



S2 2023 Part 1
People
Management
Plan

Hype's Project Plan: Part 1



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The BTS Label

Part 1 People Management Plans

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Executive Summary

- **Introduction**

This project comprises two essential phases: First, the Weverse landing page will be redesigned to enable SM Entertainment's artists to interact with their fans effectively. Second, the existing Weverse platform system requires redevelopment and integration with the Kakao platform to allow the distribution and sale of personalized merchandise.

The project team consists of a Project Manager, a Business Analyst, a Cyber Security Specialist, a UI Designer, a Senior Software Developer, and a Senior User Acceptance Tester.

- **Purpose**

The business purpose of this project is to facilitate a strategic collaboration between Kakao and SM Entertainment. This collaboration will enable SM Entertainment artists to leverage the Weverse platform, while Hybe can utilize Kakao's platform services for merchandise distribution and sales.

- **Project Governance**

Hybe's Enterprise Architects requires the project governance framework contain cybersecurity standards, including zero trust architecture, shift left and V-Testing framework. We further include the general IT standards, PMBoK, BABOK and local coding standards in Korea, Melbourne, and the US.

- **Stakeholders**

Stakeholder management will involve identifying stakeholders, performing stakeholder analysis, determining engagement strategies, and selecting appropriate communication methods. The project manager will lead stakeholder management to meet stakeholder requirements.

- **Next Step**

Project scope, schedule, budget, and risk management planning will be targeted in the next project plan report.

1. Report Purpose & Discussion Scope

As a result of Kakao's strategic takeover of SM Entertainment in 2023, Hybe has an upcoming corporate strategy to establish strategic collaboration with both entities (Eggertsen, 2023). This strategic collaboration would enable SM Entertainment artists to leverage Hybe's Weverse platform to expand its fan engagement from local audiences to the USA and even worldwide. Simultaneously, Hybe would gain the opportunity to utilize Kakao's platform services for the distribution and sale of personalized merchandise. The primary objective of this project is to redevelop the Weverse platform to facilitate this strategic collaboration.

2. Project Terms of Reference

2.1 The Client's case story summary

Hybe is a leading company in the K-pop industry, serving as a music publisher and a record label. Hybe operates Weverse, a fan engagement platform connecting K-pop labels (their artists) with fans. Presently, this digital platform primarily caters to domestic record-label companies. As part of its expansion strategy, Hybe has recently established strategic partnerships with Kakao and SM Entertainment to enhance its capabilities in both local and international markets.

In this partnership arrangement, SM Entertainment's artists gain access to Hybe's Weverse platform, enabling them to engage with their global fanbase. In return, Hybe gains access to the Kakao platform to introduce a new service for personalized K-pop merchandise.

However, the current Weverse web interface does not support SM Entertainment's artists engaging with their fans. Additionally, the existing Weverse platform system lacks integration with the Kakao platform.

This project comprises two essential phases to facilitate a seamless execution of the partnership. Firstly, the Weverse landing page must be redesigned to enable SM Entertainment's artists to interact with their fans effectively. Secondly, the existing Weverse platform system requires redevelopment and integration with the Kakao platform to allow the distribution and sale of personalized merchandise.

2.2 The PM Methodology

In general, there are two types of project management methodology: Traditional Project Management Methodology and Agile Project Management Methodology.

Traditional project management methodology is a systematic framework with a set of techniques, practices, procedures, and rules in project management (Špundak, 2014). This approach is often based on the PMBoK guide that offers comprehensive project management knowledge, best practices, and a diverse range of principles, processes, tools, and methods (Špundak, 2014). Project managers should consider this guide as a reference for customizing

their project management strategy (PMI, 2017). Given the uniqueness of each project, it is essential for project managers to customize their project management methodologies to meet specific project requirements. However, a notable weakness of this traditional approach, compared to Agile methodologies, is its limited adaptability.

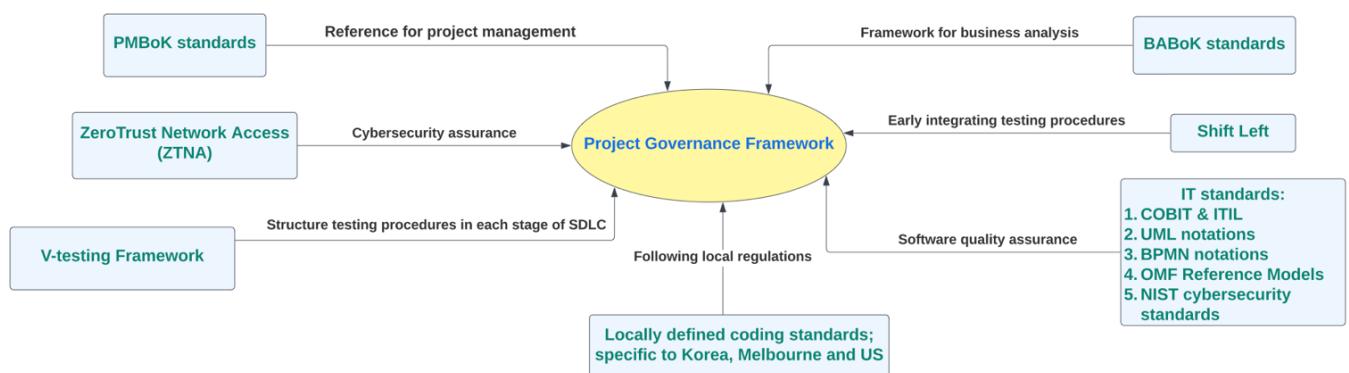
On the other hand, Project Management Methodology is an iterative approach to integrate the concept of agile into the project management methodology. It breaks the project lifecycle into several short phases or iterations, allowing for frequent reassessment and adjustment of project goals and priorities (Špundak, 2014). This methodology offers enhanced adaptability in addressing project changes and complexities. It is commonly used in software development projects due to the widespread adoption of Agile practices in the software development lifecycle.

In software development lifecycle, the adoption of agile software development methodologies is steadily increasing because it ensures early software development and improves the quality of software products (Matharu, Mishra, Singh, & Upadhyay, 2015). Additionally, it proposes responsiveness to user requirement changes, allowing for seamless integration during the software development process (Matharu, Mishra, Singh, & Upadhyay, 2015).

Implementing both Agile Project Management Methodology and Agile Software Development Methodologies is imperative because they both emphasize adaptability to changes during the project cycle or software development lifecycle. Agile software development methodologies promote the decomposition of large requirements into smaller, individual tasks, facilitating early issue identification and enabling the project team to implement necessary changes promptly (Edeki, 2015). Nevertheless, project management must diligently review and integrate the changes within the software development lifecycle. In essence, the synergy between Agile Project Management and Agile Software Development fosters an efficient and responsive project environment that effectively addresses the complexities of modern projects.

2.3 Project Governance Framework

Project governance is a structured framework outlining the guidance of policies, procedures, and decision-making process for effective project management (PMI, 2017). The project governance framework contains the key elements and standards—the general IT standards (Elazhary et al., 2022), corporate cybersecurity standards (ZTNA, Shift Left, and V-testing Framework), locally defined coding standards available in Korea, Melbourne, and the US, as well as project- and business-related standards (PMBoK and BABoK).



