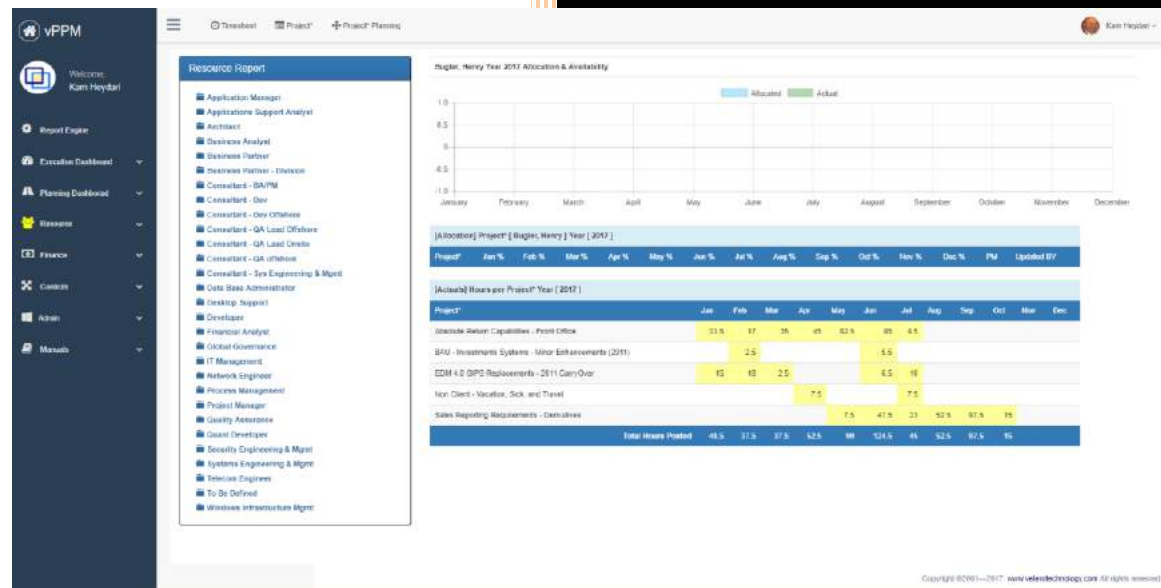


2022

Planning & Management



Northeastern University

Assignment Name:

Individual Project on Target

Student Names:

Jeet Khimani



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2. Company Strategy & Scorecard

Company Name: Target

2.1. Company Background

Target Corporation is a big box department store chain and seventh largest retailer in the United States. It was established in 1962 by Dayton's department store and began expanding nationwide in the 1980s. As of 2019, Target operates 1,931 stores throughout the United States, and is ranked number 37 on the 2020 Fortune 500 list of the largest U.S. corporations by total revenue. It includes retail formats like hypermarket, discount store Target, and "small-format" stores. In 2004, a highly negative impact happened with the company for security breach of customer credit card data which resulted in breaking the growth speed. Currently, it is one of the highly respected brands in the country and started expanding with E-Commerce sector.

2.2. SWOT Analysis

Strength <ul style="list-style-type: none"><input type="checkbox"/> Highly respected brand<input type="checkbox"/> Higher quality<input type="checkbox"/> Customer shopping experience<input type="checkbox"/> Innovative and wide range of products<input type="checkbox"/> Brand Positioning<input type="checkbox"/> Target REDcard, Target visa, and Target Card<input type="checkbox"/> Partnership with Starbucks	Weakness <ul style="list-style-type: none"><input type="checkbox"/> Expensive<input type="checkbox"/> Customer Data Security<input type="checkbox"/> Not as popular as Walmart, Costco, and Amazon.<input type="checkbox"/> E-Commerce is lagging behind<input type="checkbox"/> Little presence in international market
Opportunity <ul style="list-style-type: none"><input type="checkbox"/> Small format stores<input type="checkbox"/> Same day delivery<input type="checkbox"/> Private label brands<input type="checkbox"/> Loyalty programs<input type="checkbox"/> Expand in international market<input type="checkbox"/> Partnership with CVS	Treats <ul style="list-style-type: none"><input type="checkbox"/> Rise of E-Commerce<input type="checkbox"/> Difficult Economy<input type="checkbox"/> Big competitors like Walmart and Amazon<input type="checkbox"/> Annual government taxes and increasing interest rates<input type="checkbox"/> Negative word-of-mouth for lowering costs on health insurance



2.3. Scorecard

Finance Perspective

Achieve 15% or more average earning per share

Increase ROCE(Return on capital employed)

