on the project as tailored from the PMBOK

- Cost Planning
- Cost Tracking
- Cost Reporting and Metrics
- Cost Control and Changes
- Cost Closeout

Inputs: Inputs for the Project Cost Management include the following documents or sources of information:

- WBS
- Project contract or initial budget
- Resource requirements
- Resource cost estimates
- Activity duration estimates

- Historical information
- Market conditions
- Donor and organization policies
- Chart of accounts structure (COA)

Outputs: The project team will use the above information to develop three important documents for the project:

- Cost estimates by activity
- Project Budget
- Budget Variance Report

The purpose of cost management is to ensure the project and its project team are able to complete the project within budget. This Cost Management Plan of Mozeo identifies the processes and procedures used to manage costs throughout the internationalization of Mozeo website. Mozeo cost management plan covers the cost management approach, cost tracking, variance analysis, oversight of staffing costs, accounting and project management cost processes. Budgeting serves as a control mechanism where actual costs will be compared with and measured against the budget. The budget is often a fairly set parameter in the execution of the project. When a schedule begins to slip, cost is proportionally affected. When project costs begin to escalate, the project manager should revisit the Project Plan to determine whether scope, budget, or schedule needs adjusting. The development of costs for each task should be simple and direct and consist of labor, material, and other direct costs. Cost of performing a task is directly related to the personnel assigned to the task, the duration of the task, and the cost of any non-labor items required by the task.

As the cost management plan is being developed, additional tasks may be identified because the work is being further defined. It may be necessary to update the WBS and the project schedule to include the activities identified during budget estimating, such as equipment, materials, and other non-human resources. Cost management plan is a description of the method for how expenses will be managed, including a preliminary disbursement schedule. For example, the accounting, expense verification, and purchase payment procedures should

all be explained in the budget management plan. The plan may be formal or informal based on the needs of the project stakeholders.

10.3.1 Cost Planning

The first step in Cost Management Plan is to allocate the identified financial resources and start executing the budget. The project manager should control and keep track of the budgeted resources in order to make sure that every scheduled task or activity is performed with necessary funding and that there is no lack of money for the implementation of the entire project.

- Resource Planning

Cost estimation begins upon completion of the project WBS. Resource skills are determined based on the needs of the project and the products being produced. The project uses and tailors the personnel resource information from the Staff Management Plan and Responsibility Assignment Matrix for determining needed resource skills.

Resource requirements involve determining what resources and the quantities of those resources are required to complete the project. The projects' WBS, scope statement, historical information, resource information, and policies are inputs used to determine the resources for the project. Human or Labor resources; including consulting services, consist of the right people with the expertise and skills needed to complete the activities on the project schedule. The project will develop a lists of the human resource requirements detailing the expertise level, areas of experience, education and language requirements. This information will be used in the Resource management process to acquire or contract the right people. Hour estimates are created for each WBS item. The necessary skill sets and staff labor categories are identified for each WBS element. Approximate costs are estimated based on the anticipated classification of staff assigned to the work.

- Cost Estimating of Equipment and Material

Cost estimation involves developing an approximation of the materials needed to complete project activities. These estimates are a predicted based on the information known, and include the identification and consideration of costing alternatives to initiate and complete the project. Costs are estimated for all materials, equipment, hardware, software, services,

and facilities. Materials include a wider category of requirements such as utility services such as electricity, telephone lines, access to the internet, office material, office space and used by the project. Material may also include building material that will be used to build facilities, or food and medicines that will be delivered to the beneficiaries. A 'bottom-up' approach will be used for preparing a detailed cost estimate of each cost component involved with each project activity. Costs estimates will be prepared using the best information available at the time of estimation. The basis for the estimate must be fully documented so that if better information becomes available at a later time in the project, the cost estimate can be adjusted. The anticipated costs are allocated to each WBS item and totaled.

- Establishing the Cost Baseline
- Once the Budget is signed, the Project Manager and Project Financial Analyst review the cost allocation (of funding per WBS item) against the approved budget, and adjust the allocations, upon approval by the Project Manager, the cost allocations are baseline are set.
- Costs for this project will be managed at the fourth level of the Work Breakdown Structure (WBS). Control Accounts (CA) will be created at this level to track costs. Earned Value calculations for the CA's will measure and manage the financial performance of the project. Although activity cost estimates are detailed in the work packages, the level of accuracy for cost management is at the fourth level of the WBS.
- Cost variances of +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to cautionary; as such, those values will be changed to yellow in the project status reports. Cost variances of +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to an alert stage; as such, those values will be changed to red in the project status reports. This will require corrective action from the Project Manager in order to bring the cost and/or schedule performance indexes below the alert level. Corrective actions will require a project change request and be must approved by the Project Sponsor before it can become within the scope of the project.

10.3.2 Cost Tracking

Actual hours expended are recorded and validated against attendance records and business unit monthly reports. The hours are converted to costs for tracking the cost of current progress to determine if the project is staying within and expected to complete within budget.

Earned Value measurements will be used for tracking the cost which would be measured with the help of parameter like Schedule Variance (SV), Cost Variance (CV), Schedule Performance Index (SPI) and Cost Performance Index (CPI).

- Schedule Variance (SV)

Schedule Variance is a measurement of the schedule performance for a project. If SV is zero, then the project is perfectly on schedule. If SV is greater than zero, the project is earning more value than planned thus it's ahead of schedule. If SV is less than zero, the project is earning less value than planned thus it's behind schedule.

- Cost Variance (CV)

Cost Variance is a measurement of the budget performance for a project. If CV is zero, then the project is perfectly on budget. If CV is greater than zero, the project is earning more value than planned thus it's under budget. If CV is less than zero, the project is earning less value than planned thus it's over budget.

- Schedule Performance Index (SPI)

Schedule Performance Index measures the progress achieved against that which was planned. A well performing project should have its SPI as close to 1 as possible, or maybe even a little under 1.

- Cost Performance Index (CPI)

Cost Performance Index measures the value of the work completed compared to the actual cost of the work completed. If CPI is equal to 1 the project is perfectly on budget. If the CPI is greater than 1 the project is under budget, if it's less than 1 the project is over budget.

If the Schedule Performance Index or Cost Performance Index has a variance of between 0.1 and 0.2 the Project Manager must report the reason for the exception. If the SPI or CPI has a variance of greater than 0.2 the Project Manager must report the reason for the exception

and provide management a detailed corrective plan to bring the projects performance back to acceptable levels.

Performance Measure	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2
Cost Performance Index (CPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2

The Project Manager and Project Financial Manager will compile the reports and submit the reports to the Project Executive Steering committee consistent with the Communication Management Plan reporting requirements.