Adhering to the project governance serves the organisational purposes below (Alie, 2015):

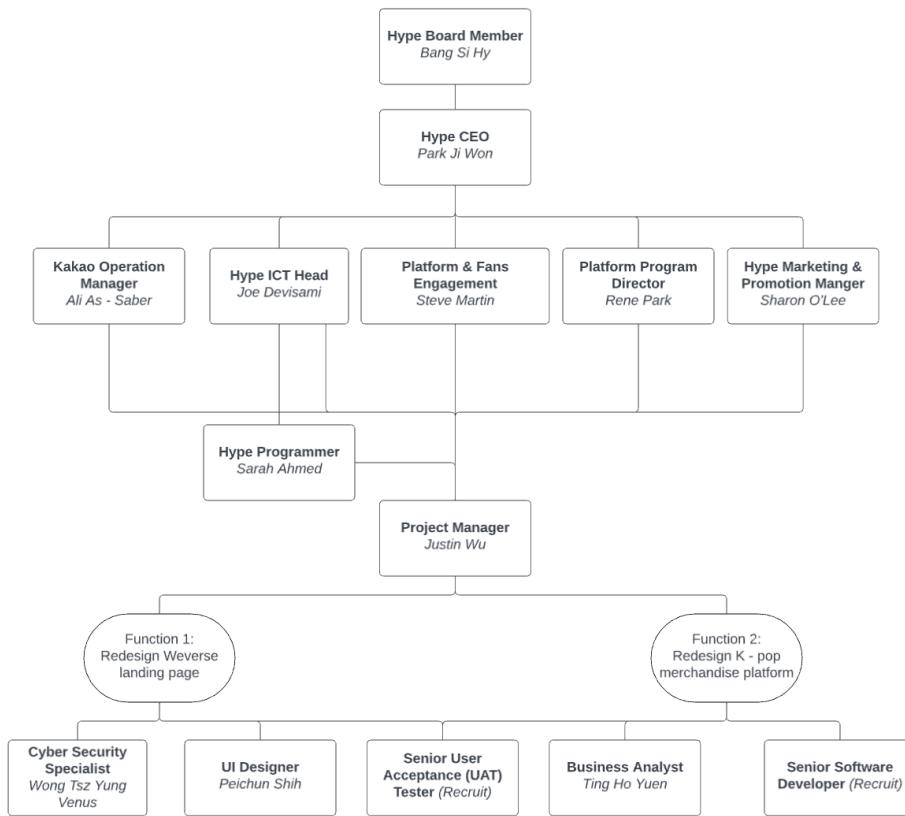
1. To ensure the project is aligned with the corporate's goals and objectives, internal policies, industry standards, regulatory requirements.
2. To enhance risk management, including financial stability, corporate's reputation, and cybersecurity.
3. To efficiently allocate resources, such as time, budget, and personnel.
4. To clarify roles and responsibilities within the project.

With these measures, the project team will maintain the standards of IT, cybersecurity, coding, and project management, which enhances the seamless collaboration within the project.

3 Project Team Structure

A balanced combination of expertise, adaptability and accountability achievement has been attained as the project team structure aligns with recognized organisation-design principles from Kerzner, who emphasises clear roles, hierarchy, alignment with business goals, and adaptability for effective project management. (Kerzner 2017).

Led by the Project Manager, the team includes a Business Analyst responsible for requirement gathering, a Cyber Security Specialist focusing on safeguarding the platform, a UI Designer, an UAT Tester and a Software Developer will be recruited. The Operation Manager ensures operational support, while the ICT Head offers resource allocation expertise. Enterprise Architects oversee software design and security compliance.



4 Project Business Objective(s) & Constraints

Based on Jang's research, the primary business objective is to expand Weverse platform's market share among Hype fans (Jang, 2021). Simultaneously, the new merchandise system aims to offer more personalised services to fans. Moreover, in accordance with Paquin and Morin's insights (2016), the second objective focuses on heightening operational efficiency by mitigating risks and optimising project portfolios through effective project risk management and efficient capital investment project execution. Lastly, profit maximisation for Hype is envisaged by cultivating passionate fans, as suggested by Becker and Daschmann (2023), by

employing a successful strategy that converts Kakao users into dedicated fans through the new landing page and merchandise system.

For the business constraints, integrating agile projects could potentially constrain the teamwork quality within the agile projects due to differences in methodologies, communication, and project management approaches between the two paradigms (Bechtel & Kock, 2022).

5 Planning Assumptions

Stakeholder Analysis:

- Stakeholder identification was solely based on the provided case study.
- Persona Mapping Model (Myers-Briggs) was used to assume stakeholder personas.
- Stakeholders' Power, Influence, Interest, and Impact ratings were determined by their roles.
- Estimated quantitative ratings can reflect actual levels.

Engagement Strategies:

- The quantitative ratings and stakeholder grouping in stakeholder analysis are accurate.

Communication Arrangements:

- All stakeholders will be available at scheduled intervals (e.g., monthly, bi-weekly, or weekly).
- Selected communication methods (e.g., emails, meetings, reports) are expected to be effective for each stakeholder group.

Recruitment and training requirements:

- Training course resources are available.

6 Planning Methods and Techniques

For stakeholder identification, we used stakeholder analysis to compile a list of stakeholders, including their project roles, assessed attitudes (using the Myers-Briggs Persona Mapping Model), identification as influencers or followers, Power, Influence, Interest, and Impact ratings through scale analysis determined by their roles, and stakeholder grouping based on the Power/Interest grid.

For stakeholder engagement planning, we adopted the IAP2 Spectrum of Public Participation for formulating stakeholder engagement strategies. This framework offers a range of participation levels from "inform" to "consult," "involve," "collaborate," and "empower" (International Association for Public Participation, 2018). We also conducted an assumption and constraint analysis, reaffirming the accuracy of our prior quantitative ratings and stakeholder grouping.

For stakeholder communication planning, we undertook a communication requirement analysis. This analysis helps determine the specific information requirements of each stakeholder group and the most suitable communication methods. We primarily employ two communication methods: interactive (meetings and discussions) for real-time engagement and push communication (reports, emails) for timely updates (PMI, 2017).

Finally, for human resource management planning, we utilized project organization charts to visually represent project team members and the reporting structure. We also employed text-oriented formats to outline the detailed information, including role, authority, responsibility, and competence (PMI, 2017).

7 Stakeholder Management Plan

7.1 Stakeholder Analysis Findings

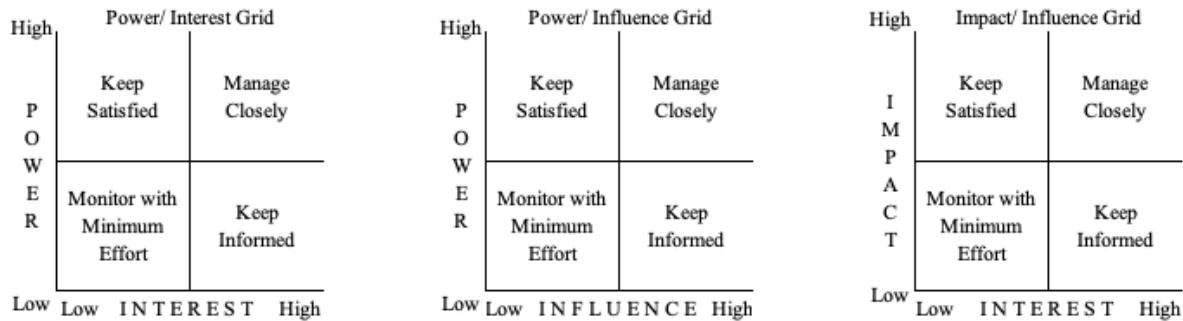
PMBOK refers stakeholder as an individual, group or organisation that could influence, be affected by, or consider itself to be influenced by a decision, action or result of a project (PMI, 2017).