Keep EVA(Economic Value Added) higher

Decrease Cashflow

Client Perspective

Larger Inventory

High-end atmosphere

Online customer service

Events for Target loyal customer program

Product/Service/Process Perspective

Understand customer segmentation

Business Efficiency

Partner with new brands

Pricing perception

Learning & Growth Perspective

Social Organizations

E-Commerce

Starting ecofriendly campaign

Set personal goals



2.4. Reference information

- https://en.wikipedia.org/wiki/Target_Corporation
- https://en.wikipedia.org/wiki/History_of_Target_Corporation
- <https://bstrategyhub.com/targets-swot-analysis/>
- <https://www.slideshare.net/KyleBrown8/target-corporation-strategic-analysis>
- <https://www.indigo9digital.com/blog/targetecommercestrategy>
- <https://www.statista.com/statistics/1113287/sales-share-of-target-us-by-channel/>
- <https://www.cnbc.com/2022/07/25/target-chases-bigger-e-commerce-profits-with-new-delivery-hubs-fleet-of-drivers.html>

3. Project Definition

Based on the information regarding your company, SWOT analysis and company strategy, identify a project that your organization can benefit from – **Project selection is limited to technology automation only**. Create project mandate/information create a full project assessment document include required project information.

Project Name: Target's E-Commerce Improvement

3.1. Project Business Case

Create the following information regarding your project:

3.1.1. PROJECT OVERVIEW

Example:

Target has improved its E-Commerce by 144.7% growth in the year 2020. Out of its total sales, online sales hold an 18.9% share. Efforts have been made for several years now to upgrade the E-Commerce system, and the results have started showing in recent years. Target purchased grocery delivery startup 'Shipt' for \$550 million which allowed customers to have their groceries and other household items delivered on the same day they placed an order.

For Target, E-Commerce is the only thing their competitors are ahead of them and by improving them they can achieve massive customer growth. This project gives insight into new features for their E-Commerce system that can potentially make target the top company for big box stores. New features include same-day delivery advancement by delivering in short time frames like an hour, 2, or 3. With these, people will start using their application/online ordering feature more. Target's competitors like Amazon and Walmart don't deliver within short time frames, they take at least a day or two. This can



be beneficial for building an online customer base. Another feature that is part of is taking future orders now just like Drizly, Dominos, and Zipcar.

3.1.2. BUSINESS ISSUES/OPPORTUNITIES

- Improving E-Commerce by adding more customer beneficiary features
- Generating more total revenue by increasing online sales
- Increasing customer base
- Overcoming competition from Amazon and Walmart

3.1.3. PROJECT BUSINESS GOALS

ID	Objective/Goal
01	Increase Customer base – making grocery shopping fast and easy through online
02	Increase revenue – with less logistics cost and easy supply chain management
03	Efficient E-Commerce – Adding new features to improve technology

3.2. Primary Project Objectives

- To deliver grocery in short time frame (e.g., 1hr, 2hr, 3hr, etc.)
- Start taking online order with future delivery time
- Make the logistics cost minimal
- Partner with other companies for delivery options to reduce delivery cost

3.3. Project Benefits

Describe the key benefits from implementing this project.]

- Enhanced Technology
- Increase in revenue
- Less logistics and delivery cost
- Building customer base
- Planning and demanding made easy

3.4. Primary Project Deliverables & Dependencies



3.4.1. PROJECT DELIVERABLES

Deliverable: User will be able to select “faster delivery” option while checking out

- When checking out, user will be asked if they want to select “faster delivery” service.
- When selecting the “faster delivery” option, user will get scroll bar to select delivery time for the same day.
- Same day delivery time will start from 30 minutes and will be in increment of 15 minutes till midnight.

Deliverable: User will be able to select future date & time for the delivery

- User, while checking out will find an option to change the date and select specific time for their delivery.
- The future date and time can only be next date from the current date and until 7 days.

3.4.2. PROJECT INTERDEPENDENCIES AND INPUTS

Project Interdependencies and Inputs

Target recently made a deal with the ‘Shipt’ which is a startup for same day delivery, and with that acquisition Target is looking to expand their E-Commerce. Currently, Target is opening sortation centers to cut their delivery cost and increase their inventory availability. At this sortations which are called hub, retail packages will arrive heading to similar destinations and uses contractors to deliver them locally. The company opened its first sortation in Minneapolis and soon planning to open nine more of them in the United States.

