



Marketing Strategy Plan for NativeWay

Applied Project Final Report

by

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1.Introductory

1.1 Declaration

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1.2 Acknowledgments

I sincerely thank Justin Williamson for his support as my Applied Project Sponsor and for offering this opportunity for me to conduct this Applied Project. In addition, I also profoundly thank Prof. David Prager for his Applied Project course and his mentoring, which prepared me for completing this project. My thanks go to all the instructors in the Management and Systems Master's program, from whom I learned a lot for my future career.

1.3 Abstract

This final project report documents the process of May Wu's work with the sponsor, Justin Williamson, founder of NativeWay, on setting up an official business website and organizing a marketing strategy. The whole project was completed on schedule and within budget, with waterfall methodology. The first part of the project is to design and publish the website before April 15th, 2021. To initiate the website layout, we referred to a template(wonsulting.com) at the beginning, then we used a similar structure and customized our form. There are eight pages on the website, and each page followed the sponsor's requirements. The second part is to initiate a digital platform for NativeWay and post at least three pieces of content. After consideration, we selected WeChat, which is the most popular social media in China. Then, we published three related articles by April 28th, 2021. Every detail and request about the project were delivered clearly by the sponsor, and the communications were through zoom meeting and What's App. After the project was closed, some updates and changes on the website may need to be done in the future.

2. Progress

2.1 Introduction

NativeWay is a start-up company providing professional education application services for international students, found by Justin Williamson in 2020. After discovering that international students (especially Chinese students) have faced persistent challenges when looking to study abroad for years, Justin decided to provide a more professional approach to help students obtain their dream offers. Through giving the value of insights from a native speaker, NativeWay helps students with their application essays and guidance authentically. This start-up has made a profit of \$40,000 since October 2020.

The company is currently at an initial stage of development, so there's still considerable potential to obtain a larger market. In the future, the company will concentrate on expanding its customer base and raising its reputation, mainly towards the Chinese market. This project will help the company grow visibility in the Chinese market via an official business website and digital target platforms. To establish an official website for the business, the project will solve design and domain name problems. At the same time, this project will seek some marketing opportunities for the company.

I've worked as a website developer, a marketing planner, and a project manager during the project. To establish a website, I communicated with the sponsor to finalize every detail; to promote the business's brand, I planned a digital marketing strategy; to complete this project, I managed every project scope. All

these efforts are under the mentoring of my professor and the support of my sponsor.

The projected benefits include 1) occupy a larger market and expand customer base by promoting the company's brand, 2) raise company's visibility by establishing an official website, 3) improve business efficiency, implementation of a marketing strategy plan and 4) obtain a more significant profit margin by serving a broader market.

To achieve all the benefits mentioned above, I designed and published a website for NativeWay and planned a marketing strategy for NativeWay's future development. The website includes eight pages: home page, our services (Full-Application Package and DIY assistance), about us, our mentors, success stories, testimonials, and contact us. The marketing strategy plan is to initiate digital platforms and publish content, to promote NativeWay's brand.

There are four main project objectives and metrics for measuring project success, including 1) assist NativeWay to initiate a website format by March 10th, 2021, and the website format will at least include four sections: home page, about page, service page, and contact page; 2) set up an official website domain and connect it by Mid-April, 2021, and the website is searchable by the end of the semester; 3) complete and deliver a marketing strategy plan for NativeWay by May 10th, 2021; 4) operate digital marketing content by May 10th, 2021, and the contents are no less than three pieces on the platform.

The project started on February 3rd, 2021, and the final project report is finalized on May 3rd, 2021. The average hour I spent on the project during this

semester is around 20 hours per week, approximately 250 hours in total. The sponsor is located in Los Angeles, so we usually communicated via zoom meeting (at least once a week) and What's App.

There are two main difficulties during the project, which the sponsor and the project manager didn't expect at the initial stage of the project. The first one is that the mobile version is different from the laptop version of the website, and the only way to set up the mobile version is to design it after finalizing the laptop version. The second one is that the domain may be restricted in China because of the government's policy. The sponsor and the project manager should be aware of that and select a domain name that is 100% accessible in China.

After executing this project, I learned how to design a website using UX/UI design knowledge and HTML/CSS coding skills. Besides, all project management and marketing skills and methodologies are involved in enhancing my professional capacity.