According to PMBOK, identifying stakeholders includes recognising project stakeholders as an individual entity on a regular basis, examining and recording information about their interest, involvement, interdependencies, influence, potential impact on project success (PMI, 2017).

By adopting the Myer-Briggs preference profiling for Persona Mapping Model, stakeholders' personality types are obtained, which are used to identify their behaviour characteristics, possible strengths, and weaknesses, making stakeholder engagement planning easier (PMI, 2017).

Scale analysis is performed to access stakeholders' power, influence, interest, and impact. Power indicates the level of authority, influence represents the ability to influence the project outcome, interest shows the level of concern about the project result, impact reflects the ability to alter the project planning or execution (PMI, 2017). The ratings ease comparisons between stakeholders.

The ratings are used for mapping stakeholders. Stakeholders are mapped into Power/Interest, Power/Influence, and Impact/Influence grids. The figure below shows the three grids.



Power/ Interest grid is adopted to group stakeholders, for it allows prioritizing stakeholders and customizing engagement and communication strategies based on the stakeholder's grouping.

There are 16 individual stakeholders identified and they are classified into four stakeholder groups. Stakeholders who have high power and high interest are grouped under “Manage Closely” group, stakeholders who have high power, but low interest are grouped under “Keep Satisfied” group, stakeholders who have low power and high interest are grouped under “Keep Informed” group and stakeholders whose both power and interest are low are grouped under “Monitor with Minimum Effort” group.

Stakeholder analysis can enhance stakeholder engagement and communication strategies planning, as stakeholder engagement strategy is planned based on the stakeholder grouping and stakeholder analysis, and the stakeholder communication strategy is planned based on the stakeholder engagement strategy.

Stakeholder analysis findings are displayed below, please refer to the attached spreadsheet for more details.

Individual	Contact Details	Role	Archetype/ Attitude	Influencer/ Follower/ Both	Power Rating (0-10)	Influence Rating (0-10)	Interest Rating (0-10)	Impact Rating (0-10)	Quantitative Analysis	Group Label
Bang Si Hyuk		Project Sponsor	Commander - Deal all things rationally and logically - Natural born leaders and like being in charge - Perceive challenges and obstacles as great opportunities to push themselves - Project-oriented	Influencer	10	8	3	7	As the Board Chairman of Hybe and the project sponsor, Bang Si Hyuk is an influencer for this project, as budget is an important component for project. He has the highest level of authority and high ability to influence to project outcome due to his position, however, low level of concern in this project, for this is only one of the projects that he sponsored and not a major product. Overall, he has a relatively high ability to alter the project planning or execution.	Keep Satisfied Group
Park Ji Won		Project Sponsor	Champion - Individualistic, does not care about status quo - Work to develop their own approaches, personas, behaviors, routines, and viewpoints - Observant and thoughtful - Future-oriented	Influencer	10	8	3	7	Similar to Bang Si Hyuk, as the CEO of Hybe and the project sponsor, Park Ji Won is an influencer for this project. He has the highest level of authority and high ability to influence to project outcome, low level of concern in this project. Overall, he has a relatively high ability to alter the project planning or execution.	Keep Satisfied Group
Rene Park		Platform Program Director	Supervisor - Organized, honest, dedicated, dignified, traditional - Natural-born leader - Great strategist	Influencer	8	8	8	8	Rene Park is an influencer for this project, for the project is directly related to the platform and she is the director for platform program. She has a relatively high level of authority and ability to influence the project outcome due to her position, a high level of concern regarding the project outcome due to her job responsibilities. Overall, her ability to alter the project planning or execution is high.	Manage Closely Group
Steve Martin		Platform & Fans Engagement	Idealist - Quiet and reserved - Thoughtful, considerate, good listener - Genuinely care about others and wish to understand them	Follower	4	5	7	5	As the platform and fan engagement incharge person, Steve Martin is a follower of the project, he will follow the decision made by project manager. He has a relatively low level of authority and a medium level of ability to influence the project outcome for his position. As the project is directly related to the platform, he has a relatively high level of concern about the project outcome due to his job responsibilities. Overall, he has a medium level of ability to alter the project planning or execution.	Keep Informed Group
Sharon O'Lee		Hybe Marketing & Promotion Manager	Doer - Outgoing, enthusiastic - Look at the facts of a situation and make decision quickly - Uncanny ability to perceive people's attitudes and motivations - Excellent people skills	Follower	4	5	7	5	As the marketing and promotion manager of Hybe, Sharon O'Lee is a follower of the project, she will follow the decision made by the project manager. She has a relatively low level of authority and a medium level of ability to influence the project outcome for her position. She has a relatively high level of concern about the project outcome, as the success in this project can help maximising Weverse's market share. Overall, she has a medium level of ability to alter the project planning or execution.	Keep Informed Group