The typical report contains a list of all budget accounts (COA) and columns that list the budget baseline, the cumulative expenses to date, the balance to date and the burn ration or how the budget is spend according to the yearly budget plan. Below is a simple example of a budget report:

- Expense Reports, reports provide the expenses to date by account, project number and funding code.
- Variance Reports, show the difference between what has been expensed and the approved budget, the balance for each account.
- Burn Ratio Reports, shows the rate at which the project is using the budget according to the original plan, a quick method to see if the project budget is on track.

10.3.3 Cost Control and Changes

If the project budget needs to be adjusted, the Project Manager determines if an approval document needs to be written to address the change. If a change is deemed necessary, the financial staff develops the approval document. The Mozeo Budget Office coordinates the submission and approvals of the document(s) in accordance with the budget cycle. Once the

change is approved and included in the appropriate fiscal year budget, the Project Manager Works with the financial analyst to re-baseline the cost data and estimates.

- Cost Variances

COST VARIANCE RESPONSE PROCESS

This section of the Cost Management Plan defines the control thresholds for the project and what actions will be taken if the project triggers a control threshold. As a part of the response process, the Senior Project Director typically presents options for corrective action to the Project Sponsor and Change Control Board in accordance with the project's Change Control Process. With each threshold, there are two condition levels, as shown in the table below. A threshold of 10% was set for the yellow condition and 20% for the red condition. The key point to understand is that this variance threshold translates into real dollars. The thresholds should be set as appropriate based on the agency's tolerance for potential budget overruns. If it is set too leniently, the project may go over budget and opportunities for corrective action are missed; if it is set too tight, the project may experience 'churn' as a result of having to take corrective action too frequently.

	Yellow Condition	Red Condition
Schedule Performance Index (SPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2
Cost Performance Index (CPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2
To Complete Performance Index (TCPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2

Additionally, a cost variance response process should be defined if any of the indexes varies by 10% or more between reporting periods. A suggested response process is for the Project Manager to report to the Project Sponsor the reason for the exception, if the SPI, CPI or TCPI has a variance or change in a measured value between 0.1 and 0.2 since the prior reporting period. If, however, the SPI, CPI or TCPI has a variance of greater than 0.2, the Project Manager must report the reason for the exception and provide executive management with a detailed corrective plan to bring the project's performance back to acceptable levels.

Cost Variance Corrective Action Plan

The Project Manager will present the Project Sponsor with options for corrective actions within five business days from when the cost variance is first reported. Within three business days from when the Project Sponsor selects a corrective action option, the Project Manager will present the Project Sponsor with a formal Cost Variance Corrective Action Plan. The Cost Variance Corrective Action Plan will detail the actions necessary to bring the project back within budget and the means by which the effectiveness of the actions in the plan will be measured. If the corrective actions to be taken result in a change, the project's overall Change Control Process must be followed as well. Upon acceptance, the Cost Variance Corrective Action Plan will become a part of the Project Schedule and the project will be updated to reflect the corrective actions.

- Executive Steering Committee

If the overall cost baseline is affected, the variance is documented and reported to the Project Manager and, subsequently, the Executive Steering Committee. The Project Manager and the Executive Steering Committee review the rationale and discuss the options and mitigations for dealing with the variance, and determine if a re-plan, is necessary. If so, the issue and recommendation is presented to the Executive Committee for review and approval. The Executive Steering Committee makes the policy decision to amend the projects' cost, scope, schedule, or quality.

The cost change control process will generally follow the established project change request process. Approvals for project budget/cost changes must be approved by the Project Sponsor. A summarization of the change control process is as follows:

- Identify and assess the change (typically generated from a cost variance analysis or corrective action report).
- Complete a Change Request Form and submit the form, along with required supporting documentation, to the Senior Project Director.
- The Senior Project Director will review the change request and may request additional documentation prior to review with the Project Manager.
- Using the Change Request Form, the Project Manager will mark the change as:
- Approved, in which case both the Senior Project Director and Project Manager will sign off on the change request and adjust other project planning factors as necessary.
- Approved, pending additional supporting documentation, in which case both the Senior Project Director and Project Manager will mark the change as approved / pending in the change control system, and sign off on the change request. The Project Manager will specify and coordinate gathering of the required documentation, incorporate the change and adjust other project planning factors as necessary.
- Denied, in which case both the Senior Project Director and Project Manager will mark the change as denied in the change control, and sign off on the change request. The Project Manager will notify the requestor of the status and reason for denial.
- The project manager will document the change request outcome as necessary (update WBS, schedule and budget documentation if impacted). If there is a change in the total cost of ownership or in how the estimated costs will be incurred over the remaining life of the project, a new project budget baseline, and time-phased budget baseline should be set (i.e., these are “re-baselined”).

10.3.4 Cost Re-Planning

If a re-plan is deemed necessary by the <Project Name> Executive Steering Committee, the project prepares documents to address the re-plan. The state funding documents are included in the next budget cycle and are subject to the normal review and approval processes.

10.3.5 Cost Closeout

At the end of the project, the cost historical information is completed by the Project Financial Manager, reviewed by the Project Manager, submitted to Mozeo Budget Office for review and then forwarded to TA.

10.3.6 Annual Cost Summary

At the end of the fiscal year, the Project Manager and Project Financial Manager summarize the actual hours and costs expended against the baseline for the fiscal year. The annual summary is archived for historical purposes.

10.3.7 Lessons Learned on Cost Management

Lessons learned related to costs and cost estimation are used in the development of the subsequent fiscal year's cost baseline.

10.4 Project Cost Tool

For this project Mozeo will make use of the following tools

HP Quality Centre

- Unit Cost = \$ 5000
- Number of units required= 1
- Purpose of this tool is to perform action item tracking and issue tracking

MS Project

- Unit Cost= \$ 10,000
- Number of units required= 1
- Purpose of this tool is create WBS, schedule management, resource management and cost management.

Risk Radar Enterprise

- Unit Cost= \$ 575
- Number of units required=1
- Purpose of this tool is to track risks.