- With the partnership with ‘Shipt’, short-timed deliveries can be achieved since they have the delivery system established already.
- With target expanding in more sortations, supply chain & logistics can be made easy for the same day deliveries.
- With the inventory and supply chain being sorted, this project for expanding the E-Commerce by providing short-timed delivery and convenient future deliveries can be achieved



3.5. Project Conditions

3.5.1. ASSUMPTIONS

ID	Item
A1	All the deliveries will be completed within expected time
A2	Demand & Planning will be focused more on all the sortations to keep up with the stock in advance to fulfil all the deliveries
A3	Lean Supply Chain methodology is expected to be applied for the project to increase product quality and timed delivery
A4	The update will be available in all the mobile applications (iOS, Android, etc.)

3.5.2. RISKS AND ISSUES

Risk	Prob	Impact	Mitigation
If the 'sortations' project is delayed or stopped, the delivery cost may go up	0-25%	Minor	That is totally different project, and nothing can be done about it. So, we can try to ensure that we have smooth collaboration between both the teams, and we are aware about the progress of the other team as well.
Out of stock items may reduce sales	26-50%	Moderate	Proper demand & planning can decrease the chances of happening this
Technical issues in integrating Shipt's UI/UX into target's own application	26-50%	Moderate	With proper SDE team, the risk can be avoided
Price fluctuation may cause loss to either company or users	51-75%	Major	-If company occurs loss, will charge it from customer -If user faces loss, will get credit of same amt in the app
If there are not enough drivers to deliver, short-timed deliveries are difficult to achieve	76-100%	Critical	Keep analyzing delivery orders to hire more drivers



3.5.3. PROJECT CONSTRAINS

- Cost: The budget of the project includes app development and testing only. Other costs such as supply chain, logistics, and driver salary are not included
- Scope: This project will successfully integrate features at the checkout page where users will be able to select delivery time and date.
- Quality: The feature will be tested and assured before making it live.
- Resources: All the resources like warehouse and drivers should be made available before this feature going live.

3.6. Scope

3.6.1. IN SCOPE

ID	Type	Definition
S1	Customer	Customers will be able to select future delivery dates for their orders.
S2	Customer	Customer will be able to select delivery time ranging between 30min – midnight for the same day delivery.
S3	Customer	Customer will be able to modify their order once it is placed and before the item is packed for delivery.
S4	Target	Target will integrate this feature into its iOS/Android mobile application.
S5	Target	For any price fluctuation, this feature will automatically inform users and change their invoice for the updated price (for the future orders)
S6	Inventory	Inventory will pack the future orders when they are made to make sure the item does not go out of stock at the time of delivery.



3.6.2. OUT OF SCOPE

ID	Item
OS1	Late deliveries are not looked upon by this project
OS2	This project does not take any responsibilities for wrong items delivered
OS3	Out of stock items are out of scope for this project – this feature will indicate low stock/out of stock items but is not responsible for ordering them