Sarah Ahmed	Programmer	<p>Thinker</p> <ul style="list-style-type: none"> - Good in eliciting and analysing information, people and situations - Prefer to work independently and set high standards as work expectations. - Insightful and logical 	Follower	4	6	8	6	As Hybc's programmer, Sarah Ahmed is a follower for this project, she will follow the decision made by project manager. She has a relatively low level of authority and a medium level of ability to influence the project outcome for her position. Her level of concern regarding the project result is high, because the project execution requires programming and testing. Overall, she has a medium level of ability to alter the project planning or execution	Keep Informed Group
Ali As-Saber	Ops Manager	<p>Doer</p> <ul style="list-style-type: none"> - Outgoing, enthusiastic - Look at the facts of a situation and make decision quickly - Uncanny ability to perceive people's attitudes and motivations - Excellent people skills 	Follower	2	3	1	2	As the Ops Manager seconded from Kakao, Ali As-Saber is a follower of the project, he will follow the decision made by the project manager. He has low level of authority and ability to influence the project result for his position. He also has the lowest level of concern about the project outcome, for the project is not directly related to Kakao. Overall, his ability to alter the project planning or execution is low.	Monitor with Minimum Effort Group
Joe Devisami	ICT Head	<p>Thinker</p> <ul style="list-style-type: none"> - Good in eliciting and analysing information, people and situations - Prefer to work independently and set high standards as work expectations. - Insightful and logical 	Both	9	8	5	7	As the ICT head, Joe Devisami is both influencer and follower, he can influence the human resource management planning but follow other decisions. He has a high level of authority and ability to influence the project outcome for his position and he assists in assigning people to the project. He has a moderate level of concern about the project result, as the project team is mainly under IT department. Overall, he has a relatively high ability to affect the project planning.	Keep Satisfied Group
Chris Lim	Enterprise Architect	<p>Visionary</p> <ul style="list-style-type: none"> - Intelligent and knowledgeable - Ability to discuss theories and facts in extensive detail - Logical, rational, and objective in their approach to information and arguments - Innovative and ingenious at problem solving 	Both	6	7	5	6	As an enterprise architect, Chris Lim is both influencer and follower for the project, he influences the software design artefacts but follow other decisions. He has a medium level of authority and ability to influence the project result for his position. He will review and approve the project's software design artefacts. He has a medium level of concern about the project outcome, as this project is only one of the projects that he needed to review. Overall, his ability to affect the project planning or execution is medium.	Keep Satisfied Group
Jenny Jun	Enterprise Architect	<p>Visionary</p> <ul style="list-style-type: none"> - Intelligent and knowledgeable - Ability to discuss theories and facts in extensive detail - Logical, rational, and objective in their approach to information and arguments - Innovative and ingenious at problem solving 	Both	6	7	5	6	Same as Chris Lim, as an enterprise architect, Jenny Jun is both influencer and follower for this project. She has a medium level of authority and ability to influence the project result for her position. She has a medium level of concern about the project outcome. Overall, her ability to affect the project planning or execution is medium	Keep Satisfied Group
Justin Wu	Project Manager	<p>Commander</p> <ul style="list-style-type: none"> - Deal all things rationally and logically - Natural born leaders and like being in charge - Perceive challenges and obstacles as great opportunities to push themselves - Project-oriented 	Both	6	8	10	8	As a project manager, Justin Wu is both influencer and follower for the project, for he can influence most of the decision but for budget, human resource, he still needed to follow other's opinions. He has medium level of authority and high level of the ability to influence the project outcome for his position and he is the person who lead the team for this project. He is highly concerned about the project outcome, as he is the person in charge of this project. Overall, his ability to alter the project planning or execution is high.	Manage Closely Group

Ting Ho Yuen	Business Analyst	<p>Provider</p> <ul style="list-style-type: none"> - Sensitive, energetic, helpful, and sociable - Extremely organized with difficulty dealing with uncertainties - Prefers to live in the real world rather than in own imagination 	Both	6	7	9	7	<p>As a business analyst, Ting Ho Yuen is both influencer and follower for the project, he provides insights for the project but has to follow project manager's decisions. He has a medium level of authority and relatively high level of the ability to influence the project outcome for his position and in charge of providing insights for the project. He is highly concerned about the project outcome, as he is one of project members who directly worked for the project. Overall, his ability to alter the project planning or execution is relatively high.</p>	Manage Closely Group
Venus Wong	Cyber Security Specialist	<p>Inspector</p> <ul style="list-style-type: none"> - Physically and mentally organized - Excellent planning skills - Calm and clear-headed during tense situations 	Both	6	7	9	7	<p>As a cybersecurity specialist, Venus Wong is both influencer and follower for the project, she manages cybersecurity of the project but has to follow project manager's decisions. She has a medium level of authority and relatively high level of the ability to influence the project outcome for her position and she is in charge of project issues relating to cybersecurity. She is highly concerned about the project outcome, for she is one of project members who directly worked for the project. Overall, her ability to alter the project planning or execution is relatively high.</p>	Manage Closely Group
Peichun Shih	UI Designer	<p>Counselor</p> <ul style="list-style-type: none"> - Gentle, caring, complex, and highly intuitive - Passionate about ideas and dreams - Produce creative imagination and brilliant ideas 	Both	6	7	9	7	<p>As a UI designer, Peichun Shih is both influencer and follower for the project, she designs UI for the project but has to follow project manager's decisions. She has a medium level of authority and relatively high level of the ability to influence the project outcome for her position and she is in charge of designing UI for this project. She is highly concerned about the project outcome, as she is one of project members who directly worked for the project. Overall, her ability to alter the project planning or execution is relatively high.</p>	Manage Closely Group
To be Recruited	Tester	<p>Inspector</p> <ul style="list-style-type: none"> - Physically and mentally organized - Excellent planning skills - Calm and clear-headed during tense situations 	Follower	6	5	6	6	<p>As a tester, he/she is a follower for the project, he/she performs testing for project but has to follow project manager's decisions. He/She has medium level of authority and ability to influence the project outcome for the position and he/she is in charge of testing the project outcome and provide feedbacks. He/She is highly concerned about the project outcome, as he/she is one of project members who directly worked for the project. Overall, his/her ability to alter the project planning or execution is relatively high.</p>	Manage Closely Group
To be Recruited	Software Developer	<p>Thinker</p> <ul style="list-style-type: none"> - Good in eliciting and analysing info, people and situations - Prefer to work independently and set high standards as work expectations. - Insightful and logical 	Both	6	5	6	6	<p>As a software developer, he/she is both influencer and follower for the project, he/she develops software for project but has to follow project manager's decisions. He/She has medium level of authority and ability to influence the project outcome for the position and he/she is in charge of developing the software for the project. He/She is highly concerned about the project outcome, as he/she is one of project members who directly worked for the project. Overall, his/her ability to alter the project planning or execution is relatively high.</p>	Manage Closely Group

7.2 Stakeholder Engagement Strategies

7.2.1 Stakeholder Engagement Methodology Overview

In the stakeholder analysis, we identified all stakeholders, adopted Persona Mapping Model, and scaled stakeholders' power, influence, interest, and impact to construct the Power/Interest, Power/Influence, and Impact/Influence Grids. Stakeholders are categorised into (1) Manage Closely Group, (2) Keep Informed Group, (3) Keep Satisfied Group and (4) Monitor with Minimum Effort Group.

International Association of Public Participation (IAP2) Spectrum of Public Participation are adopted to formulate stakeholder engagement strategies. IAP2 classified public engagement into five levels, which are “inform”, “consult”, “involve”, “collaborate”, and “empower” (International Association for Public Participation, 2018).

To decide which IAP2 engagement level to be applied for stakeholder, we relied on stakeholder groupings where the Power/Interest grid is adopted. A basic engagement level is assigned to each stakeholder groups, and adjustments are made according to their impact and interest, a detailed qualitative reasoning is provided in the attached spreadsheet.

