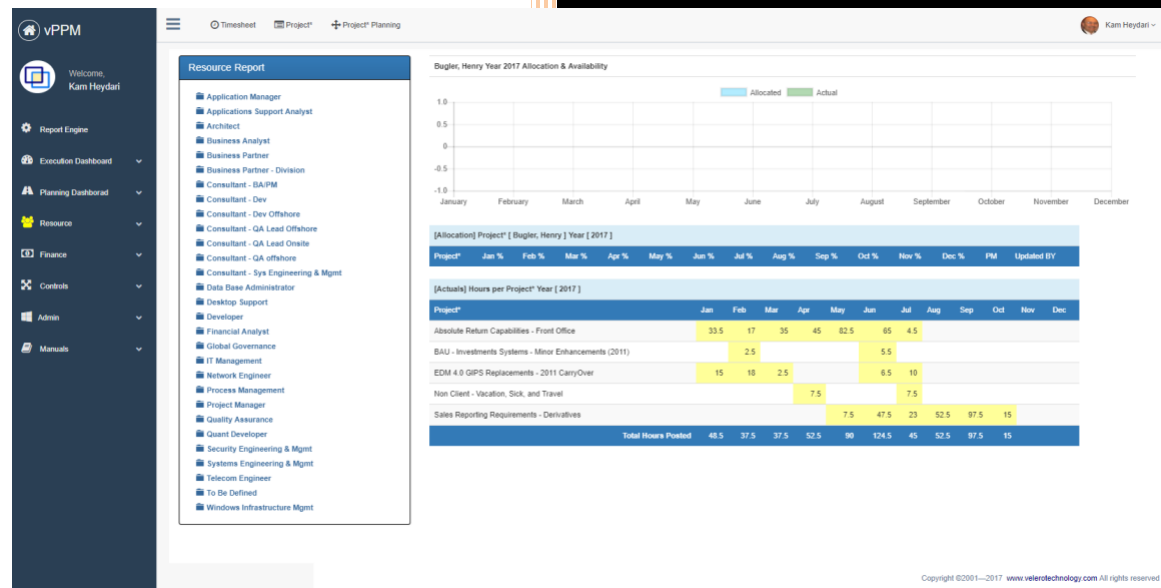


2022

Planning & Management



Northeastern University

Assignment Name:

Group Project

Student Names: (group 3)

Names: Jeet Khimani

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2. Company Strategy & Scorecard

Company Name: Zipcar

2.1. Company Background

Zipcar belongs to car rental industry. It is an American car sharing company and Avis budget group subsidiary. It provides automobile reservations for its members through their website and mobile app, or in some places by phone at any time, either immediately or up to a year in advance, thus defining Zipcar a service provider in the business to customer (B2C) category. The estimated annual revenue of Zipcar is more than \$150M and keeps growing each day by expanding their business to nearly 500 cities and towns and nearly 500 universities.

Zipcar was founded in 2000. Its core mission is to enable simple and responsible urban living. Zipcar believes in sustainability and therefore takes every possible step to create a better neighborhood. Zipcar has more than 1 million members. They intend to cut carbon emissions, reduce traffic, and promote multi-model travel. With the help of their strong number of members, they managed to lower CO2 emissions by 1.6 billion lbs. per year and take away the need for more than 415,000 personally owned cars.

2.2. SWOT Analysis

Strength <ul style="list-style-type: none"> <input type="checkbox"/> Customer-friendly and disruptive business model. <input type="checkbox"/> Leverages accessibility and flexibility. <input type="checkbox"/> Good members retention. <input type="checkbox"/> Gained customer loyalty. <input type="checkbox"/> Customer satisfaction. 	Weakness <ul style="list-style-type: none"> <input type="checkbox"/> A fall in Zipcar's gross and operating margins in the last year reflects excessive costs. <input type="checkbox"/> Need high investment to enter new market. <input type="checkbox"/> Poor management practices. <input type="checkbox"/> Faced 23% higher operational cost last year.
Opportunity <ul style="list-style-type: none"> <input type="checkbox"/> The rising tourism offers Zipcar to expand its market. <input type="checkbox"/> The rise in fuel costs can urge people to use rental cars. <input type="checkbox"/> Expansion in international markets. 	Threats <ul style="list-style-type: none"> <input type="checkbox"/> Fierce competition. <input type="checkbox"/> Fluctuation in the fuel price. <input type="checkbox"/> Increase in the price of cars due to inflation.