2.2 Problem Description and Opportunity

As the number of Chinese students studying abroad has increased, more and more related services are merging. However, most of these services are not qualified and authentic, and students typically are not satisfied with them. After discovering that international students (especially Chinese students) have faced persistent challenges when looking to study abroad for years, Justin decided to provide a more professional approach to help students obtain their dream offers. Through giving the value of insights from a native speaker, NativeWay helps students with their application essays and guidance authentically. This start-up has made a profit of \$40,000 since October 2020.

Besides, the founder of NativeWay realized that without an efficient marketing method and an official business website, it is hard to persuade students to hold on to NativeWay's services. Therefore, the founder, who also became the sponsor of this project, decided to build up an official business website to raise its professionalism. A marketing strategy plan is essential for the business's future sustainable development, which will broaden NativeWay's customer base and bring it considerable profits.

2.3 Importance of the Project

It is the trend that the number of China's Internet users has an explosive growth. Digital marketing contents and websites will be discovered by more online users day by day, and these online users could be highly potential customers. Besides, the digital marketing method has been applied in almost every industry. Marketing online is virtually being the priority method to raise a company's visibility against its competitors.

NativeWay considers this trend as a growing force to expand its Chinese market. Therefore, setting up a website and initiating a digital platform is the priority in this developing stage.

The project's goal is to build up a high-quality website and initiate a digital platform for NativeWay. Once the website is finished, it will raise the business's visibility and professionalism. The potential customers would reach out to the founder through the website, convenient for the customer end and the founder. Besides, the digital platform mainly focuses on WeChat, the most popular social app in China. Through setting up an official WeChat account, all notifications and digital essays will be delivered to the followers.

2.4 Alternate Solutions Evaluated

Basically, excepting building up a website and setting up a WeChat official account, there are two ways to promote NativeWay's brand. The first alternate solution is to set up an official website account on LinkedIn; the second alternate solution is to post NativeWay's information on a personal WeChat account.

The advantages of these two alternate solutions are 1) less time-consuming to manage the digital contents; 2) no need for technical maintenances as the website does. The disadvantage of the first solution is that LinkedIn is not well-acknowledged by most Chinese students, which means NativeWay would lose a great deal of potentially targeted consumers if it applied this solution. The second solution's most significant two drawbacks are that the personal WeChat account doesn't look professional and limits the customer number the business is planning to reach out to.

When we were planning on the marketing method in China, we must consider the different cultures between the U.S. and China. Also, China has some technical restrictions towards several big tech companies, which may result in the incapacity of the business's official LinkedIn account. The project should aim to avoid those restrictions.

2.5 Solution Evaluation Criteria

This project aims to assist NativeWay in increasing its visibility and raising the reputation of its brand in China. Technically, an official business website and a marketing strategy plan can achieve this goal, and we create several criteria to evaluate our solution:

- 1) Purpose – Can the website and the digital platform effectively convey NativeWay's information to its target customers?
- 2) Sustainability – Can NativeWay utilize the website and marketing plan for a long time?
- 3) Accessibility – Is the website friendly and accessible in China? Can NativeWay's target customers reach out to the digital platform?
- 4) Feasibility – Is the website and the digital platform easy to be updated?
- 5) Cost – Is the project under budget? Is the website hosting cost within the client's budget?

2.6 Selection Rationale

The selection rationales correspond with the criteria we created for this project and are listed as follows.

- 1) Purpose – Can the website and the digital platform effectively convey NativeWay’s information to its target customers?

Both the website and the digital platform aim to convey NativeWay’s value, philosophy, and services. The Website page structure is exhibited in order: home page, our services, about us, our mentors, success stories, testimonials, and contact us. Moreover, the digital contents were posted through the timeline and form the business's introduction to its successful cases.

- 2) Sustainability – Sustainability – Can NativeWay utilize the website and marketing plan for a long time?

The website will be applied as NativeWay’s official business website, and the marketing strategy is also a long-term plan, which helps NativeWay’s future development in China.

- 3) Accessibility – Is the website friendly and accessible in China? Can NativeWay’s target customers reach out to the digital platform?