Stakeholder Grouping	Individual	Role	Archetype/Attitude	Influencer/ Follower/ Both	Power Rating (0-10)	Influence Rating (0-10)	Interest Rating (0-10)	Impact Rating (0-10)	What is important to stakeholder?	How stakeholder contributes to project?	How stakeholder can block the project?	Stakeholder Initial Engagement Level	Stakeholder Engagement Level After Adjustment	Qualitative Reasoning	
Manage Closely Group	Rene Park	Platform Program Director	Supervisor - Organized, honest, dedicated, dignified, traditional - Natural-born leader - Great strategist	Influencer	8	8	8	8	Platform Usability and Functionality	- Provide feedback on Platform Usability	- Rejection on the Proposal related to Platform	Empower	Empower	As the platform program director and project manager, Rene Park and Justin Wu have the highest impact to the project planning or execution. They are empowered to make final decision.	
	Justin Wu	Project Manager	Commander - Deal all things rationally and logically - Natural born leaders and like being in charge - Perceive challenges and obstacles as great opportunities to push themselves - Project-oriented	Both	6	8	10	8	Project Success	- Manage the project team and run the project	- Failed to manage the project team to complete the project on time within budget				
	Ting Ho Yuen	Business Analyst	Provider - Sensitive, energetic, helpful, and sociable - Extremely organized with difficulty dealing with uncertainties - Prefers to live in the real world rather than in own imagination	Both	6	7	9	7	Create data-driven insights for the project	- Provide insight from the database to the project	- Failed to provide insight and risk management for the project	Collaborate	Collaborate	Ting Ho Yuen, Venus Wong and Chloe Shih have the same level of impact, lower than Rene Park and Justin Wu, but higher than tester and software developer. They are partnered in each aspect of the decision. Their advice and recommendations will be taken into consideration.	
	Venus Wong	Cyber Security Specialist	Inspector - Physically and mentally organized - Excellent planning skills - Calm and clear-headed during tense situations	Both	6	7	9	7	Platform Security	- Plan and implement security measures to protect platform from cyber-attacks - Manage incident responses	- System being hacked - Information has been stolen		Collaborate		
	Peichun Shih	UI Designer	Counselor - Gentle, caring, complex, and highly intuitive - Passionate about ideas and dreams - Produce creative imagination and brilliant ideas	Both	6	7	9	7	User Interfaces Design that meets user requirements and fulfills user satisfaction	- Design interfaces - Create visual touch points and a style guide to be used across the website	- Failed to submit the UI design with quality on time	Adjustment is made according to their impact and interest.	Collaborate		
	Tester	Tester	Inspector - Physically and mentally organized - Excellent planning skills - Calm and clear-headed during tense situations	Follower	6	5	6	6	Ensure program execute without errors	- Test all features of the platform ensuring no error	- Failed to discover error from the program		Involve	Tester and software developer has lower impact and interest comparing to other group members, therefore their engagement level will be set to a level lower. They work directly with other team members throughout the process, ensuring their concerns and expectations are directly reflected in the alternatives developed.	
	Software Developer	Software Developer	Thinker - Good in eliciting and analysing information, people and situations - Prefer to work independently and set high standards as work expectations. - Insightful and logical	Both	6	5	6	6	Ensure program is developed as required	- Develop software as required	- Failed to meet the requirement or develop the program on time				
	Developer	Developer	- Prefer to work independently and set high standards as work expectations. - Insightful and logical	Both	6	5	6	6	is developed as required	required	or develop the program on time		Involve	expectations are directly reflected in the alternatives developed.	

Keep Satisfied Group	Bang Si Hyuk	Project Sponsor	<ul style="list-style-type: none"> Commander <ul style="list-style-type: none"> - Deal all things rationally and logically - Natural born leaders and like being in charge - Perceive challenges and obstacles as great opportunities to push themselves - Project-oriented 	Influencer	10	8	3	7	Project Success	<ul style="list-style-type: none"> - Providing funding 	<ul style="list-style-type: none"> - Discontinue the funding or cancel the project 	<p>Inform</p> <p>Although Bang Si Hyuk and Park Ji Won have high impact to the project, their low interest makes their engagement level set to be lower. They will be provided project overview from time to time.</p>
	Park Ji Won	Project Sponsor	<ul style="list-style-type: none"> Champion <ul style="list-style-type: none"> - Individualistic, does not care about status quo - Work to develop their own approaches, personas, behaviors, routines, and viewpoints - Observant and thoughtful - Future-oriented 	Influencer	10	8	3	7	Project Success	<ul style="list-style-type: none"> - Providing funding 	<ul style="list-style-type: none"> - Discontinue the funding or cancel the project 	
	Joe Devisami	ICT Head	<ul style="list-style-type: none"> Thinker <ul style="list-style-type: none"> - Good in eliciting and analysing information, people and situations - Prefer to work independently and set high standards as work expectations. - Insightful and logical 	Both	9	8	5	7	IT platform and systems functionality	<ul style="list-style-type: none"> - Assign people to the project 	<ul style="list-style-type: none"> - refused to assign people to the project - Not assigning people as required 	
	Chris Lim	Enterprise Architect	<ul style="list-style-type: none"> Visionary <ul style="list-style-type: none"> - Intelligent and knowledgeable - Ability to discuss theories and facts in extensive detail - Logical, rational, and objective in their approach to information and arguments - Innovative and ingenious at problem solving 	Both	6	7	5	6	Platform functionality and Productivity maximisation	<ul style="list-style-type: none"> - Review and approve the project's software design artefacts - Provide security compliance requirements 	<ul style="list-style-type: none"> Disapprove project's software design artefacts - Not providing security compliance requirements 	
	Jenny Jun	Enterprise Architect	<ul style="list-style-type: none"> Visionary <ul style="list-style-type: none"> - Intelligent and knowledgeable - Ability to discuss theories and facts in extensive detail - Logical, rational, and objective in their approach to information and arguments - Innovative and ingenious at problem solving 	Both	6	7	5	6	Platform functionality and Productivity maximisation	<ul style="list-style-type: none"> - Review and approve the project's software design artefacts - Provide security compliance requirements 	<ul style="list-style-type: none"> Disapprove project's software design artefacts - Not providing security compliance requirements 	
Keep Informed	Steve Martin	Platform & Fans Engagement	<ul style="list-style-type: none"> Idealist <ul style="list-style-type: none"> - Quiet and reserved - Thoughtful, considerate, good listener - Genuinely care about others and wish to understand them 	Follower	4	5	7	5	Fans satisfaction regarding platform	<ul style="list-style-type: none"> - Lead the user experience and contents design of the platform services 	<ul style="list-style-type: none"> - Failed to lead user experience and user interfaces 	<p>Consult</p> <p>This stakeholder group has high power and low interest in the project, their feedback for analysis, alternatives and decisions will be obtained.</p>
	Sharon O'Lee	Hybe Marketing & Promotion Manager	<ul style="list-style-type: none"> Doer <ul style="list-style-type: none"> - Outgoing, enthusiastic - Look at the facts of a situation and make decision quickly - Uncanny ability to perceive people's attitudes and motivations - Excellent people skills 	Follower	4	5	7	5	Market share maximisation	<ul style="list-style-type: none"> - Gather user requirements - Bring in more Hybe business users if required - User acceptance testing 	<ul style="list-style-type: none"> - Failed to promote new features of the platform - Failed to allocate resources on promotion of Weverse platform 	
	Sarah Ahmed	Programmer	<ul style="list-style-type: none"> Thinker <ul style="list-style-type: none"> - Good in eliciting and analysing info, people and situations - Prefer to work independently and set high standards as work expectations. - Insightful and logical 	Follower	4	6	8	6	Platform functionality	<ul style="list-style-type: none"> - Lead in programming - Oversee program testing 	<ul style="list-style-type: none"> - Failed to lead programming and oversee testing 	
Monitor With Minimum Effort Group	Ali As-Saber	Ops Manager	<ul style="list-style-type: none"> Doer <ul style="list-style-type: none"> - Outgoing, enthusiastic - Look at the facts of a situation and make decision quickly - Uncanny ability to perceive people's attitudes and motivations - Excellent people skills 	Follower	2	3	1	2	Proper project procedures and policies	<ul style="list-style-type: none"> - Provide Ops support for the project 	<ul style="list-style-type: none"> - Failed to provide Ops support 	<p>Consult</p> <p>Adjustment is made according to their impact and interest.</p>

7.2.2 Stakeholder Engagement Strategies

To ensure project success, stakeholder engagement strategy is required. Stakeholder engagement strategy includes approaches to establish and maintain stakeholder's interest and involvement in project (PMI, 2017).

