

Assignment 2: Project Scope Statement, Priority Matrix, & Communication Plan

Predict 475 Project Management

Professor: Dan Roth

Section 55

Winter Quarter

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In Compliance with Master of Science Predictive Analytics

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Project MetaGuest Scope Statement

1. Project Objective:

Develop an automated, self-emailing, report that focuses specifically on the current state of the Target guest through trending key meta metrics about guest data. The project is to be fully completed, iterated, and user functional by December 2014 and resources are all to be derived internally at Target at no outside additional cost.

2. Deliverables:

MetaGuest is a technical project that is better suited for a process breakdown structure (PBS) broken in to key phases. The deliverables will follow each major phase and are outlined below-

- Analysis – Establish key metrics to be trended overtime, and the time interval for which the analysis will be based. The metrics are not to exceed fifteen and shall have no less than ten in the report.
- Design – Have three different dashboard designs and feedback from key stakeholders and intended users.
- Construct – Final version of code vetted, documented, and synthesized with reoccurring reporting team.
- Test – Run report over four weeks, with at least three participating team member and no more than seven, to assess overall effectiveness as well as make iterations.
- Rollout – Schedule, present, and collect feedback on three different presentations for key stakeholders as well as intended users.

3. Milestones:

In developing important milestones for MetaGuest, natural benchmarks within Target process flow are documented below-

- March 21 - Project Charter Acceptance, Manager
- March 31 – Multi-Department Project Acceptance
- May 14 – Key Metrics Established
- June 14 – Dashboard Design Approved
- July 30 – Final Documentation of Standardized Code
- August 18 – Final Iterations Complete
- September 15 – Presentations
- October 15 – End User Feedback
- November 15 – Hand in Completed Project Documentation

4. Technical Requirements:

Target is in the midst of migrating from an IBM database to Teradata, and will require duplicative coding efforts and specifications in order to meet the project objective within the timeframe

- Establish how stable guest logic will be applied to MetaGuest
- Define where MetaGuest will reside post-project
- Create coding that minimizes creating irrelevant tables
- Define whether excel, SAS, or Tableau is the best dashboard tool
- Reporting requirements must meet specified bandwidth
- Table pulls must follow changing requirements
- Code needs to be written in an EDW and ADW format
- Delivery method must be a push rather than a pull for end users

5. Limits and Exclusions:

In an effort to focus on the expectations of MetaGuest, the limits and exclusions are detailed below:

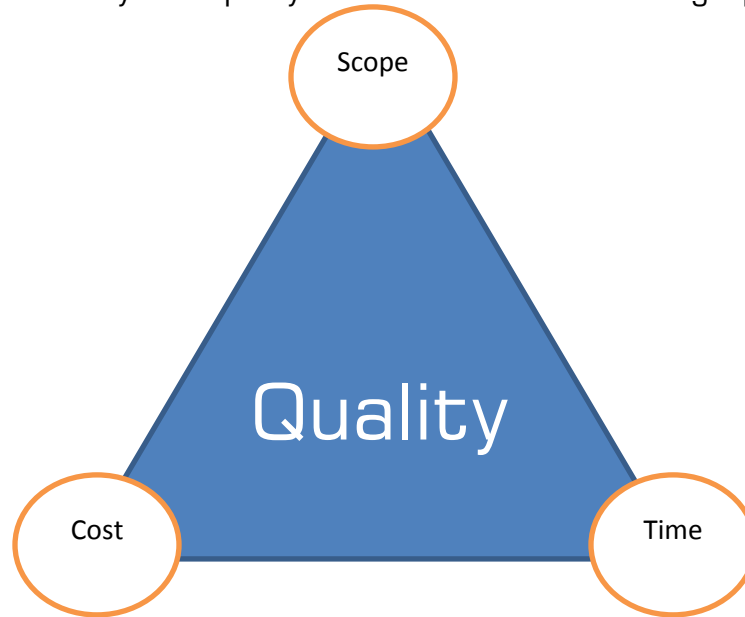
- MetaGuest will contain only Guest data, and no POS data
- The report is objective across all divisions without customization
- End users are responsible for ad-hoc additional metrics
- Creating a storage repository is not included in MetaGuest
- Intended end users are Guest Insights and Division Insights
- Healthcare data will not be included
- Target Canada data will not be included
- Email notification and centralize posting is the means of delivery

6. Review with Management: James Nelson

Before moving forward, communication and iterations to the project scope statement must be resolved in an effort to be of one accord. Deadline for Review with Management resolve is 1/23/2013.