Attachment A: Project Budget

Item	Unit Cost	Project Team	
		Qty	Amount
Hardware			
Conferencing hardware	\$245	4	\$980
HD Upgrade	\$341	10	\$3,410
Server Upgrade	\$295	10	\$2,950
New Desktop	\$1,856	6	\$11,136
Sub Total			\$18,476
Maintenance			
Hard drives	\$31	20	\$620
Keyboards	\$29	20	\$580
Misc Cards (Video, Disk, SCSI, etc)	\$21	20	\$420
Monitors	\$31	20	\$620
Power Strips	\$10	30	\$300
HP Quality Center	\$5,000	1	\$5,000
MS Projects	\$10,000	1	\$10,000
Sub Total			\$17,540
Leased Product			
Cellular Service	\$172	25	\$4,300
Sub Total			\$4,300
Outside Services			
Access server removal and maintenance	\$412	2	\$824
Data Conversion	\$182	4	\$728
Printer installs	\$145	1	\$145
Wiring (Electric)			\$0
Wiring (LAN)			\$0
Wiring (Phone)			\$0
Sub Total			\$1,697
Training			
Team training/Conferences/Seminars	\$1,324	1	\$1,324
End user training	\$1,220	2	\$2,440
Reference material	\$100	15	\$1,500
Sub Total			\$5,264
Personnel			
Benefits	\$15,000		\$15,000
Payroll			\$709,920
Project Manager	\$50	88	\$4,400
Core Team	\$40	18	\$720
Content Developer	\$40	168	\$6,720
Web Designer	\$40	512	\$20,480
Web Developer	\$40	612	\$24,480
Review Team	\$40	40	\$1,600
Customer Support Team	\$30	8	\$240
Legal Expert	\$40	160	\$6,400
Sales and Marketing Team	\$30	56	\$1,680
Cyber Security Team	\$35	37.5	\$1,313
Testing Team	\$35	18.5	\$648
Business Analyst	\$35	18.5	\$2,240
Marketing Budget	\$15,000		\$15,000
Contingency plans	\$20,000		\$20,000
Sub Total			\$759,920
Total			\$807,197

Revision History

Revision History- Staffing Plan			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/22/2015	Ishani Jariwala	Draft of Staffing Plan
Final Draft	11/30/2015	Abhinav Dewan	Final Review of the document

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/22/2015

11. Staffing Plan

The purpose of the staffing plan is to make certain the project has sufficient staff with the right skills and experience to ensure a successful project completion.

11.1 Role and Requirements

The following is a detailed breakdown of the roles required to execute the project. It includes: the project role, the project responsibility of the role, skills required, number of staff required to fulfill the role, the estimated start date and the expected duration the staff resource will be needed on the project.

Role	Project Responsibility	Skills Required	Number of Staff Required	Estimated Start Date
Project Team				
Project Manager	Lead team, report status	Project Management	1	Wed 11/4/15
Core Team	Review deliverables, assure quality	Project Management	4	Thu 4/14/16
Content Developer	Create framework content, language translation	Research and web writing skills	1	Mon 1/4/16
Web Designer	Design web-based performance management tool, Designing the Website and Dashboard	Web design, web writing skills	2	Mon 12/14/15
Web Developer	Build the web-based performance management tool, Developing Website and Dashboard	Web development	2	Mon 12/14/15
Review Team	Evaluate deliverables, Review Contents	Project Management experience	4	Tue 1/5/16

Customer Support Team	Get training for the dashboard, Handle customer queries 24x7 from all countries	Customer Support experience	5	Wed 5/4/16
Legal Expert	Taking care of all legal entities that come across while competing in Global Market	International laws and regulation knowledge	1	Wed 11/11/15
Sales and Marketing Team	Planning and Propagating Market plan	Marketing skills	2	Tue 4/5/16
Cyber Security Support	Taking care of security aspects of the project	Information Security	1	Fri 3/25/16
Tester	Testing the project	Testing skills	2	Mon 4/4/16
Business Analyst	Gathering Requirements and reviewing Project	Business Requirement gathering, Feasibility Analysis,	1	Mon 11/2/15

11.2 Staff Assigned to Roles

The following is a detailed breakdown of the actual staff assigned to the project role, the amount of Full Time Equivalent (FTE) requested for the role, the actual FTE acquired, the labor rate and unit of the labor rate for the resource and the source from which the resource is recruited.

Role	Number of Staff Required	Requested FTE FY015-16	Acquired FTE FY15-16	Rate	Rate Unit	Total Cost
Project Team						
Project Manager	1	1.00	1.00	\$50	hour	4400
Core Team	4	1.00	1.00	\$40	hour	720
Content Developer	1	1.00	1.00	\$40	hour	6720
Web Designer	2	1.00	1.00	\$40	hour	20480
Web Developer	2	1.00	1.00	\$40	hour	24480
Review Team	4	1.00	1.00	\$40	hour	1600

Role	Number of Staff Required	Requested FTE FY015-16	Acquired FTE FY15-16	Rate	Rate Unit	Total Cost
Customer Support Team	5	1.00	1.00	\$30	hour	240
Legal Expert	1	1.00	1.00	\$40	hour	6400
Sales and Marketing Team	2	1.00	1.00	\$30	hour	1680
Cyber Security Support	1	1.00	1.00	\$35	hour	1312.50
Tester	2	1.00	0.50	\$35	hour	647.50
Business Analyst	1	1.00	1.00	\$40	hour	2240

11.3 Staff Resource Loading Chart

The following includes the estimated effort w.r.t Full Time Equivalent (FTE) hours required by month for each staff resource assigned to the project.

Role	Number of Staff Required	Internationalization of Mozeo							
		Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Project Manager	1	5	5	5	5	4	60	4	88
Core Team	4						18		18
Content Developer	1		36			28	104		168
Web Designer	2	40	112	119.58	126.32	114.1			512
Web Developer	2	40	112	119.58	126.32	110.1	104		612
Review Team	4						8		40
Customer Support Team	5						8		8
Legal Expert	1	160							160
Sales and Marketing Team	2					32	24		56
Cyber Security Support	1					37.50			37.5
Tester	2					10.50	8		18.5
Business Analyst	1	56							56

