Assignment 1: Project Proposal

Predict 475 Project Management

Section 55

Winter Quarter

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School of Continuing Studies

Northwestern University

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In Compliance with Master of Science Predictive Analytics

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.
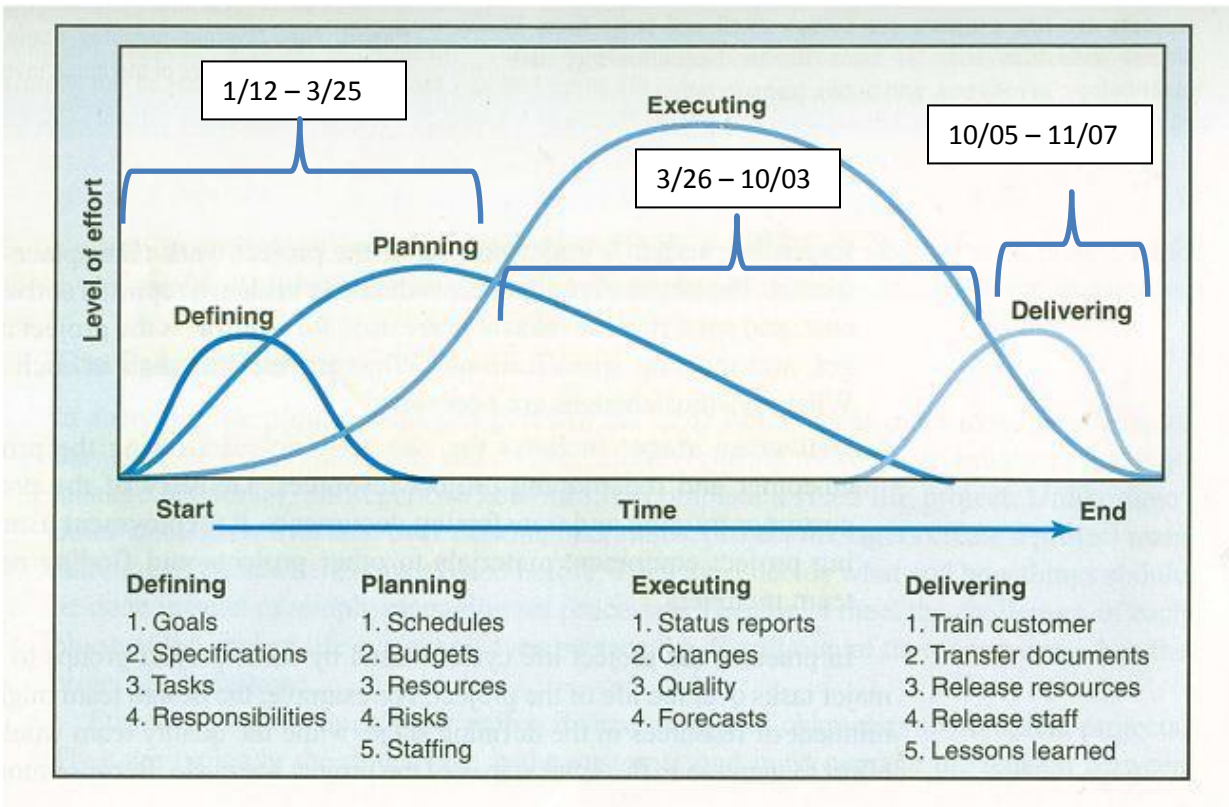Division Insights – Similar to GI, but works with merchandising divisional leadership on guest data requests.
Reporting – Coordinates and executes reporting for MBI.
Business Data Quality (BDQ) – Represents Target's importation and cleaning of data.
Division Insight Leaders (DILs) – Communicate the desired 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.

Defining
1. Goals
2. Specifications
3. Tasks
4. Responsibilities

Planning
1. Schedules
2. Budgets
3. Resources
4. Risks
5. Staffing

Executing
1. Status reports
2. Changes
3. Quality
4. Forecasts

Delivering
1. Train customer
2. Transfer documents
3. Release resources
4. Release staff
5. Lessons learned

- *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

Overall expectations include: the project will include iterations, reporting development will require collaboration between the five stakeholders, and as the project develops additional resources will be allocated to fulfill needs. Assumptions include mutual buy-in from the stakeholders, flexibility in the reporting requirements, and mutual benefit to MMBI as the report becomes available. Given the data breach during the holiday season, impact reporting will be purposely excluded.

Project organization includes: Dan Prusinski – project manager, James Nelson – project funder, Jacob Yunker – guest data coordinator, Alex Miller – implementation coordinator, Ryan Ruffcorn – reporting coordinator, Carl Cooley

– division insights coordinator, Jarrett Reed – DIL coordinator. The responsibility matrix can be seen below:

Task	James	Dan	Alex	Jacob	Carl	Ryan	Jarrett
Identify Target Guest Metrics for Reporting	R	S		S	S		S
Develop Report Template		S				R	
Pilot Report		R				S	
Create re-occurring reporting schedule		S				R	
Present Reporting Tool		R	S				
Create Predictive Models based on Report	S	R		S	S		
Present Key Findings to Management	R	S					S
Provide Documentation for Iterations	S	R	S				
Responsible = R							
Support = S							

At this point in project MetaGuest, management is working closely with the project manager to develop and scope the overall plan. Iterations are expected to sharply shape the project planning in the next two weeks.