MetaGuest Priority Matrix

Project efficacy is helpfully demonstrated from the graphic below:



The priority matrix below details how the three attributes are prioritized.

| | Time | Performance | Cost |
|-----------|------|-------------|------|
| Constrain | X | | |
| Enhance | | X | |
| Accept | | | X |

Accept: Tolerable *not* to meet the original parameters.

Enhance: During the project, enhancements can be made to this parameter.

Constrain: This parameter must be met.

MetaGuest Communication Plan

The project scope statement is the first communication piece that needs to be agreed upon by management. Additional information needed for the success of MetaGuest is detailed below:

Reporting Requirements- Desired metrics, calculations for metrics, and interval requirements need to be gathered in the analysis phase. The project manager will refine the requirements with the key manager and finally communicated to a few of the end users. The information will be stored on the project managers folder on Target's public hard drive space. Unless noted, the information is public, but does not need to be broadcasted. The final reporting requirements will be communicated with the end users at the end of the analysis phase in the monthly status meeting.

Design Information Communication – The Reporting Team will need to know the established reporting requirements prior designing the report for MetaGuest. A PowerPoint will be assembled by the Project Manager to communicate the reporting requirements, which will be stored in an Excel Table. There are no privacy concerns for the reporting team. The information will be communicated in a presentation with hard copied available and soft copies sent out after the meeting.

Construction Information Communication – Writing the code for MetaGuest will require a few analysts. SAS will be the primary tool for writing the code and communication will be done in person and through email. At this point authors of the code will include James Nelson, Jacob Yunker, Daniel Prusinski, and Senthilkumar Subramanian. It is vital that the code be well documented by each programmer so that collaboration ensues. Weekly iterations will be highlighted in an email with documentation communicating why the changes were necessary.

Testing Information Communication – As the report is tested, users will record comments and suggestive iterations on a provided form electronically. The goal is to have a seamless turnaround time, and not become bogged down with expansive changes. Potential changes will be vetted with management before making final iterations in a meeting with the project manager. The presentation will entail a PowerPoint presentation and soft copy in the form of word document tracking proposed changes.

Rollout Communication – The rollout will take place in a monthly team meeting, and management will introduce MetaReport to the whole team. This will be

done in a PowerPoint presentation, and the end users present will get a copy of the actual report during the meeting. At the end of the meeting, the end users will have a physically provided form to fill out seeking feedback and general comments. These comments will be synthesized by the project management into a Word document and shared with the manager in an in person meeting.

Stakeholder Register

| What Information | Target Audience | When | Method | Tool for Communication |
|------------------------------|--------------------------------------|--|----------------------------|-----------------------------|
| Scope Statement | Project manager, key stakeholders | Once, first week | Email with hardcopy | Word |
| Project Plan | Key stakeholders, management | Once, mid March | Email, hardcopy | Word |
| Key Metric Findings | End Users | Weekly during analysis phase | Email, and presentation | Word, Powerpoint |
| Milestone Update | Project manager, key stakeholders | Biweekly | Email | Office |
| Project Update | Manager | Weekly | In person | Word |
| Cross-functional team update | Reporting, Guest & Division Insights | Monthly | In person meeting | PowerPoint with Word copy |
| Design Template | Manager, End Users | Weekly, during Design Phase | Working meeting, and email | PowerPoint and Word/Tableau |
| Developed Code | Data Analysts | When needed during construct and test phases | Email, text editor | SAS |
| Beta MetaReport | Manager, Testing Team | Weekly during testing phase | Email, in person | SAS, and email dashboard |
| Issues and Delays | Manager, key stakeholders | When needed | Email and meeting | Word, Office |
| Accepted Changes | Project Manager | When needed | Email or meeting | Word, Office |
| Final Product | End Users, | Weekly, in | Email or | SAS, or |

| | | | | |
|--|-------------------|---------------|-------------------------|---------|
| | and Management | rollout phase | centralized location | Tableau |
|--|-------------------|---------------|-------------------------|---------|