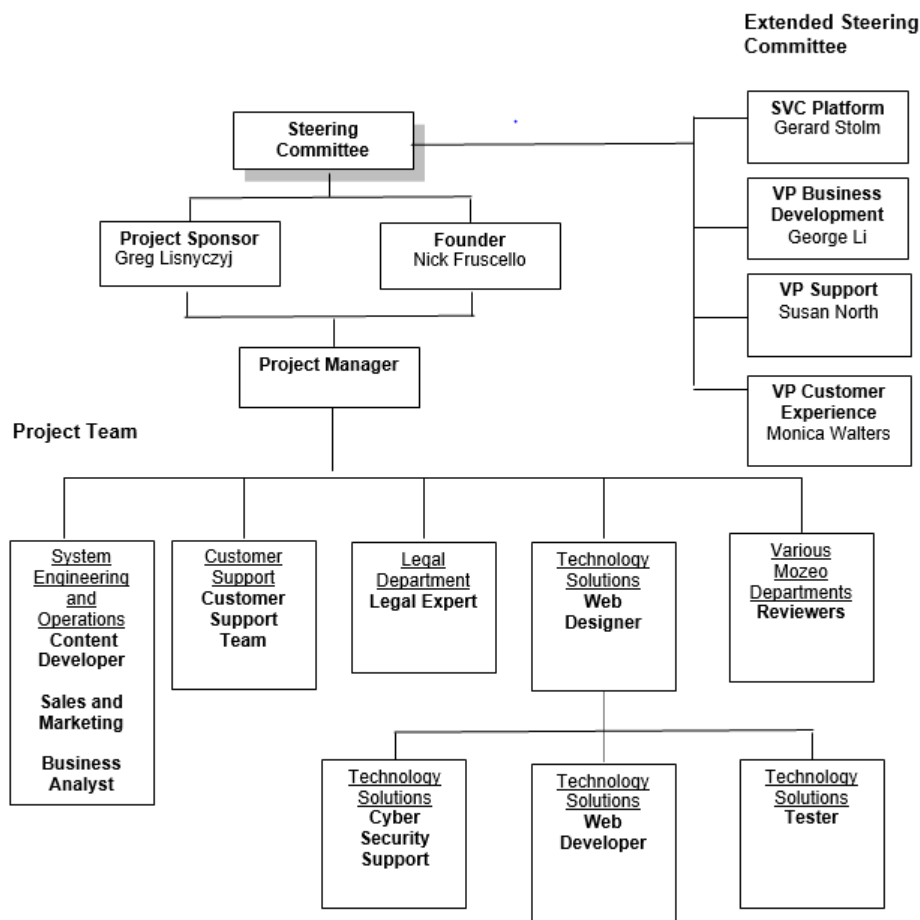
11.4 Training Needs

The following are the detailed training needs to bring staff to a level of skill required for project execution.

Role/Staff Resource	Training Need	Timeframe Needed	Anticipated Cost	Suggested Vendor/Method for each meeting
Customer Support	Usage of Dashboard and website for any queries to come from customer	By 05/04/16	\$1324	Demonstrations Coaching Apprenticeships Drills

11.5 PROJECT ORGANIZATION CHART

The project organization chart is a graphical picture of the organization and reporting relationships of the project.



Revision History

Revision History- Risk Management Plan			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/12/2015	Abhinav Dewan	Draft of Risk Management Plan
Final Draft	11/30/2015	Tushar Badlani	Final Review of the document

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/30/2015

12. Risk Management Plan

12.1 Introduction

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk Management is the process of identifying, assessing, responding to, monitoring and controlling, and reporting risks. This Risk Management Plan defines how risks associated with the Internationalization of Mozeo services project will be identified, analyzed, and managed. It outlines how risk management activities will be performed, recorded, and monitored throughout the lifecycle of the project and provides templates and practices for recording and prioritizing risks by the Risk Manager and Risk Management Team.

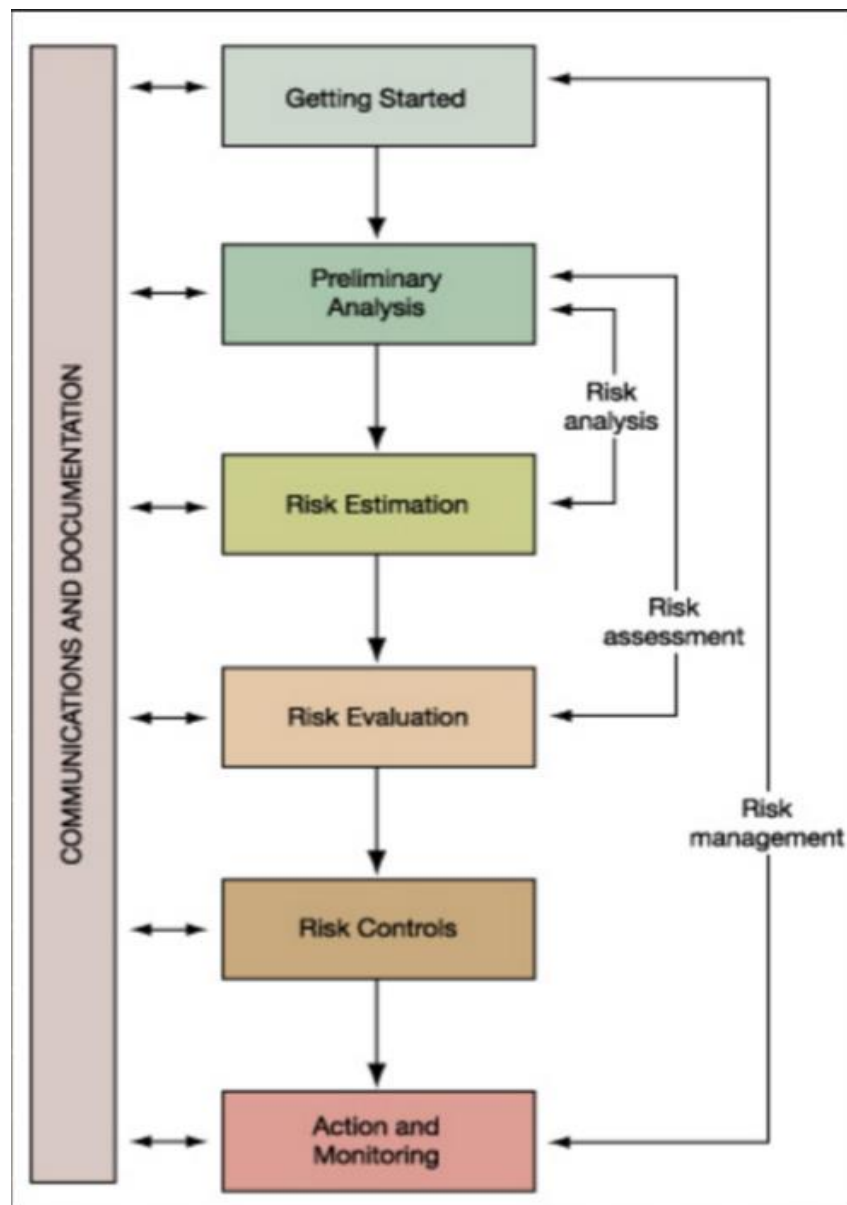
The project manager working with the project team and project sponsors will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. Risks will be identified as early as possible in the project so as to minimize their impact.

The steps for accomplishing this are outlined in the following sections. The project manager will serve as the Risk Manager for this project.