2.3. Scorecard

Finance Perspective

Maintain Steady Growth in total revenue

Improve customer retention

Maintain Competitive Pricing

Client Perspective

Decrease frauds about charges and no ride provided

Increase in new features for customer satisfaction

Product/Service/Process Perspective

Be the car-sharing market leader as a product & service

Maintain customer & resource services excellence

Maintain superior technology(R&D)

Learning & Growth Perspective

Increase partnership with universities and garages

Maintain social conscience & community involvement



2.4. Reference information

- <https://en.wikipedia.org/wiki/Zipcar>
- <https://www.zipcar.com>
- <https://www.slideshare.net/APOlson77/zipcar-case-analysis>
- <https://embapro.com/frontpage/balancescorecardanalysis/18972-zipcar-car>
- <https://howigetjob.com/swot-analysis/zipcar-swot>
- <https://www.fool.com/investing/general/2012/02/29/zipcar->
- <https://embapro.com/frontpage/swotcase/5320-creating-copy>

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: Ride Transfer

3.1. Project Business Case

Create the following information regarding your project:

3.1.1. PROJECT OVERVIEW

Zipcar being one of the top companies in the rental car services sector, have started facing competitors recently and because of that it is losing their customer distribution between other companies. Now, Zipcar being one of the oldest and technologically advanced company cannot provide cheap prices like Kyte, Enterprise, and Flexcar. Thus, building a new feature to help Zipcar with more customer retention and a new customer base. Ride Transfer – is a feature where a user can transfer their booking to any other user provided the other user wants it. This will help customers save their money and provides a ride for all those customers who could not book a ride for the given time. With this feature, existing customers would be kept interested as their money will be saved if they are not using the ride and can attract more customers. Recent analysis shows customers have complaints about not using the ride, still being charged. This project would benefit our customers, which will help with customer retention and increase our revenue.



3.1.2. BUSINESS ISSUES/OPPORTUNITIES

- Enhanced technology where users can transfer bookings in real time
- Stop shorting/cancellation of rides
Improved cost

3.1.3. PROJECT BUSINESS GOALS

With the addition of this feature, users will get convenient rides, and those who could not get their desired ride at their desired time. It will eventually increase our customer base.

ID	Objective/Goal
01	To achieve customer satisfaction
02	Efficiency Improvement
03	Increase usage of vacant cars

3.2. Primary Project Objectives

- Efficient implementation of ride transfer feature within the registered customers.
- Improving customer service and feedback with respect to the new features.
- Making Zipcar more feature full than the competitors.
- Encouraging customers to use zip cars by offering discounts and making customers aware about the new services.

3.3. Project Benefits

- Efficient usage of Zipcars would help to serve more customers.
- Attract new customers to sign up with Zipcar.
- Customer satisfaction will decrease customer attrition rate.
- Increased revenue through customer retention and new customer base.
Ease to customer service support as there have been a lot of complaints about not using the ride, still being charged.



3.4. Primary Project Deliverables & Dependencies

3.4.1. PROJECT DELIVERABLES

Deliverable: User will be able to add other users as “friend”

- Users can search other users with their username to request them to become “Zipcar friend” in Zipcar.
- Users when searching another user can accept/reject requests for “Zipcar friend”.

Deliverable: User will be able to send/receive ride transfer requests

- Any user will only be able to send/receive requests for transferring their ride with their “Zipcar friend” only.
- Once the ride transfer is successful, new user will be able to see ride details on their zip car app while the user who transferred ride will not be able to see it.
- After successfully transferring ride, new user will be charged for the successive ride and user who transferred their ride will get refund of the same amount

Deliverable: Create a dashboard for socializing and offer ride transfer or carpooling

- Users can see a dashboard option where they can post a message, share photos about their trips and car and other users can like and comment on those.
- This dashboard feed is not limited to the “Zipcar friends” only, but people nearby can see it as well.
- User if want to transfer their ride, can post about their ride's details on the feed for open transfer with any user with nearby locations but first they will need to request to connect as “Zipcar friend”.

3.4.2. PROJECT INTERDEPENDENCIES AND INPUTS

Project Interdependencies and Inputs

Zipcar’s current project is in making of new algorithm with two students from MIT (Tianli Zhou and Evan Fields) to increase mobility in cities. This new algorithm is developed to forecast the areas where zipcars are used more and less, so that later they can increase/decrease cars in those areas.

- This new algorithm will be able to forecast the demand of zipcar in all the regions with the help of past data, and that might impact this (ride transfer) project for



predicting ride cancellations which can help in promoting ride transfer feature.

- Making such an algorithm will require zipcar to gather resources and make new teams and those resources like database, software code, etc. can be used for this (ride transfer) project as well because both are based on technology.

On their effort of making car-sharing service better using the algorithm, mobility of cars will be increased with the integration of this (ride transfer) project into their application.

3.5. Project Conditions

Includes your project assumptions break them down by (resources, delivery, budget, scope, schedule, methodology, technology, and architecture & design)

3.5.1. ASSUMPTIONS

[Identify all known assumptions that apply to this project.]