It is assured that the website is friendly and legal in China, and Chinese users have no obstacles to open the website. Besides, the digital platform is

easy to reach out to. By searching the WeChat ID, people can easily find NativeWay's official account.

4) Feasibility – Is the website and the digital platform easy to be updated?

To update the website, the employee can efficiently operate and edit the website design on the WIX platform. To update the digital platform (WeChat account), the employee can upload contents and essays on the WeChat platform.

5) Cost – Is the project under budget? Is the website hosting cost within the client's budget?

The whole project spending is under \$300, which is totally under the budget. Besides, the annual web hosting cost is roughly \$250, which is also with the client's budget (\$400).

2.7 Approach and Methodology

The primary methodology I applied is the waterfall model.

The reason I chose waterfall methodology is: 1) Website designing and planning a marketing strategy for a start-up business is predictive; 2) The development of the whole project is a sequential process; 3) The whole process can be divided into distinct phases; 4) Waterfall methodology helps complete one single integrated project, which fits the features of this project.

Specifically, the whole project would be divided into the following six stages: requirements, design, implementation, verification, and maintenance. For the first stage, I gathered all my client's needs regarding the website and marketing ideas. For the second stage, we combined the logical design and physical design to develop corresponding solutions for the project. For the implementation stage, I produced an actual website and marketing content. For the verification stage, the client reviewed the product and deliverables and made some adjustments. We need to fix some bugs with the website for the last step and update content on both website pages and digital platforms.

2.8 Project Objectives and Metrics

Objective 1 –Assist NativeWay in initiating a website format by 10th March 2021.

Measurement: The website format will include four sections: about page, service page, customer page, contact page.

Objective2 –Set up an official website address for NativeWay by Mid-April, 2021.

Measurement: A valid web address linking to NativeWay’s site will be searchable at the end of the semester.

Objective3 – Complete marketing strategy for NativeWay by the end of the Spring semester of 2021 (10th May 2021).

Measurement: A detailed marketing strategy plan for NativeWay will be delivered by the end of the spring semester.

Objective4 – Operate digital marketing for NativeWay by the end of the Spring semester of 2021 (10th May 2021).

Measurement: NativeWay’s official account will be set up on at least one target digital platform, and the official version contains at least three pieces of content.

2.9 Risk Analysis

Number	Risk	Probability Score (1,2 or 3)	Impact Score (1,2 or 3)	Total= Prob x Impact
A	Scope creep in the website design (mobile version)	3	1	4
B	Low speed of loading the website in China	3	1	4
C	Sponsor's limited time for defining website details	1	1	2

Risk Matrix

		RISK (exposure)		
		1.Slight	2. Moderate	3. High
Probability (of occurrence)	1. Very Unlikely	C		
	2. Possible			
	3. Expected	A,B		

Contingency Plan

There is no risk of locating in the red cells. No risk has risen to the critical level that needs a contingency plan. All risks are manageable and controllable.

2.10 Issues Encountered

The biggest issue we've met during the process of executing the project is the domain problem.

The original plan was to design the website on WIX and get a domain on WIX as well, which the sponsor and the project manager considered was convenient to manage the web hosting account. However, when we took a deep look into the web hosting policy in China, we realized there are several restrictions on websites. Some websites are blocked in China: Websites are censored in China at the behest of the government and the ruling Communist Party. Any websites or apps that undermine Party rule, or have the potential to, are typically blocked. This consists of much western news media, social networks, and sites built on user-generated content. Other content deemed vulgar, pornographic, paranormal, obscene, or violent is also blocked. Some western websites, apps, and services are secured to prevent competition with domestic, homegrown alternatives (blockedinchina.net) . The sponsor and the project manager need to find a company providing a web hosting server that would not be blocked in China. In contrast, WIX and GoDaddy provide shared servers, resulting in an inaccessible website in China.

Finding a non-shared server web hosting company and ensuring that the website would be 100% accessible in China is the priority issue of this project.

2.11 Project Chronology and Critique

2.11.1 Feb.5th – Initiating website design

At the first stage of the project, the client demands to convey the philosophy of NativeWay clearly through an official website. However, due to the lack of technology knowledge, the client is unsure what the website design will look like. We received some professional suggestions to look at other companies' websites whose services are like NativeWay's. After a few days, the client sent me several websites that he considered compatible with NativeWay's style. Most of them are consulting companies, and others are studying-abroad services companies. The client and I selected one to be the blueprint of our website design, of which we thought the services are the most like NativeWay's, and the style is both professional and aesthetic.