12.2 Risk Management Approach

- The getting started phase includes acquiring commitment and partnership from senior executives and sponsors. It also includes participation from technical and program management teams.
- In the Preliminary Analysis phase, the marketing team will research and build potential customer list and information regarding their needs and requirement. Also, the customer technical constraints and geographic limitations should be taken into consideration.
- In the risk analysis, the risk events and their relationships are defined.
- During risk estimation, probabilities and consequences of risk events are assessed. In addition to this, we estimate the magnitude of impact due to the risk events.
- During risk evaluation we determine the duration, magnitude, intensity and reach of a potential risk in monetary terms.

- Risk control phase includes analyzing the findings from risk assessments (identifying potential risk factors) and implementing changes to reduce risk in these areas.
- Risk Action & Monitoring includes developing an action plan to mitigate the risk and monitoring the risk and their impacts during the course of its operation.



12.3 Methodology (Methods, Tools and Techniques)

12.3.1 Risk Identification

- **Brainstorming:** Carried out spontaneous group discussions with respective teams to identify risks related to each domain.
- **SWOT analysis:** Created the SWOT to analyze potential risks as well as potential opportunities.
- **Data Gathering:** Found quantifiable data that could be used to show risk and risk probability.
- **Assumption analysis:** To reveal the inconsistency of assumptions and uncover problems related to these assumptions.
- **Expert judgement:** Consulted individuals who have experience with similar project through interviews and made use of their judgement

12.3.2 Risk Analysis

Qualitative

- **Risk probability and impact assessment**

Investigated the likelihood that each specific risk will occur and the potential effect on a project objective such as schedule, cost, quality or performance (negative effects for threats and positive effects for opportunities), defined it in levels, through interview or meeting with relevant stakeholders.

- **Probability and impact matrix**

Rated risks for further quantitative analysis using a probability and impact matrix, rating rules should be specified for the project in advance.

- **Risk categorization**

In order to determine the areas of the project most exposed to the effects of uncertainty, grouped risks by common root causes that helped us develop effective risk responses.

- **Risk urgency assessment**

The assessment of risk urgency combined with the risk ranking determined from the probability and impact matrix gave us a final risk sensitivity rating.

- **Expert judgment**

Consulted individuals who have experience with similar project through interviews and made use of their judgement.

Quantitative

- **Expected Monetary Value analysis (EMV)**

A statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen (generally: opportunities are positive values, risks are negative values). These are commonly used in a decision tree analysis.

- **Cost risk analysis**

Cost estimates are used as input values, chosen randomly for each iteration (according to probability distributions of these values), total cost will be calculated.

- **Schedule risk analysis**

Duration estimates & network diagrams are used as input values, chosen at random for each iteration (according to probability distributions of these values), completion date will be calculated. One can check the probability of completing the project by a certain date or within a certain cost constraint.

- **Expert judgment**

To identify potential cost & schedule impacts, evaluate probabilities, interpretation of data, identify weaknesses of the tools, as well as their strengths, defining when is a specific tool more appropriate, considering organization's capabilities & structure, and more.

- **Risk Response Planning**

- Risk reassessment: Project risk reassessments to be scheduled Bi-weekly for reassessment of current risks and closing of risks. Monitoring and controlling Risks may also result in identification of new risks.

- Risk audits: The effectiveness of risk responses are to be examined by the Project manager by conducting them every month.

- Variance and trend analysis – By using this technique we use performance information for comparing planned results to the actual results, in order to control and monitor risk events and to identify trends in the project's execution. Outcomes from this analysis may forecast potential deviation (at completion) from cost and schedule targets.

- Technical performance measurement – To compare technical accomplishments during project execution to the project management plan's schedule. It is required in order to compare actual results against targets.
- Reserve analysis – compared the amount of remaining contingency reserves (time and cost) to the amount of remaining risks in order to determine if the amount of remaining reserves is enough. To be done during every reassessment meetings.
- Status meetings – Project risk management would be an agenda item at periodic status meetings, as frequent discussion about risk makes it more likely that people will identify risks and opportunities or advice regarding responses.

12.4 Risk Roles and Responsibilities

RAM (RACI(S) format)

Task	Sponsor	Steering Committee	Extended Steering Committee	Project Manager	Project Team
Risk Management Planning	C	C	C	R,A	S
Risk Identification	C	C	C	R	S
Qualitative risk analysis				R	S
Quantitative risk analysis				R	S
Risk response planning	C	C	C	R,A	S
Risk monitoring and control	C,I	C,I	C,I	R	S

Scale

R (Responsible) – Who is responsible for actually doing it?

A (Accountable) – Who has authority to approve or disapprove it?

C (Consulted) – Who has needed input about the task?

I (Informed, kept) – Who needs to be kept informed about the task?

S (Supporting) – Who supports the system

12.5 Risk Budget

Total allotted budget for Contingency reserves: \$10000

Scale

Parameter	Priority	Impact
Cost	1	budget impact > \$25,000
	2	budget impact > \$15,000 but < \$25,000
	3	budget impact > \$2, million but < \$10 million
	4	budget impact < \$2 million
Schedule	1	key milestones or events delayed by more than 7 weeks
	2	increases critical path schedule by 5-7 weeks
	3	increases critical path schedule by 2-4 weeks
	4	increases critical path schedule by 0-2 weeks
Risk	1	High
	2	Moderate
	3	Low

Risk Budget based on the scale above:

Risk#	Risk description	Risk Owner	Probability	Cost Impact	Schedule impact	Risk Priority	Contingency Budget	Comment
1	Data Theft	Technical Lead	Low	1	2	1	1000	Data security measures like firewall, website security licensing
2	prone to class action litigation under state and federal laws	Legal Advisor	Medium	1	2	2	1000	Taking into account the legal changes and be ready to act on it
3	local/global competitors with a similar product/service	Marketing Lead	Low	1	3	2	1000	Consistent research for market and innovate ways to better service

4	selecting wrong marketing channels	Marketing Lead	Low	3	2	2	500	Revise marketing channels
5	improper customer list building	Marketing Lead	Medium	2	3	3	250	Revising target customer list
6	emergence of a new dominant technology	Project Manager	High	1	1	1	2000	Investment on bettering the service for providing competitive service
7	insufficient resources	Project Manager	High	3	3	2	750	Having extra resources in the resource pool
8	bandwidth limitation of the market when creating a mirrored website	Technical Lead	Low	2	2	2	1000	Alternative network bandwidth in case of failure
9	improper mobile marketing strategy	Marketing Lead	High	3	3	2	250	Alternative marketing strategy
10	Currency conversion	Technical Lead	Low	2	2	2	500	Web conversion in local currency option as an alternative
11	Cultural interpretation of the website	Technical Lead	Low	4	3	3	250	Resources and tools to be available for changes
12	Search engine optimization problems	Technical Lead	Medium	2	3	1	250	Improve the web ranking using SEO
13	website related technical difficulties	Technical Lead	Low	2	2	2	500	Sufficient resources should be available to take care of the difficulties
14	improper web content translation	Technical Lead	Low	3	4	3	250	Tools to rectify the problem
15	lack of end user participation	Marketing Lead	Medium	3	3	3	500	Improve marketing strategy

