

## 2.8: Case Study- Project Charter

### Case Study: Project Charter of Grocery LLC's Mobile-Commerce Project

In Chapter 1, we started evaluating the uniqueness and temporary nature of the two projects. The first project aimed to establish self-checkout areas at all fifty markets across five states to solve the problem of more than usual traffic between 4 pm and 7 pm during the weekdays (Case 1.1). The second project aimed to create a new mobile application and make the current website compliant with the smartphones (Case 1.2). In Chapter 2, we performed a weighted scoring model (Table 2.8) to compute the total scores of project candidates based on various criteria which are not only dependent on financial factors and chose projects A (self-checkout stations) and D (m-commerce). Project D addressed the problem of declining sales at Grocery LLC's all fifty markets in general with the onset of the COVID-19 pandemic. Considering the priority of the project and the pessimistic trends forecasted regarding the pandemic as well as the increasing digitalization of companies and consumers, we will use this project in this chapter and the following chapters.

#### 1. Project Purpose:

To create solutions for customers who purchase goods and services from our grocery stores through their smartphones.

#### 2. Measurable Project Objectives:

- i. To redesign the website in 2 months so it's more responsive and easier for the customers to place orders on their smartphones.
- ii. To create a new mobile application in 2 months that can work in both operating systems (Android and IOS).

In three months after the mobile website and the new mobile application go live, online sales will increase at least 25%, customer satisfaction will increase at least 20%, and we can retain our loyal customers.

- Online sales figures before the mobile solutions are introduced and three months after they go live will be compared.
- Two surveys (before the mobile solutions are introduced and three months after they go live) will be conducted by a market research company to measure the satisfaction level of customers.
- The customers who have bought items from our company for the last three years will be interviewed to understand if they still do their shopping at our grocery markets and on new mobile solutions.

#### 3. High-Level Requirements

- The mobile website and smartphone application shall:
  - Include all the functions that a desktop website possesses.
  - Be accessed with the same login username and password.
  - Synchronize the customer profile and the cart with the desktop website.

#### 4. High-level project description, boundaries, and key deliverables

*Needs Statements are retrieved from the business cases if available.*

There has been a steady decline for the last six months in online purchases. Our company lost many customers due to the pandemic. Customers prefer buying online instead of visiting a store in person since they have serious concerns to contract Covid-19. Our fifty stores in five states lost around 30% of regular customers, and the revenue declined by 25% since the start of the pandemic restrictions in March 2020. When our business analysts investigated the issue by conducting a root-cause analysis, they found that many customers use their smartphones to buy online rather than using their desktop or laptop computers. When the customers visited our company's website, they could not complete their online transactions since the website has not been optimized for mobile. Besides, we haven't had a mobile application that our customers can use on their smartphones. E-commerce websites such as Amazon, and brick and click stores such as Walmart and Target, and grocery chains such as Whole Foods (through Amazon) are strong competitors from which customers can do their online shopping conveniently.

Therefore, our project has been initiated to optimize the desktop website on both Android and IOS smartphones and to create a new smartphone application. In this project, we are not directly targeting tablets since their screen size would allow us to display the regular desktop website. Besides, the smartphone application can be used in tablets.

#### 5. Assumptions and Constraints

- Assumptions:

- i. A positive trend is expected in the long term that mobile e-commerce transactions will rise.
- ii. Our current website will continue to function during the project.
- iii. The owners and the top executives will continue to support this project.

- Constraints:

- i. Some loyal customers who prefer in-person shopping may be resistant to change so that they may not want to use online shopping.

## 6. **Overall project risk**

- Shortage of web designers and mobile app developers
  - Due to the COVID-19 pandemic, there is a higher demand for web designers and mobile app developers. Besides, these qualified employees may not be available if they contract COVID-19 when they are working on our project.
- During the execution of our project, customers may prefer to do their shopping on large e-commerce websites such as Amazon as they can find more varieties with lower prices and better deals. Therefore, our deliverables may not be utilized in the way that is desired.

## 7. **Summary Milestone Schedule**

The project starts on May 2, 2022, and finishes on July 1, 2022.

1. Kick-off: May 2, 2022
2. Finalization of requirements elicitation: May 10
3. Completion of analysis and design: May 25
4. Completion of coding and testing: June 15
5. Completion of alpha testing: June 20
6. Completion of beta testing: June 30
7. Customers can visit the mobile website and install the smartphone app: July 1, 2022

## 8. **Preapproved Financial Resources**

The initial budget for this project was determined as \$200,000. Two similar projects conducted and completed by two other companies were used. The itemized budget will be available and can be revised when the analysis and design are completed.

## 9. **Key Stakeholder List**

1. Project manager (Senior Systems Analyst)
2. Project team members (The core team)
3. Project sponsor (Chief Operations Officer – COO)
4. Product owner (The representative from the operational department who was assigned by the COO)
5. IT Department
6. Sales Department
7. Marketing Department
8. HR Department
9. Store managers and employees
10. Suppliers
11. Online customers
12. Customers who visit the stores in person
13. Government agencies that announce the pandemic restrictions

## 10. **Project Approval Requirements**

The mobile website and the smartphone app will be subject to alpha testing first. Then, beta testing will follow, where customers can install the beta version on their smartphones and do their online shopping. During the implementation of the beta version, all the feedback from customers and their mobile devices will be evaluated and the bugs and problems will be corrected. When the mobile website and the app are fully functional, customers should log in with their usernames and passwords, browse items, add them to their carts, proceed to checkout, and complete their payment.

The sponsor must approve the sign-off after they receive the inspection and acceptance report.

## 11. **Project Exit Criteria**

- The project will be closed successfully if both deliverables pass beta testing and all the human resources working on this project are paid.
- The project will be canceled if the financial situation of our company worsens significantly so that it is not possible to fund the project.

## 12. **Project Team**

- i. Project manager: Senior systems analyst
- ii. Two systems (business) analysts
- iii. Two UI/UX designers
- iv. Three developers (including Android and IOS developers, and the backend developer)
- v. Two testers (quality assurance engineers)
- vi. Two sales and marketing experts

## 13. **Authority of the Sponsor**

The COO (Chief Operations Officer) of Grocery LLC is the sponsor. The project manager will have the full authority to identify the necessary tasks and resources needed to complete all the project activities and deliverables. The sponsor shall authorize the project and assign the project manager when they approve this project charter.

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1. Project Management Institute. (2017). A guide to the Project Management Body of Knowledge (PMBOK guide) (6th ed.). Project Management Institute. ↩
  2. Project Charter template from [www.projectmanagement.com](http://www.projectmanagement.com)↩
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