Even though the example website is an ideal version, we still need to cut off several redundant structure pages. The company's website (shown in figure 1) we chose is under the domain name of "wonsulting.com". The menu order of this website is well-structured, and some drop-down menus are included. Still, we decided to build up our menu, which consists of eight pages: home, our services, about us, our mentors, success stories, testimonials, and contact us (shown in figure 2).



Where Underdogs turn into Winners.

We Offer Interview Prep. |

[Services](#)

[Online Course](#)



We've Helped Our Clients Get Into



[Read About Our Success Stories](#)



Where are you in your career?

Student

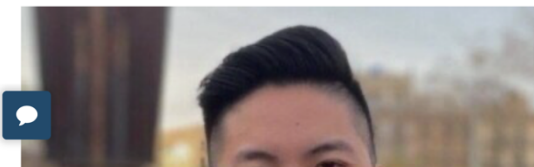
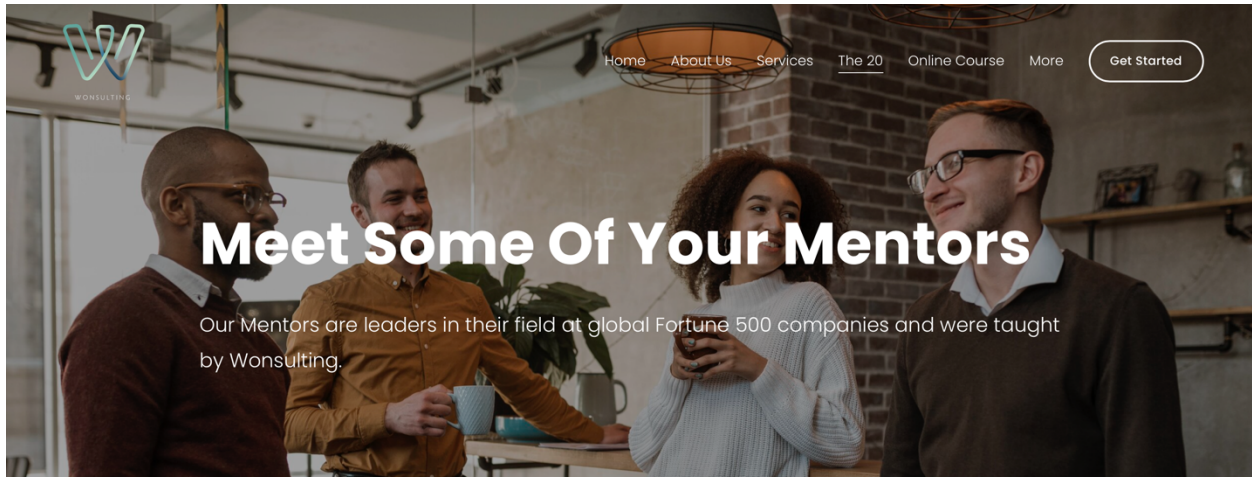
0-1 Year

Early Career

1-7 Years

Professional

7+ Years



Jose Alejandro Correa
Technical Marketing Engineer,
Cisco



Our Services

Tailored just for you.

Turning Underdogs to Winner

The image shows three service cards arranged horizontally. The first card is light green and titled 'Student' with '0-1 Year' below it and a 'Learn More' button. The second card is dark blue and titled 'Early Career' with '1-7 Years' below it and a 'Learn More' button. The third card is dark navy and titled 'Professional' with '7+ Years' below it and a 'Learn More' button. A small dark blue chat bubble icon is visible on the left side of the Student card.