12.6 Risk Timing

Phases	Risks	Action	Resolution Time Frame	Frequency of risk evaluation	Severity
Initiate	limited customer base due to demographic dependency on cellphones	Avoid targeting such locations	1 Week	Once, during the initial research	3
	reluctance of business owners towards text marketing	Market the services to such customers effectively	1-2 weeks	Once, during the initial research	3
	prone to class action litigation under state and federal laws	extensive research of federal laws and regulations related to the industry	3 weeks	Once, during the initial research	1
	local/global competitors with a similar product/service	Market research including product details and consumer needs	1 week	Every Month	2
Plan	selecting wrong marketing channels	Avoid doing so by analyzing thoroughly and selecting apt marketing mediums	1 Week	Once while initiation of every new client project	2
	improper customer list building	Avoid improper list building by taking into account client information including specific needs.	1 Week	Monthly	2
	emergence of a new dominant technology	Explore new technologies and update existing working	3 Weeks	Monthly	1

		systems to gain competitive advantage			
	insufficient resources	Proper planning and staffing should be undertaken initially	2 Weeks	Quarterly	1
	bandwidth limitation of the market when creating a mirrored website targeting different languages	Monitoring the bandwidth traffic and make necessary upgrades	1 Week	Once in two months	3
	improper mobile marketing strategy	Coming up with alternative strategies to negate or subside the ill effects of the prior strategy	1-2 weeks	Quarterly	2
	insufficient funding	Budgeting with great care and coming up with interim budgets in order to handle real time problems.	1 Week	Quarterly	2
	currency conversion	Web framework should support foreign currency transactions	2-3 days	Once, during the initial phase	4
	Cultural interpretation of the website	Proper translation along with consideration to cultural values	2-3 days	Once, during the initial phase	5
Execute	variations in terms and spelling	Proper translation and review the complete website for any errors	2-3 days	Daily	4

	Search engine optimization problems	Appoint technical teams for resolving any technical issues related to SEO	2 Weeks	Monthly	2
	website related technical difficulties	Technical support team should monitor the difficulties with immediate attention	2-3 days	Daily	2
	insufficient funding	Higher executives should support and provide proper funding	1 week	Quarterly	3
	improper web content translation	Translation team should be meticulously translate website content	2-3 Days	Daily	4
	insufficient resources	Proper planning and staffing should be undertaken initially	1 week	Quarterly	3
monitor	website related technical difficulties	Technical support team should monitor the difficulties with immediate attention	2-3 days	Daily	2
	Search engine optimization problems	Appoint technical teams for resolving any technical issues related to SEO	2 Weeks	Monthly	2
	lack of end user participation	Marketing team should make sure that the right customers are targeted	2 Weeks	Quarterly	3

Closing					
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Scale

Severity Level	Likely Impact
1	Very High
2	High
3	Medium
4	Low
5	Very Low

12.7 Risk Categories

- **Strategy risk**
 - Phase deliverables are not aligned with overall CRM, e-Business and corporate business strategies
- **Human Resources**
 - Insufficient resource - employee backlash due to workload
 - Staffing lags, experience and training issues, staff conflicts & productivity issues
- **Finance**
 - Insufficient funding lack of buy-in from senior executive
- **Marketing**
 - Limited customer base due to lack of cell phone dependency
 - Limited customer base due to demographic variations in cellphone dependency
 - Business owners are not technically oriented towards text marketing
 - Reluctance of business owners towards text marketing
 - Improper customer list building practices
 - Selecting wrong mobile marketing channels (banners, apps, etc.)
 - Improper mobile marketing strategy

- **Operations**
 - The possible emergence of a new dominant technology
 - local/global competitors with a similar product/service
 - Improper web content translation
 - Prone to class action litigation under several state and federal laws
 - internal communication
- **Political**
 - Political environment becomes unstable
- **Technical**
 - Bandwidth limitation of the market when creating a mirrored website targeting different languages
 - Not having the option to convert currency to their own currency
 - Variations in terms and spelling
 - Search engine optimization problems
 - Website related technical difficulties
- **Customer relation**
 - Lack of end user participation
 - Cultural interpretation of the website
- **Security**
 - Data theft

12.8 Risk Analysis

12.8.1 Probability and Impact Matrix

Probability	High				1.Insufficient resources 2.improper mobile marketing strategy	1.Emergence of new technology
	Medium			1.Lack of end user participation	1.improper customer list building practices 2.lack of buy-in from senior executives	1.Legal risks
	Low		1.consistency of website translation	1.Bandwidth issues 2.currency conversion	1.website related technical difficulties 2.Data theft 3.Industry competitors with similar product	1.Emergence of a disruptive technology
	Very low		1.Cultural interpretation of the website			
		Very low	Low	Medium	High	Very high
Impact						

12.9 Risk Action Plan

Risk Identification	Risk Treatment			
Risk Category	Action	Plan	Risk Owner	Resolved Date
Legal risks	Avoid	Monitoring the change in the legal environment Maintain good relations with the government	Legal Head	
Strategy risk	Avoid	Understand the strategy of the organization Develop strategic risk management	Steering committee	

		action plan and implement it		
HR	Mitigate	Reduce the employee shortages by having skilled work force in the resource pool Effective HR policy/ procedural development	HR manger	
Finance	Mitigate	More use of technology than manual system Encouraging user self- service and	Steering Committee	
Marketing	Mitigate	Conduct due diligence ahead of time and focus on market strategy	Marketing Head	
Operations	Mitigate	Identifying critical operating policies Develop process improvement plans	Operational Head	
Technical	Mitigate	avoid stand-alone project structure	Technical Head	
Customer Relation	Mitigate	Identify key customers, prospect and develop strategic relationships with them Provide customer support in native language for targeted countries	Customer Support Head	
Security	Mitigate	Timely update the website security licenses Ensuring Customer authenticity	Technical Head	

		Better firewall protection		
Political	Avoid	Not put key functions into the market that has high political risks Diversity operations	Steering committee	

12.10 Risk monitoring, control and Reporting

Mozeo would be using Risk Radar Enterprise v3.02 tool to identify, prioritize and communicate project risk. The risk radar tool is a web based application used to monitor, control and track risks effectively throughout the life cycle of the project. The Risk Radar would be using Mozeo's standard templates of Risk Action plan and Probability -Impact matrix. The risk reports would be generated in Word or Pdf format.