Stakeholder engagement strategies include creating advisory panels, meetings with stakeholders, producing reports, giving speeches or presentations and more (AccountAbility, 2015).

Figures below show the stakeholder engagement strategies, please refer to the attached spreadsheet for more details.

Stakeholder Group	Individual Name	Impact Rating	Influence Rating	What is important to stakeholder?	How stakeholder contributes to project?	How stakeholder can block the project?	Engagement Type	Engagement strategy descriptions, including specifying communication methods and frequency
Manage Closely Group	Rene Park	H	H	Platform Usability and Functionality	- Provide feedback on Platform Usability	- Rejection on the Proposal related to Platform	Empower	<p>Strategy:</p> <ul style="list-style-type: none"> - Implement her decision - Report to her regularly <p>Methods: Meetings and Email</p> <p>Frequency: Bi-Weekly</p>
	Justin Wu	H	H	Project Success	- Manage the project team and run the project	- Failed to manage the project team to complete the project on time within budget	Empower	<p>Strategy:</p> <ul style="list-style-type: none"> - Implement his decision - Report to him regularly <p>Methods: Meetings and Email</p> <p>Frequency: Weekly</p>
	Ting Ho Yuen	M	M	Create data-driven insights for the project	- Provide insight from the database to the project	- Failed to provide insight and risk management for the project	Collaborate	<p>Strategy:</p> <ul style="list-style-type: none"> - Incorporate advice and recommendations into decisions - Joint partnership with other project members <p>Methods: Meetings and Email</p> <p>Frequency: Weekly</p>
	Venus Wong	M	M	Platform Security	- Plan and implement security measures to protect platform from cyber-attacks - Manage incident responses	- System being hacked - Information has been stolen	Collaborate	<p>Strategy:</p> <ul style="list-style-type: none"> - Incorporate advice and recommendations into decisions - Joint partnership with other project members <p>Methods: Meetings and Email</p> <p>Frequency: Weekly</p>
	Peichun Shih	M	M	User Interfaces Design that meets user requirements and fulfills user satisfaction	- Design interfaces - Create visual touch points and a style guide to be used across the website	- Failed to submit the UI design with quality on time	Collaborate	<p>Strategy:</p> <ul style="list-style-type: none"> - Incorporate advice and recommendations into decisions - Joint partnership with other project members <p>Methods: Meetings and Email</p> <p>Frequency: Weekly</p>
	Tester	M	M	Ensure program execute without errors	- Test all features of the platform ensuring no error	- Failed to discover error from the program	Involve	<p>Strategy:</p> <ul style="list-style-type: none"> - Work together with him/ her - Provide feedback on how his/ her input influenced the decision <p>Methods: Meetings and Email</p> <p>Frequency: Weekly</p>
	Software Developer	M	M	Ensure program is developed as required	- Develop software as required	- Failed to meet the requirement or develop the program on time	Involve	<p>Strategy:</p> <ul style="list-style-type: none"> - Work together with him/ her - Provide feedback on how his/ her input influenced the decision <p>Methods: Meetings and Email</p> <p>Frequency: Weekly</p>

Keep Satisfied Group	Bang Si Hyuk	M	H	Project Success	- Providing funding	- Discontinue the funding or Cancel the project	Inform	<p>Strategy:</p> <ul style="list-style-type: none"> - Keep him informed about the project status <p>Methods: Project Dashboard System</p> <p>Frequency: Monthly</p>
	Park Ji Won	M	H	Project Success	- Providing funding	- Discontinue the funding or Cancel the project	Inform	<p>Strategy:</p> <ul style="list-style-type: none"> - Keep him informed about the project status <p>Methods: Project Dashboard System</p> <p>Frequency: Monthly</p>
	Joe Devisami	M	H	IT platform and systems functionality	- Assign people to the project	- Refused to assign people to the project - Not assigning people as required	Involve	<p>Strategy:</p> <ul style="list-style-type: none"> - Work together with him - Provide feedback on how his input influenced the decision <p>Methods: Email</p> <p>Frequency: Monthly</p>
	Chris Lim	M	M	Platform functionality and productivity maximisation	- Review and approve the project's software design artefacts - Provide security compliance requirements	- Disapprove project's software design artefacts - Not providing security compliance requirements	Consult	<p>Strategy:</p> <ul style="list-style-type: none"> - Keep him informed about the project status - Listen to and acknowledge his concerns and goals - Provide feedback on how his input influenced the decision <p>Methods: Email/ Meetings</p> <p>Frequency: Bi-Weekly</p>
	Jenny Jun	M	M	Platform functionality and productivity maximisation	- Review and approve the project's software design artefacts - Provide security compliance requirements	- Disapprove project's software design artefacts - Not providing security compliance requirements	Consult	<p>Strategy:</p> <ul style="list-style-type: none"> - Keep her informed about the project status - Listen to and acknowledge his concerns and goals - Provide feedback on how her input influenced the decision <p>Methods: Email/ Meetings</p> <p>Frequency: Bi-Weekly</p>
Keep Informed	Steve Martin	M	M	Fans satisfaction regarding platform	- Lead the user experience and contents design of the platform services	- Failed to lead user experience and user interfaces	Consult	<p>Strategy:</p> <ul style="list-style-type: none"> - Keep him informed about the project status - Listen to and acknowledge his concerns and goals - Provide feedback on how his input influenced the decision <p>Methods: Email/ Meetings</p> <p>Frequency: Bi-Weekly</p>
	Sharon O'Lee	M	M	Market share maximisation	- Gather user requirements - Bring in more Hybe business users if required - User acceptance testing	- Failed to promote new features of the platform - Failed to allocate resources on promotion of Weverse platform	Consult	<p>Strategy:</p> <ul style="list-style-type: none"> - Keep him informed about the project status - Listen to and acknowledge his concerns and goals - Provide feedback on how his input influenced the decision <p>Methods: Email/ Meetings</p> <p>Frequency: Bi-Weekly</p>
	Sarah Ahmed	M	M	Platform functionality	- Lead in programming - Oversee program testing	- Failed to lead programming and oversee testing	Collaborate	<p>Strategy:</p> <ul style="list-style-type: none"> - Incorporate advice and recommendations into decisions - Joint partnership with other project members <p>Methods: Meetings and Emails</p> <p>Frequency: Weekly</p>
Monitor With Minimum Effort Group	Ali As-Saber	L	L	Proper Project procedures and policies	- Provide Ops support for the project	- Failed to provide Ops support	Consult	<p>Strategy:</p> <ul style="list-style-type: none"> - Keep him informed about the project status - Listen to and acknowledge his concerns and goals - Provide feedback on how his input influenced the decision <p>Methods: Email</p> <p>Frequency: Monthly</p>

Section Summary

Stakeholders are identified, analysed, and grouped. Stakeholder engagement strategy is made based on the stakeholder grouping, and it will be the basis for stakeholder communication strategy.