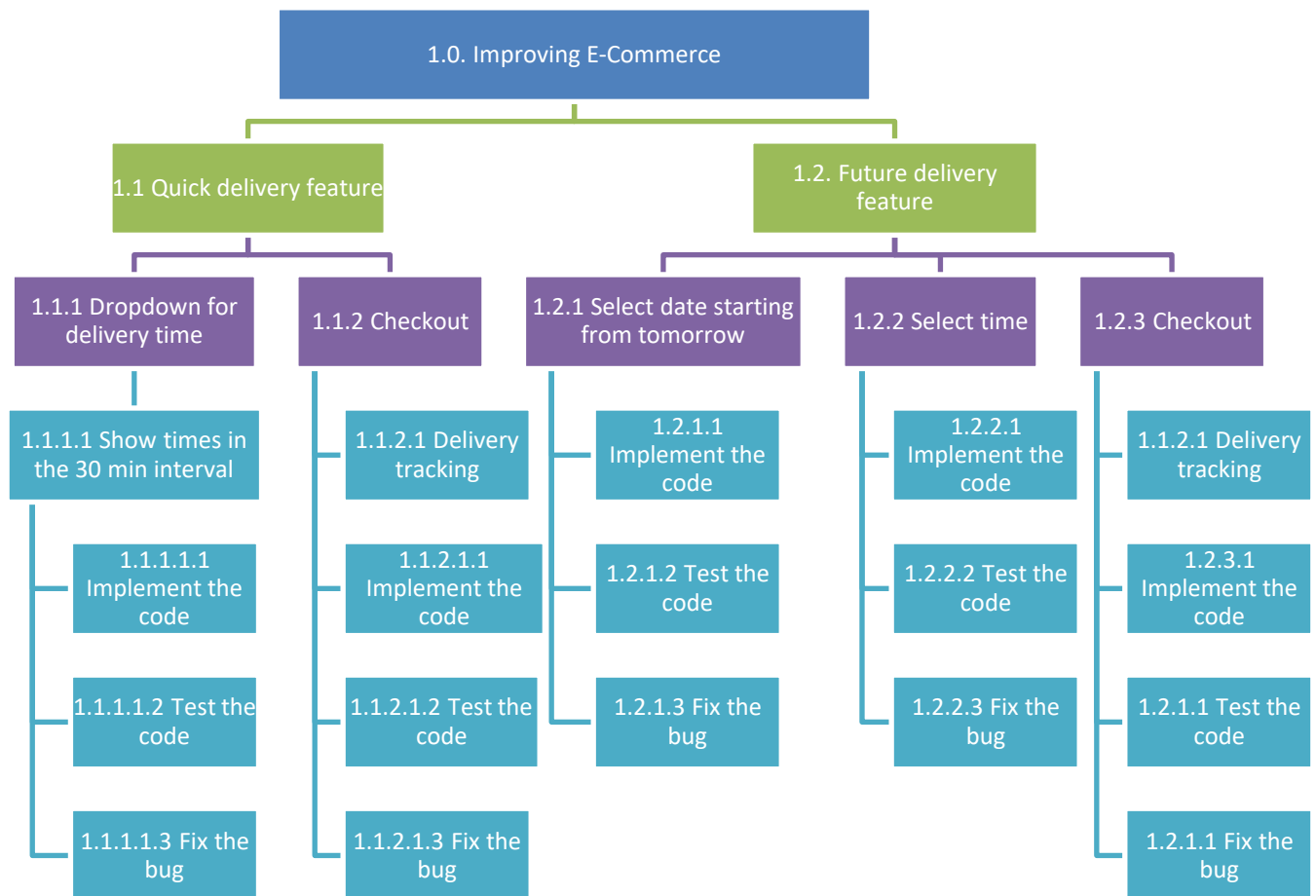
3.7. Strategy Matrix

Define complete strategic matrix for your project using strategic matrix table – Identify 4 strategies for the organization – See lecture material and PMI material.

Project Objectives	Strategies			
	Quick Delivery feature	Future order feature	Collaborate with other companies	Inventory Management
Improve E-Commerce	Yes	Yes	Yes	Yes
Increase online customer base	Yes	Yes	No	Yes
Increase revenue	Yes	Yes	No	Yes



3.8. Work Breakdown Structure



3.9. Resource and Cost Estimate

Using the following format define your resource (Excluding FTE Cost) cost estimates.

3.9.1. COST

Cost Description	Amount	Note
Software Development Costs	\$400,000	Costs required for developing the software of the project
Software Licenses	\$50,000	Costs required to buy software licenses needed
Legal Licenses	\$120,000	Costs required to obtain copyright and permission



Maintenance	\$100,000	Maintaining servers, networks and databases used for developing the project
Miscellaneous	\$80,000	Any additional expenses required
Total	\$750,000	

3.9.2. RESOURCE NEEDED

Resource Type	Note
Project Manager (PM)	Ensure smooth planning, and delivering of the project within budget and scope
Software Developers (SD)	Update and upgrade the existing application and algorithm, and adding new features
Software Architect (SA)	Create high level software design decisions and mediate between the business and technical aspect of the project
Quality Assurance (QA)	Ensure the working of the project to deliver the project in its best quality and working
Database Administrator (DBA)	Implements and manages databases used for this project
Data Analysts (DA)	Analyze feedback and pain points of current version of the application and identify the data requirements for the project
Business Analyst (BA)	Analyze and ensure business aspects of the project and adhere to the scope



3.10. Roles & Responsibility Matrix

Define roles and responsibilities using RACI model for all participating resources.

Project Team Area of Responsibilities	Sponsor	Stakeholder	PM	SD	SA	QA	DA	DBA	BA
Project Budgeting	R/A	I	I						
Project Initiation		C	R/A						I
Project Planning			R/A	C					C
Cost Estimation	C		R/A		C			C	
Customer Data Analysis					I		R/A	C	
Developing Features: Quick & Future Delivery options			I	R/A	C				
Testing			I		I	R/A			
Deployment		I	I		R/A	C			
	R	A	C	I					