ID	Item
A1	We will get all the right resources and team for this project as it is an enhancement project for Zipcar application, and we already did a great job in implementing it in the first place.
A2	The past data collected would be sufficient for the algorithm to forecast demand of the Zipcar with more accuracy.
A3	With this feature, Zipcar members can post any photos and details about Zipcars. We assume members will post relevant content on the feed.
A4	Ride Transfer feature would be an add-on feature to the existing Zipcar application.

3.5.2. RISKS AND ISSUES

Using the lecture material identify risks and issues in the following forms. Risks should be fully defined with information able the reason for the existence of the risk.

Risk	Prob	Impact	Mitigation
If the project of making algorithm is delayed/stopped, then it may cost lot of time and resources to build this feature	Probable	Moderate	This depends on a totally different project. 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.



Impact on System performance after integrating ride transfer feature to Zipcar application.	Probable	Moderate	By collecting and analyzing quantified data on system performance and take preventive measures on time.
Deviation from project objectives and deliveries due to scope creep or lack of involvement and clarity from the stakeholders.	Possible	Moderate	Re-confirm stakeholder priority of deliverables, stick to project scope, and check if stakeholders have all the required access to the right resources.

3.5.3. PROJECT CONSTRAINS

- The team must successfully deliver the project by its deadline as committed.
- The budget includes the cost for research, development, and testing.
- Ride transfer is an add-on feature to the Zipcar application so it must use compatible technologies without comprising the current functionality of Zipcar application.
- The project delivery should be smooth and bug free. The quality of the project should not be compromised.



3.6. Scope

Define what is in- and out- of scope for your project.

3.6.1.1. In scope

ID	Type	Definition
S1	Socializing	<ul style="list-style-type: none">Users will be able to add friends or follow other accounts via unique username
S2	Customer	<ul style="list-style-type: none">This feature allows users to transfer their rides between other users whom they have added as friends
S3	Sharing	<ul style="list-style-type: none">Users will be able to share images/texts/car reviews on the dashboard
S4	Payments	<ul style="list-style-type: none">Users will be refunded/charged based on their activity of ride transfer
S5	Integration	<ul style="list-style-type: none">Ride transfer feature would be integrated with Zipcar core application.

3.6.1.2. Out of Scope

ID	Item
OS1	Creating demo materials and manuals.
OS2	Creating a marketing strategy to promote the ride transfer feature.
OS3	Zipcar old features/process upgrade or deprecation.