Figure 1 Example website: wonsulting.com

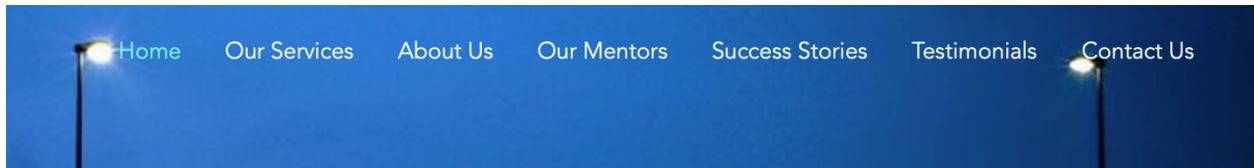


Figure 2 NativeWay's website menu structure

2.11.2 Feb.12th – Project kick-off meeting

The client and I initiated a kick-off meeting on Zoom, and we finalized that the website design, especially the home page, could be a similar structure as "wonsulting.com". Besides, we made a timeline plan for this website production: the date of completing the whole design and publishing the website. Furthermore, we talked about the marketing strategy plan and decided that WeChat would be selected as our primary digital platform in China because that is the most popular social media. Everyone can easily access an account on WeChat.

2.11.3 Feb.16th – Website background selection

When we were looking into the layout of “wonsulting.com”, the whole website design is aesthetic. Especially the background of its home page (shown in *Figure 1*) is moving and dynamic. Therefore, we decided to choose a similar background (shown in *Figure 3*) with dark blue color.

However, after a second thought, the client informed me that he considered a floating and moving background look not professional for a consulting company. Then we finalized to use another static picture as our background (shown in *Figure 4*).