The pre-requisites for these documents are:

- Project Start/End Date
- Period of Impact will be measured in days
- Cubic Matrix (Probability-Impact Matrix) to be measured in whole numbers
- Scale: Probability Very low, Low, Medium High
- Impact Very low, Low, Medium, High, Very High
- Department ID for which the risk is issued.

Mozeo would be highly focusing on the risk which would lie between the ranges 0.7 to 4.5. The cost and schedule impact of these risks are mentioned in detail in the scale under Risk Budget. The time frame to resolve a particular risk would be set by the Project Manager based on the input gathered from the tool.

The following is the Mozeo approved risk template:

Risk ID	Risk Description	Dpt. ID	Impact	Probability	Risk Level	Risk Owner	Status	Impact date	Resolution Date

This template will help identify the risk owner. The probability can be identified using the probability identified in the risk analysis matrix. The following are the levels of risk based on its impact and probability.

Risk level scale:

- Very low 0.1 to 0.3
- Low 0.3 to 0.7
- Medium 0.7 to 2.4
- High 2.4 to 3.5
- Very High 3.5 to 4.5

Revision History

Revision History- Assumptions and Constraints			
Revision/Worksite #	Date of Release	Owner	Summary of Changes
Initial Draft	11/22/2015	Abhinav Dewan	Draft of Assumptions and Constraints
Final Draft	11/30/2015	Ishani Jariwala	Review of the document

Approvals

Name	Role	Date
Gregory Lisnyczyj	Project Sponsor	11/30/2015

13. Assumption and Constraints

13.1 Assumptions

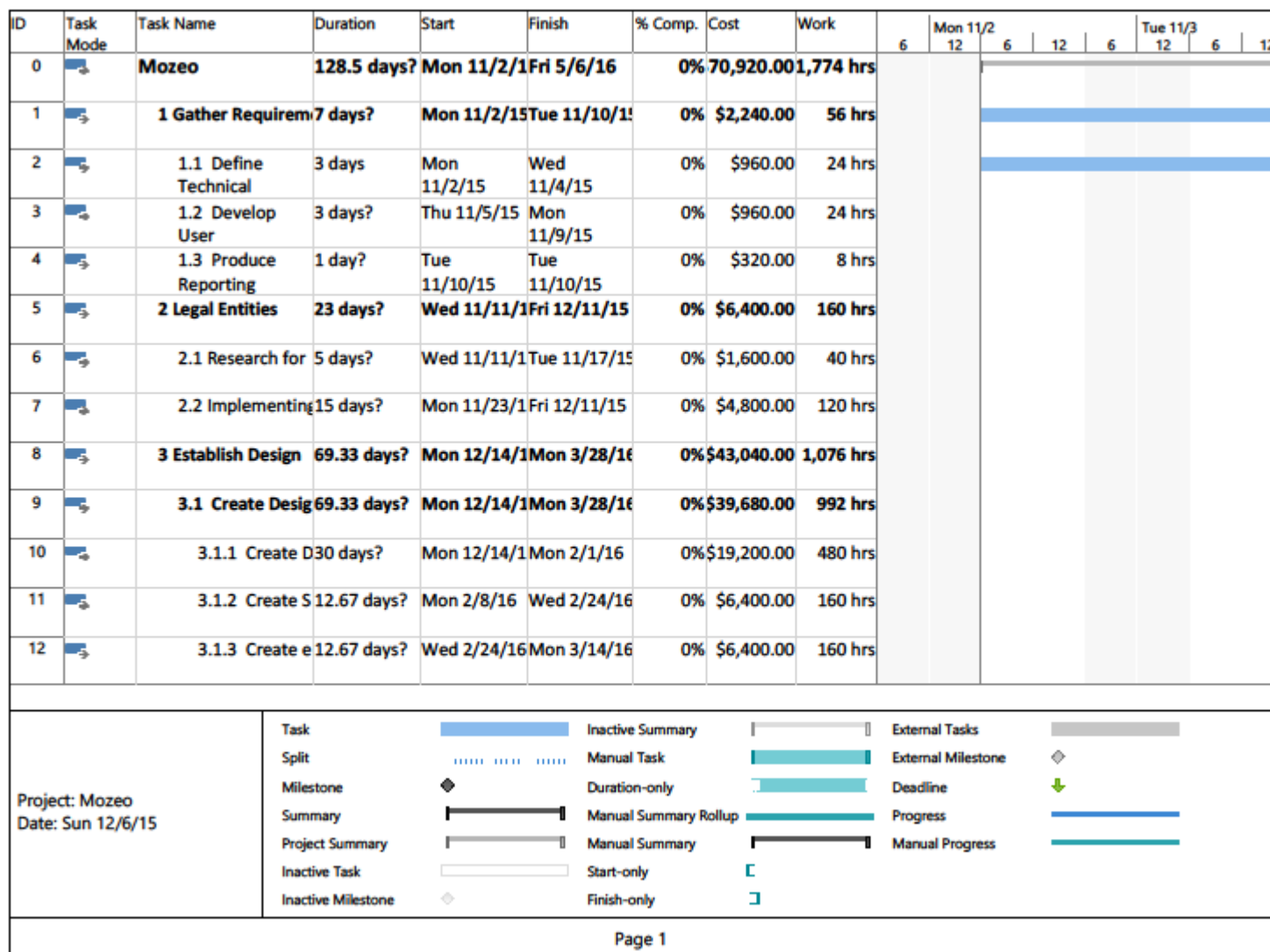
#	Assumption Category	Comments
1	Time	Project will take no more than 6 months to be completed
		Time lapses in the achieving the milestones wouldn't affect the critical path
2	Resource	Availability of enough resources in every functional domain
		Availability of a 24*7 support team
		No dependent resource leaves the company during the course of the project
		Project team will be skilled in tools and technology used
3	Budget	Project cost estimate is \$120,000
		Revenue model guarantees return on investment
4	Customer	Enough consumers want the product/service
5	Scope	Project scope will not be modified
6	Technology	The tools to be used for the project are readily available
7	Sponsorship	Sponsor support and interest is there throughout the project
		Sponsor expectations are met
8	Financing	The funds are available as per the budget allotted
9	Legal	No legislation changes for the next financial year