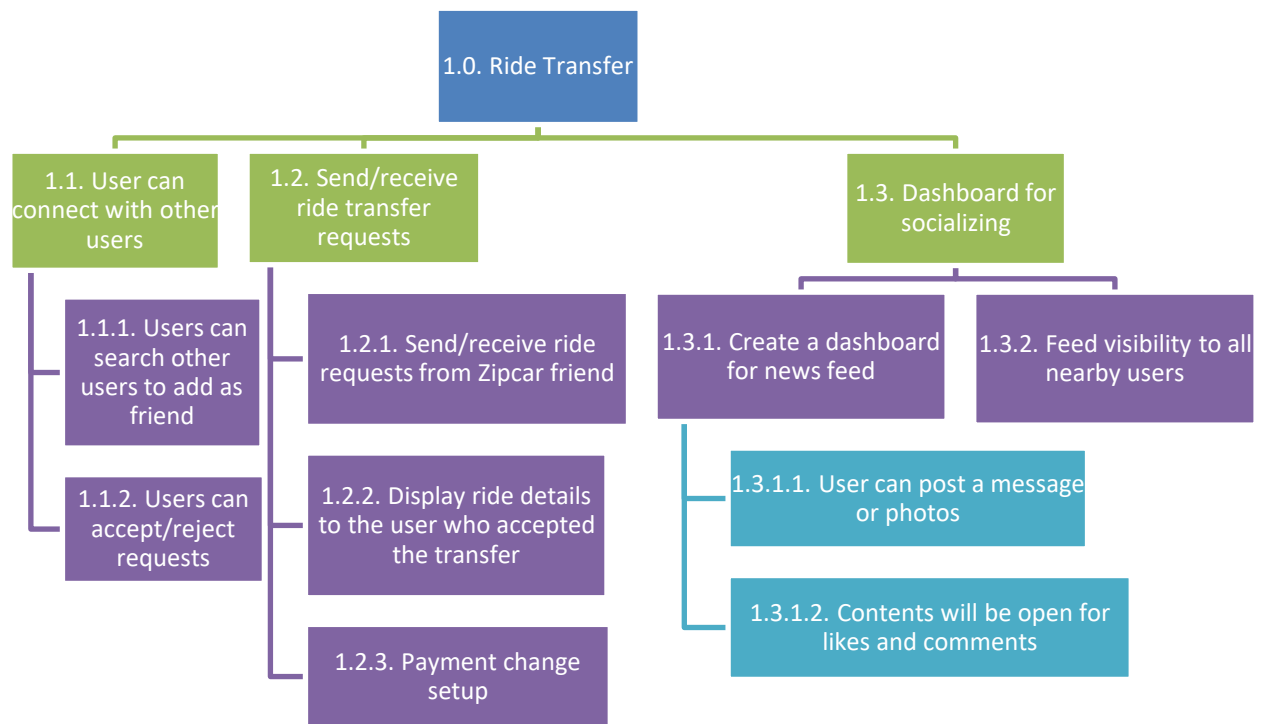
3.7. Strategy Matrix

Project Objectives	Strategies			
	Introducing new feature	Decrease fraud charges	Increase customer service	Partner with communities, colleges, local garages
Efficient implementation of ride transfer feature	Yes	Yes	No	No
Improving customer service and feedback	Yes	Yes	Yes	Yes
Making Zipcar more feature full than the competitors	Yes	Yes	Yes	Yes
Encouraging customers to use new features	Yes	No	Yes	Yes



3.8. Work Breakdown Structure

Define your work breakdown structure for your project – See Lecture material





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
Cloud Storage	\$25,000	For new data storage for Ride transfer
Equipment (Laptops, headsets, keyboard, etc)	\$200,000	Hardware Resources
Utility charges (Electricity, WiFi, etc)	\$150,000	Energy Resources
Software Licenses	\$50,000	To buy yearly subscription of software licenses to work on
Miscellaneous	\$50,000	Any additional expenses required during the project
Total	\$475,000	Total project cost

3.9.2. RESOURCE NEEDED

Resource Type	Note
Project Manager	To manage whole project
Software Architect	To guide through the software architecture and high-level guidance
Senior Software Engineer	To lead the team of developers responsible for building and maintaining the application.
Software Engineer	Update and upgrade the existing application and add new features
UI/UX Designer	To design user interface
Data Engineer	Analyze feedback and pain points of current version of the application and identify the data requirements for the project
QA Engineer	Ensure the working of the project to deliver the project in its best quality and working
Business Analysts	To process, interpret and document business processes



3.10. Roles & Responsibility Matrix

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

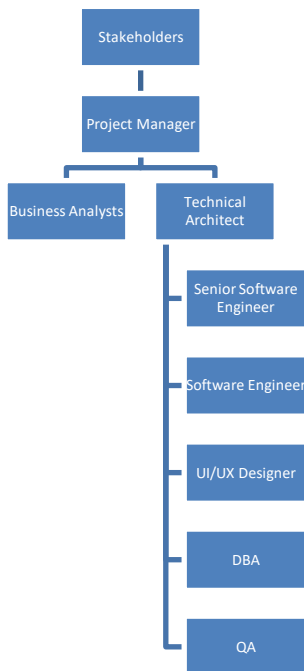
Project Team Area of Responsibilities	Sponsors	Stakeholders	PM	SA	SSE	DA	Designer	QA	BA
Project Budgeting	R/A	I	I						
Project Initiation		C	R/A						I
Project Planning		I	R/A	C					C
Cost Estimation	C		R/A	C					
Customer Data Analysis			I			R/A			
Developing Features: Ride Transfer option & Dashboard			I	C	R/A		R		
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.	

3.11. Project Structure





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	1	1	1	1	1	1	1	1	1	1	1
Technical Software Architect	1	1	1	1	1	1	0.5	0.5	0.2	0.2	0.2	0.2
Senior Software Engineer	0	0	1	1	1	1	1	1	1	1	1	1
Software Engineer	0	0	1	1	1	1	1	1	1	1	1	1
Data Engineer	0	0	1	1	1	1	1	1	0.5	0.5	0.5	0.5
UI/UX Designer	0	0	1	1	1	1	1	1	0	0	0	0
QA Engineer	0	0	1	1	1	1	1	1	1	1	1	1
Business Analysts	1	1	1	1	1	1	1	1	1	1	1	1

Using Velero product include the estimated cost (Screenshot)

Resource Planning -- Ride Transfer - Group 3 Start from(2022)

Category/Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Application Architect	1.00	1.00	1.00	1.00	1.00	1.00	0.50	0.50	0.20	0.20	0.20	0.20
Application Engineer	0.00	0.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	2.00	2.00
Business Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Data Engineer	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	0.50	0.50	0.50
Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Quality Analyst	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Short Edit Form: [3780] Ride Transfer - Group 3

Status: Annual Planning

Queue*: - Select Queue*-

Project* Budget Information - Total Budget 475,000.00 [U.S. Dollar]

Hardware: 200000.00 Software: 75000.00

Consulting: 0.00 Operations: 150000.00

Other: 50000.00

Budget in Dept Currency: 0.00 (USD)

Est Resource Cost: 0.00 (USD)

Planning Date: 10/21/2022

Target Deployment: 06/28/2023

Custom Fields*

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

Buttons: Activate, Archive, Save