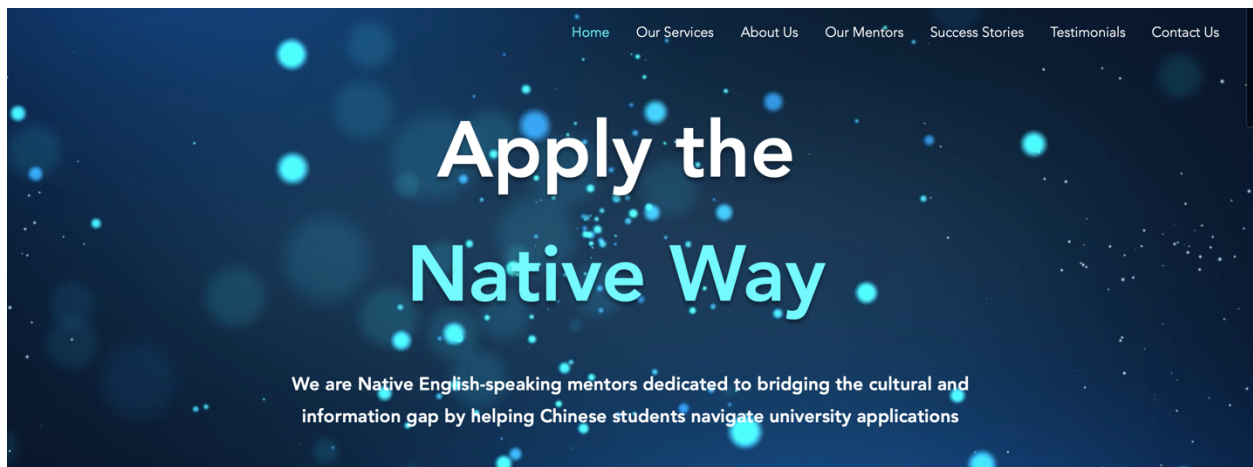


Figure 3 The background of NativeWay's website

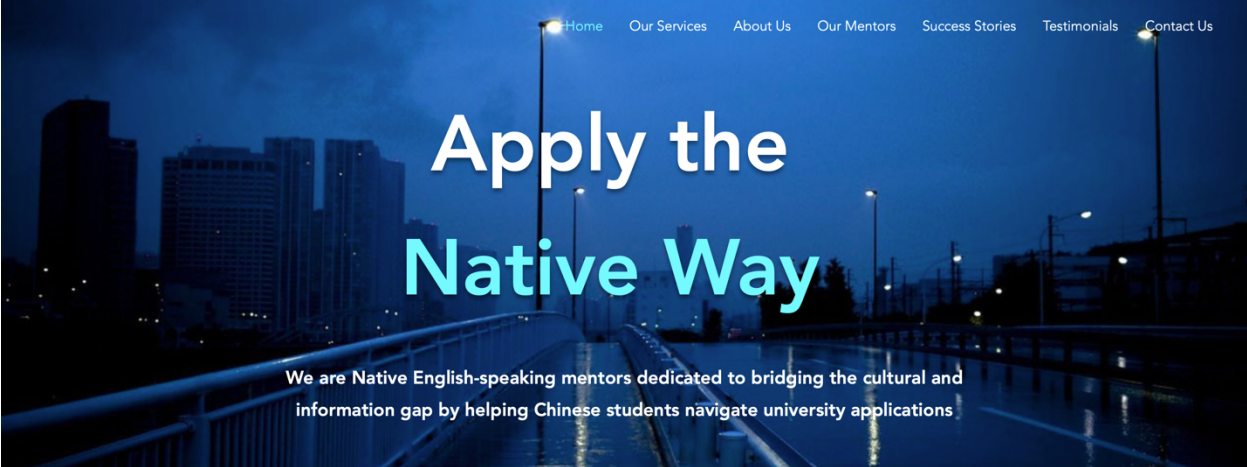


Figure 4 Finalized website background

2.11.4 Feb. 20th – Break down the structure of the “Home” page

For the home page, we decided to break it down into seven sections: header section, “Meet The Founder” section, “We’ve Helped Our Students Receive Admissions Into” section, “our Students Come From” section, “What We Offer” section, “Our Services” section, “Get In Touch” section.

For the Header section, we only set a navigation menu bar, a header of “Apply the Native Way”, and a two-line description (shown in *Figure 4*).

For the “Meet the Founder” section, we put the client’s video here (shown in *Figure 5*).

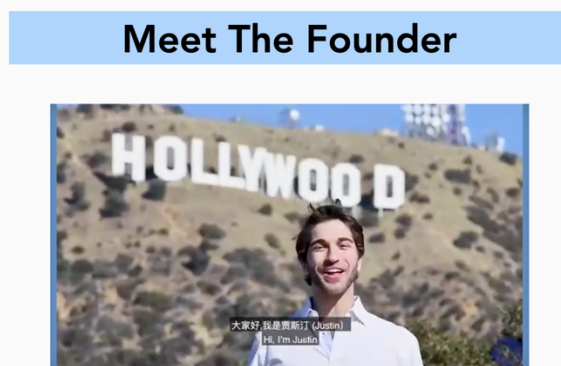


Figure 5 "Meet the Founder" video section

We decided to put the top list of school icons in this field for the “We’ve Helped Our Students Receive Admissions Into” section (shown in *Figure 6*). To show all these icons, I searched the proper ones and sorted them by university ranking.



Figure 6 "We've helped our student receive admissions into" section

For the "Our Students Come From" section, I utilized the same methodology as the last section because they only include school icons (shown in Figure 7).

Our Students Come From



Figure 7 "Our students come from" section

For the "What We Offer" section, three sentences are describing NativeWay's service quality. So, I chose a black background and set the opacity of 70% (shown in Figure 8).



Figure 8 "What we offer" section

For the “our services” section, there are mainly two services that NativeWay offers to its customers. One is called “Full Application package”, and the other one is called “DIY Assistance”. I put two boxes to decorate the service part and two “Learn More” buttons to direct the users to the corresponding pages (shown in *Figure 9*).