13.2 Constraints

#	Constraint Category	Comments
1.	Budgetary	The uncertainty of forthcoming funds. The funds which might be required due to unpredictable circumstances
2.	Resource	Proper trained technical staff
3.	Technical	Open source storage and tools are not to be replaced by the licensed
4.	Legal	The regulations and policies for internationalization in specific countries may hinder the launch of the website
5.	Time	The tight deadline for completing the project
6.	Consumer	The consumers may not sufficiently comprehend the objectives of text marketing and would prefer traditional practices
		Text marketing strategy wouldn't work for consumers having visually impaired customers

Attachments

1. Gantt Chart



2. WBS Dictionary

Level	WBS code	Element Name	Definition
1	1	Gather Requirements	Gathering all the requirements for the project
		Define Technical specifications	All technology related aspects are defined
2	1.1	Develop User requirements	Clearly identify the problem statement
2	1.2	Produce Reporting requirements	Text messaging reports for users
2	1.3		
1	2	Legal Entities	The concerned regulations for internationalization
2	2.1	Research for Legal Policies	Understanding the legalities involved
		Implementing legal Procedures	Post research implementing the procedures
2	2.2		
1	3	Establish Design	Establish the design for the website
2	3.1	Create Design elements	Creating the elements of design
3	3.1.1	Create Dashboards	Creation of Dashboards for the users
3	3.1.2	Create SMS engine	Creating the pool of phone contacts to send text messages
3	3.1.3	Create e-mail module	Creating the pool of email contacts to send text messages
3	3.1.4	Create Account Module	Creating the subscribed users account
3	3.1.5	Create Support module	Creating the module to support user issues
3	3.1.6	Create Site Map template	Creating the navigation links for the website
2	3.2	Design Overall layout	Creating the overall design for the website
2	3.3	Generate Content Elements	Creating the contents for the website
3	3.3.1	Generate About Us	Mozeo's functional/operational information on website
3	3.3.2	Generate Getting started	Generating the getting started contents for the website
3	3.3.3	Create Video tutorials	Creating Mozeo's promotional online video
3	3.3.4	Create Knowledge Base	Creating the information repository for the company
2	3.4	Proof-Read Content Elements	Proof reading of the web contents by the reviewers
3	3.4.1	Review About Us	Reviewal of the functional/operational information on website
3	3.4.2	Review Getting started	Reviewal of the the getting started contents for the website
3	3.4.3	Review Video tutorials	Reviewal of the Mozeo's promotional online video
3	3.4.4	Review Knowledge Base	Reviewal of the information repository for the company
3	3.4.5	Review General Content	Reviewal of the overall contents of the website
3	3.4.6	Checks for fonts consistency	Checking the font and formats through the web contents
		Check for colour theme consistency	The colour theme is checked for consistency
3	3.4.7	Review website feel and navigation	Reviewal of navigation links from the main web page
3	3.4.8		
1	4	Build Technical Framework	Developing the multilingual web framework
		Build or acquire front end (user interface)	
2	4.1	Implement Security controls	Developing the user interface for the website
3	4.1.1	(front end)	Implenting the security concerns for the website
		Build or acquire Back end (user interface)	
32	4.2		Creating the back-end framework for the website
3	4.2.1	Setup cloud environment	Setting up the cloud environment for the data storage
		Determine Bandwidth allocation	
3	4.2.2	Implement Security controls	Determine the bandwidth for the local network
3	4.2.3	(back end)	Implementation of the security concerns for the cloud environment
1	5	Generate Other Contents	Creating other relevant website contents
2	5.1	Establish content details	Establishing the contents identified
2	5.2	Assemble contents	Assemble the contents established
2	5.3	Proof read content	Reviewal of the contents from the users
2	5.4	Approve content	Getting the website contents approved
3	5.4.1	Identify translators	Identify the translators to support target locations native users
3	5.4.2	Translate content	Translating the contents using webframework
3	5.4.3	Cross-check accuracy	Checking the accuracy of the translation
3	5.4.4	Approve content	Approving upon correct reviewal of the website
2	5.5	Load content	Loading the content into production environment
3	5.5.1	Upload Content	Uploading the contents into the website
1	6	Conduct Test	Conduct testing if the website is up and running
2	6.1	Test User Interface	Test for issues with the user interface
3	6.1.1	Test Navigation	Test naigation links on the website's main page
3	6.1.2	Contact form	Creating a contact list for the suscribed users
3	6.1.3	Test User registration	Test the registration of the subscribers
2	6.2	Conduct Stress test	Conduct stress testing on the website
		Test under load of multiple of 50,000 sms in 10 itirations	
3	6.2.1	Conduct Security	Test if the website can handle overload
		Performance Test	
2	6.3		Conduct the security tests on the website
		Test multi-platform Browser compatibility	
2	6.4		Test the compatibility of the website on multi-platform browsers
3	6.4.1	Test on Mozilla Firefox	Test compatibility on Mozilla Firefox
3	6.4.2	Test on Google Chrome	Test compatibility on Google Chrome
3	6.4.3	Test on Safari	Test compatibility on Safari browser
3	6.4.4	Test on Internet Explorer	Test compatibility on Internet explorer browser
2	6.5	Test for Website Rendering	Test for services offered on the website
3	6.5.1	Test one to one sms	Testing one to one text message service
3	6.5.2	Test one to many sms	Testing one to many text message service
		Test country codes and number formats	
3	6.5.3		Testing the country codes and the number formats on the website
3	6.5.4	Test Delivery time	Testing the time duration for message delivery
		Conduct Contingency Capability	
2	6.6		Test the effectiveness of the contingency plans
3	6.6.1	Test for Backup	Test if the backup plan is functioning properly
3	6.6.2	Test for Recovery	Test if the the information backed up is recovered without any problem
1	7	Deploy	Deploying the website into production environment
2	7.1	Initiate Deployment	Initiate the website deployment
2	7.2	Plan Deployment	Plan the strategy to deploy the website
2	7.3	Upload Content	Uploading the contents into the website
2	7.4	Activate Web site	Activate the website links and navigators
2	7.5	Observe peformance	Observe the performance post website launch
1	8	Training	Training sessions for the employees
2	8.1	Initiate Training	Initiate the training plans
2	8.2	Identify participants	Identify the participants for the training sessions
2	8.3	Invite participants	Sending the invites to the session participants
2	8.4	Conduct Training	Implementing the trainings
1	9	Marketing	Creating the marketing strategy for internationalization
2	9.1	Initiate Strategy	Creating the initial marketing strategy
2	9.2	Plan Strategy	Creating the plan for execution
2	9.3	Implement Strategy	Implementing the strategy planned
1	10	Sign off	Signing off the project
2	10.1	Initiate sign off	Initating the sign off for the project
2	10.2	Prepare documentations	Creating lessons learnt and other related documents
		Obtain stakeholders signature	