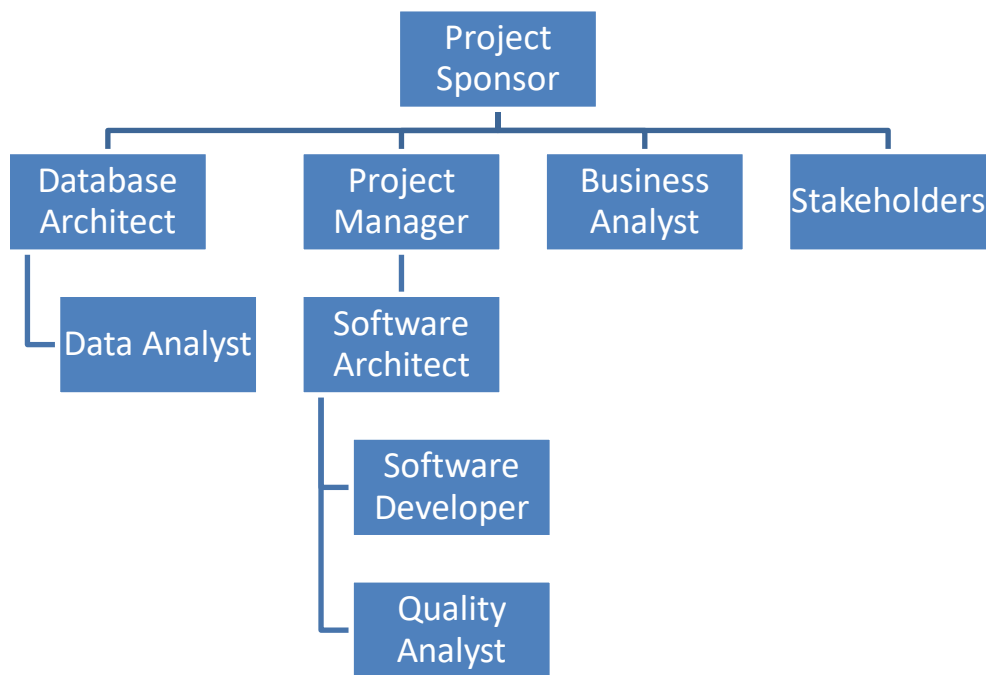
Responsible	People or stakeholders who are the "doers" of the work. They must complete the task or objective or make the decision. Several people can be jointly <i>Responsible</i> .	
Accountable	Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person Accountable.	
Consulted	People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.	



Informed	People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but do not need to be formally consulted, nor do they contribute directly to the task or decision.	
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3.11. Project Structure

Define your project structure considering information provided in the project mandate.





3.12. Resource requirement Matrix

Define resource requirement matrix per work pages using the format that was provided to you in the class and for your group assignment.

Resource/Month	1	2	3	4	5	6	7	8	9	10	11	12
Project Manager	1.5	0.5	0.5	0.5	0.5	1						
Business Analyst	1	0.5	0.5	0.5	0.5	1						
Software Architecture		1	1	1	1	1						
Data Analyst	1											
Software Developer			2.5	2.5	2							
Database Administration		0.5	1	1	0.5							
Quality Assurance Engineer					2	2						

Using Velero product include the estimated cost (Screenshot)

The screenshot shows the Velero ETP interface with a resource planning table for the project 'E-Commerce Improvement Start from(2022)'. The table lists the following categories and their monthly requirements:

Category/Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Application Architect	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Application Engineer	0.00	0.00	2.50	2.50	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Analyst	1.00	0.50	0.50	0.50	0.50	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Data Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Database Admin	0.00	0.50	1.00	1.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Manager	1.50	0.50	0.50	0.50	0.50	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Quality Analyst	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00



Velero ETP

NEU - For Education Use Only

- Report Engine
- Execution Dashboard
- Planning Dashboard
- Resource
- Procurement
- Admin
- Scheduler
- Load Templates
- Manuals

Timesheet Project Planning

Full Search Planning

Show 0 entries

Action Menu

Short Edit Form: [3751] E-Commerce Improvement

Status: Annual Planning Queue: Select Queue

Project Budget Information - Total Budget: 750,000.00 (U.S. Dollar)

Hardware	50000.00	Software	400000.00
Consulting	120000.00	Operations	0.00
Other	180000.00		

Budget In Debt Currency: 0.00 (USD)

Est Resource Cost: 0.00 (USD)

Planning Date: 10/21/2022 Target Deployment: 09/26/2022

Custom Fields:

Num%(1)*	Num%(2)*	Num%(3)*	Priority Rank
0	0	0	

Activate Archive Save

Project Mandate --- Last Updated By: [Khimani, Jeet] On (12/06/2022)

Mandate contains the information that is used to trigger the Starting up a Project Process. It will also identify the prospective Business Executive and Project Sponsor/s.

1. PURPOSE
This document contains the information that is used to trigger the Starting up a Project Process. It will also identify the prospective Business Executive and Project Sponsor/s.

2. SPONSOR

Showing 1 to 1 of 1 entries

Previous 1 Next

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3.13. Project Schedule