8 Communication Management Plan

The communication plan is a crucial blueprint for the exchange of information for specific stakeholders. Based on PMBoK and PM Book of Forms, the communication plan primarily centres on communication information, methods, frequency, and sender (PMI, 2017). In line with the engagement strategy analysed previously, the following table provides a concise summary of the communication plan.

Stakeholder	Role	Engagement Type	Information	Method	Sender	Frequency
Bang Si Hyuk	Sponsor	Inform	--Project Status Report	Project Dashboard System	Project Manager	Monthly
Park Ji Won	Sponsor		--Project Status Report	Project Dashboard System	Project Manager	Monthly
Chris Lim	Enterprise Architect	Consult	--Software Design Report	Email or Meeting	Project Manager	Bi-weekly
Jenny Jun	Enterprise Architect		--Software Design Report	Email or Meeting	Project Manager	Bi-weekly
Steve Martin	Platform and Fans Engagement		--UI Design Report	Email or Meeting	UI Designer	Bi-weekly
Sharon O'Lee	Marketing and Promotion Manager		--Project Forecast Report --Project Progress Report	Email or Meeting	Project Manager	Bi-weekly
Ali As-Saber	Kakao Ops Manager		--Project Progress Report	Email	Project Manager	Monthly
Joe Devisami	ICT Head	Involve	--Project Status Report	Email	Project Manager	Monthly
Tester	Tester		--User Guide --Software Requirement	Email and Meeting	Project Manager	Weekly
Software Dev.	Software Dev.		--Software Requirement	Email and Meeting	Project Manager	Weekly
Sarah Ahmed	Programmer	Collaborate	--Project Progress Report --Software Design Report	Email and Meeting	Project Manager	Weekly
Ting Ho Yuen	Business Analyst		--Weverse/Kakao Database --Marketing Research Report	Email and Meeting	Various Team Members	Weekly
Venus Wong	Cyber Security		--Testing Report --Enterprise Architect Review	Email and Meeting	Tester, Enterprise Architect	Weekly
Peichun Shih	UI Designer		--Marketing Research Report --Platform Engagement Review	Email and Meeting	Market Researcher, Platform and Fans Engagement Manager	Weekly
Rene Park	Platform Program Director		--Project Progress Report --Project Forecast Report	Email and Meeting	Project Manager	Bi-weekly
Justin Wu	Project Manager	Empower	--Security Report --UI Design --Programming Report --Budget Report	Email and Meeting	Various Team Members	Weekly

The “Inform” engagement group includes sponsors, who have a higher impact but lower interest level in the project. They require to grasp an overview of the project’s progress to keep satisfied and make decisions. Therefore, it is essential to provide them with a status report, specifying the overview of the project’s overall status (Marchewka, 2015). The communication method and frequency are determined by the sponsor’s tight schedule and low interest (Rodney Turner, 1996). Electronic communication via a project dashboard system will be implemented to ensure they receive necessary updates and key information monthly (Zulch, 2014).

In “Consult” engagement group, Enterprise Architects need to review the software design, so the software design report, comprising the detailed outline of the software design requirements, will be provided to them. Platform and Fans Engagement will receive UI design report to plan the strategy. The project progress report, offering the detailed information of progress about the specific tasks or deliverables (Marchewka, 2015), will be reported to marketing manager

and Ops manager to keep them informed. Moreover, the marketing manager will also receive a forecast report, which provides the predictions on the future outcomes of the ongoing project, focusing on time, cost, quality, and resources allocation (Marchewka, 2015). It will aid in future marketing planning. To facilitate effective communication with these stakeholders, emails or meetings will be the primary means of contact since research has shown that electronic, written, and oral communication are the most vital and effective approaches (Zulch, 2014). Communication will occur bi-weekly. However, due to ops manager's low impact and low interest level, she will receive communication via email on a monthly basis.

The “Involve” engagement group consists of ICT head, the tester, and the software developer. ICT head with a high impact and a medium interest level will be reported the status report through email monthly. The tester and software developer require technical content related to the project, and they will be contacted through a combination of emails and meetings on a weekly basis. Although the tester and software developer are categorised under the “involve” group due to lower level of influence and impact (compared to the stakeholders in the “collaborate” group), they need frequent communication to ensure the latest updates and detailed requirements.

The “Collaborate” group comprises essential project members with diverse expertise. The members are characterised by their high impact and strong interest in the project. They rely on detailed and specific reports (outlined in the above table) to facilitate project planning and execution. Given the significance of their roles, it is necessary to maintain intensive communication by both emails and meetings to closely monitor the project.

In “Empower” engagement group are two key individuals: the platform program director and the project manager. The project manager holds primary responsibilities for the project management and success. Therefore, various types of reports related to diverse expertise will be provided to the PM to get valuable insights for informed decision-making. Moreover, the PM will also prepare project-related reports, which serve as crucial tools for other stakeholders (Henderson, 2008). Regarding the platform program director, project progress and forecast reports are needed to assess the platform usability. To ensure effective and timely communication with these empowered stakeholders, emails and meetings will be employed. Specifically, the PM will be contacted weekly, while the platform program director will receive updates on a bi-weekly schedule. This approach accommodates their slightly varying levels of interest in the project.

By following this plan, the project team efficiently deliver essential information to the relevant stakeholders, helping them make meaningful contributions to the project.

Section Summary

The communication strategy is designed based on the engagement levels of stakeholders, involving key attributes—communication content, method, sender, and frequency—outlined

in the PMBoK and PM Book of Forms. This customized communication plan is aimed at fostering better collaboration within the project.

9 Project Human Resource Management Plan

9.1 Recruitment Plan

We are a project team that includes roles of Project Manager, Business Analyst, Cyber Security Specialist and User Interface Designer for the re-development of Weverse landing page and merchandise website. The below Initial Project Team table illustrates the description of our position and the skills required.

Staff Name	Position	Roles Description	Skills Requirement	Authority
Justin Wu	Project Manager	Effectively lead the project team, ensuring its smooth operation and timely reporting of status updates to Hybe executives.	1. An appropriate Project Management qualification, such as PMBOK certification 2. Excellent stakeholder management skills and interpersonal skills 3. Experience in Agile development 4. Perform training on the new members	1. Project planning 2. Budget planning 3. Resources allocation
Ting Ho Yuen	Business Analyst	Planning and executing security measures, defending against cyber threats, managing incident responses, and supporting the Project Manager in addressing risks, issues, conflicts, priorities, communications, progress reporting, and personnel for project success.	1. High education qualification in business analysis Strong logical reasoning, analytical and problem-solving skills 2. Able to provide prioritisation and remediation efforts in a timely and repeatable manner for identified risks 3. Good computer skills and database knowledge of SQL	1. Define the business requirements for the project and report to PM 2. Perform business analysis for opportunities, problem identification and solutions for the project 3. Perform budgeting and forecasting on the project
Wong Tsz Yung Venus	Cyber Security Specialist	Planning and executing security measures, defending against cyber threats, managing incident responses, and supporting the Project Manager in addressing risks, issues, conflicts, priorities, communications, progress reporting, and personnel for project success	1. Knowledge in Zero Trust, OAuth 2.0 2. Able to provide prioritisation and remediation efforts in a timely and repeatable manner for identified risks 3. Ability to identify, understand, articulate, and manage risks across technical disciplines and business units	1. Provide advice on security best practices, threat assessments, risk mitigation strategies 2. Ensure that only authorized parties have access to sensitive systems and data 3. Coordinate incident response activities & investigate security breaches 4. Identify and prioritise vulnerabilities 5. Evaluate the suitability of security solutions 6. Report security incidents, vulnerabilities, risk assessments
Peichun Shih	UI Designer	Design screens, create visual touch points and a style guide to be used across the website. Collaborating with engineering to conceptualise original ideas into clear and user-friendly design	1. JavaScript HTML CSS Photoshop Illustrator skills 2. Professional experience in UI design, wireframes, user flow and site map 3. Proficiency in UI design and prototyping tools such as Figma 4. Knowledge of the latest UI trends, techniques, and technologies	1. Design the landing page 2. Review design prototypes, and gather feedback on the usability of a product increment 3. Provide insights on the priority of tasks based on UI point of view