Project Proposal

Assignment 1: Project Proposal
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In Compliance with Master of Science Predictive Analytics Target **MetaGuest 2**

Project Proposal

Target Corporation is a billion dollar retail company. With over 1,200 stores nationwide, millions of guests shop Target daily. One strategic initiative senior leadership has road-mapped for 2014 is deepening guest engagement. Management within my department, Merchandising and Marketing Business Intelligence (MMBI), has asked me to create a project plan for better defining and monitoring overall guest behavior data at target in the form of a report that shows key metrics about our guests over time.

I will name this project MetaGuest based on the overall desired outcome for information about guest data to be fed to team members in a concise report. As of January 8, 2013 my manager, James Nelson, is the official project sponsor. The current stakeholder groups include the following:

Guest Insights (GI) – Target's MMBI team that represents guest data.

Division Insights – Similar to GI, but works with merchandising divisional leadership on guest data requests.

Reporting – Coordinates and executes reporting for MBI.

Business Data Quality (BDQ) – Represents Target's importation and cleaning of data.

Division Insight Leaders (DILs) – Communicate the desired outcomes for guest data.

As Target aims to meet growing consumer demands, understanding changing behaviors aptly translates to thriving and surviving in the retail environment.

Currently, Target has built many tools for extracting guest information and classification categories for different types of guests. The next step for Target reaching its goal of deepening guest engagement through data-driven analytics is understanding changes in guest behavior and predicting future outcomes. The overall value project MetaGuest brings is the next step in analytical capability for Target through quantifying guest behavior through time.

The key project constraints at this point include cost, schedule, budget, and resources. Each constraint will require further iterations given that the project is being preliminarily scoped. The costs to Target at this point include no outside purchases of software, consulting, or products, but rather cost internal time, and resources. I would expect two hours a week for 2014 in regard to my personal schedule, as well as 2 hours a week of other team members through the process.

Total time cost is estimated at 200 hours. Given that the new reporting to be established will take place within pre-existing innovation space via data tables and software, the costs are considered sunk costs and do not entail an extra cost. Over the next ten weeks further planning of project MetaGuest will take place and implementation will begin four weeks after the project plan is accepted.

Preliminarily, March 25th is the planned date to begin implementing the project.

Final feedback on the project is expected the first week of October. Please refer to the diagram below for a more detailed schedule. Target **MetaGuest 3**

1/12 – 3/25
 3/26 – 10/03
 10/05 – 11/07

- <http://filebox.vt.edu/users/alanma/bit3434/pm2chart.JPG>

| | | |
|---|--------------------|--------------------------------|
| The preliminary budget and resources can be seen below: Item | Cost | Rationale |
| Microsoft Project | License Fee | Primary Tool for Communication |
| Meeting Rooms | NA | Team Meetings |
| Tables, Views, and Reports | Internal Team Time | End Product Development |
| Team Member Hours | 200 Team Hours | Primary Work of Project |

Book Subjects

- Executive Summary - pg. 516
- Project Scope Statement - pgs. 102 - 106
- Priority Matrix - Fig 4.2
- Stakeholder Register - template in Course Content
- Work Breakdown Structure - pgs. 108 – 116 Fig 4.5
- Gantt chart (Baseline) - Fig 13.1
- AON Network Diagram Fig 6.8
- Project Baseline Budget - Fig 8-16
- Communications Plan – pgs 118 – 122
- Risk Assessment Matrix - Fig 7.6
- Risk Response Matrix - Fig 7-8
- Project Organization - various Chap 3, Fig 3.3
- Feasibility - answer the question, Is this project viable and what makes you think so?
- Integration - pgs. 11-23, 68, 70, 73