Apart from the above-mentioned roles, we are looking for half year operation assistance on the software development and the user acceptance testing (UAT) for the Weverse project. Therefore, we are currently looking for recruiting the below roles on online recruitment platform (eg. SEEK):

Position	Description	Skills/ Knowledge	Authority	Report to	Salary	Number
Senior User Acceptance (UAT) Tester (Full time – 6 months contract)	Conduct thorough testing, set clear acceptance criteria, demonstrate increments, define testing strategy, and maintain project quality for flawless execution	1. 2 years of experience in testing landing page and Zero Trust Network Access system 2. Detailed-minded, excellent communication and interpersonal skills (Collabera Technologies Party Ltd, 2023) 3. Basic knowledge in Microsoft Words and Excel	1. Define testing strategy 2. Clarify acceptance criteria for requirements 3. Demonstrate product increment to project manager	Project Manager	\$7250 / month (Glassdoor, 2023)	1
Senior Software Developer (Full time – 6 months contract)	Write code for new features and assist with development of the project	1. Tertiary – level qualification in Information Technology or Computer Science (Clear 21, 2023) 2. At least 4 years of experience on web development (Fortescue Metals Group Ltd, 2023) 3. Qualification in HTML, JavaScript and Python (Fortescue Metals Group Ltd, 2023) 4. SQL database system experience desirable (Clear 21, 2023)	1. Provide recommendation on the functionality of the program 2. Review program prototypes and provide feedback on the functionality of the program	Project Manager	\$12,500 / month (Glassdoor, 2023)	1

9.2 Training Plan

In line with Hansson's findings in 2007, the availability of training programs and resources is paramount. Training serves as a catalyst, elevating team competencies and ultimately leading to improved project performance and heightened efficiency. To harness these benefits, we have devised two training schedules for our project team. The first training course, designed for newly recruited members, specifically Senior User Acceptance Testers and Senior Software Developers, precedes the project's commencement. The below figure showing the training schedule of the first training:

Training objective	Familiarise new joiners with Hype's corporate culture, background, and fundamental project system details, bolstering their knowledge competencies needed for the project
Training content	Hype Marketing & Promotion Manager Sharon O'Lee explain the company background and culture of Hype Project Manager Justin Wu will provide a brief introduction on the scope and background of the project and the system involved
Training method	Classroom training Invite Marketing & Promotion Manager and Project Manager will be in charge for the training materials and explanation
Training period	Estimated 2 days, 7 hours per day
Training cost	Hire Marketing & Promotion Manager from the Hype company, with the salary of AUD\$100 per hour for 7 hours on the first day. The cost of training conducted by the Project Manager will be included in the monthly salary. Estimated cost of the course: AUD\$100 * 7 = AUD\$700

The second training course will be conducted during the project and will be available for all 6 project members to train up with the soft skills necessary for the project success. The below table shows the information of the second planned training course:

Training objective	Offer support to enhance members' programming skills and improve their communication abilities, ultimately fostering better teamwork among project members
Training content	Hype's ICT Manager, Joe Devisami, will lead a programming skills class to assess and address computer skill gaps among team members. Additionally, he will offer courses aimed at refining the communication skills of the team
Training method	Online video training Invite ICT Manager and Project Manager for the training materials and explanation
Training period	Estimated 1 week, 4 hours per day
Training cost	Hire ICT Manager from the Hype company, with a salary of AUD\$100 per hour for 7 hours on the first day. Estimated cost of the course: $AUD\$100 * 4 * 5 = AUD\2000

Section Summary

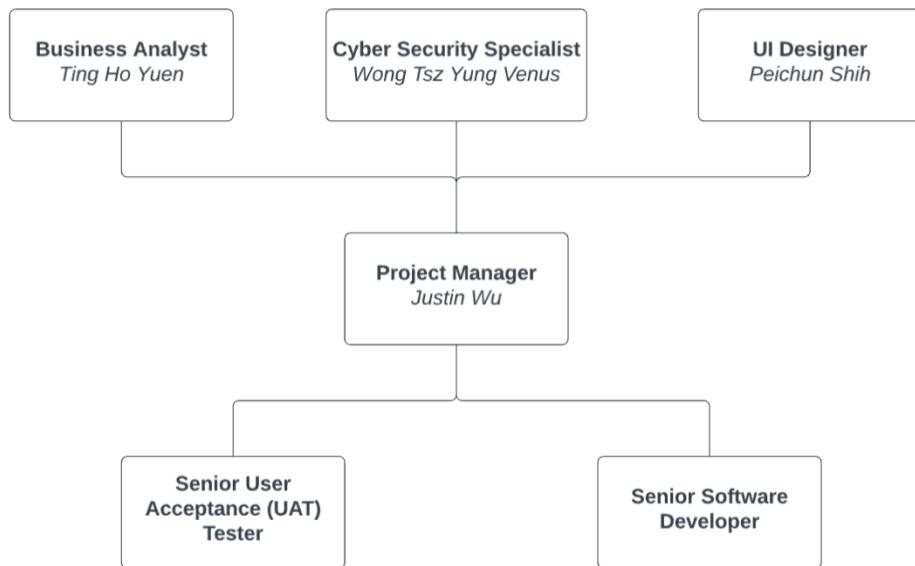
The recruitment plan outlines positions, skills, and salary expectations for the project team, while the training plan focuses on enhancing skills and knowledge. These plans are essential for efficient project execution. Next, we present the planning summary and the next steps in Section 10.

10 Part 1 Planning Summary & Next Step

This project aims to maximise profit and market share in fan platform.

The stakeholder communication and human resource management plans help enhance the operation efficiency of the project team.

Organisation chart is shown as below.



Rene Park, Justin Wu, Bang Si Hyuk, Park Ji Won and Joe Devisami are the most influencing stakeholders for this project. Engagement and communication strategies are planned according to their impact and interest to the project. Rene Park and Justin Wu, who are directly involved in the project, will have emails and meeting with team members regarding the project progress, on a bi-weekly and weekly basis respectively. Bang Si Hyuk and Park Ji Won, the project sponsors, will have project status report updated through project dashboard system monthly. Joe Devisami, assisting in human resource of the project, will receive the project status report by email monthly.

Project scope, schedule, budget, and risk management planning will be targeted in the next project plan report.

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