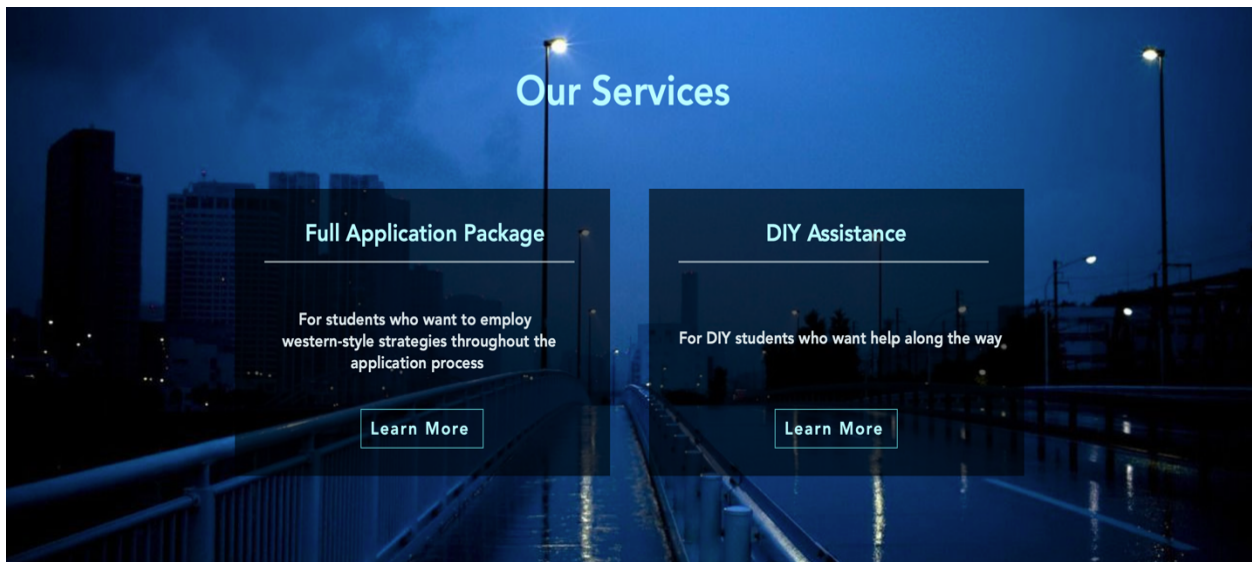


Figure 9 "Our services" section

For the “Get In Touch” section, I put NativeWay’s WeChat account information, email, and other social media tabs on the left side and set an interaction/communication form on the right side (shown in *Figure 10*). When the users fill out the interaction/communication form, all the messages will be sent to NativeWay’s business email account.

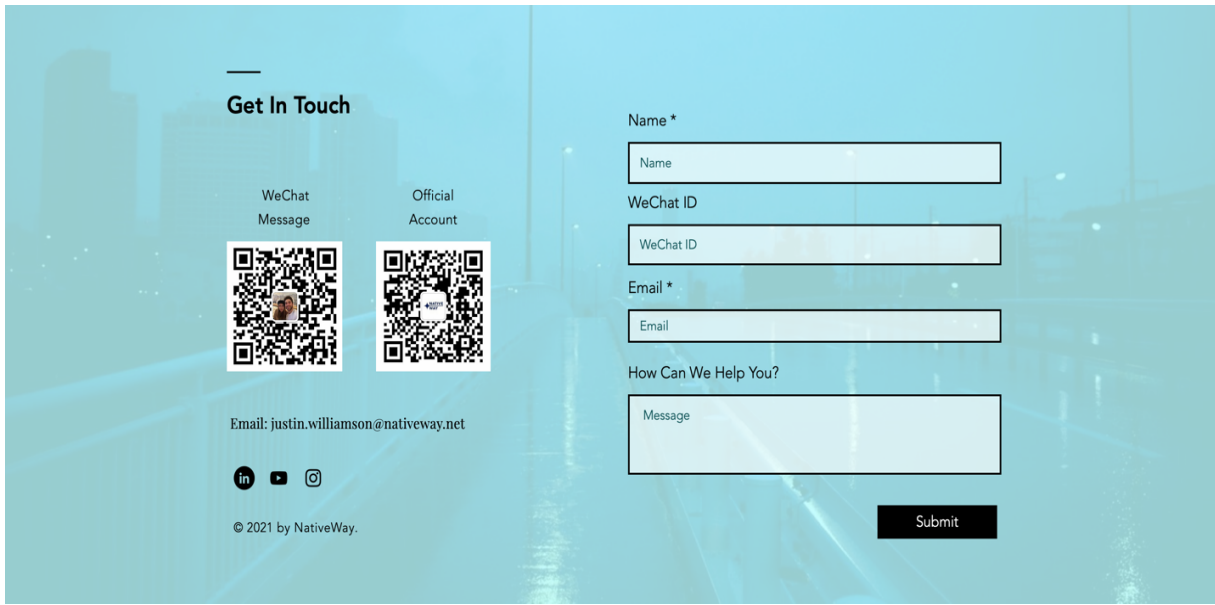


Figure 10 "Get in touch" section

2.11.5 Feb.24th – Design “About Us” page

This week, the client and I talked about the design of the “About Us” page. First, we looked through “wonsulting.com”, and the layout of this section (shown in *Figure 11*) on “wonsulting.com” is different from their home page, which is showing the dynamic background. We thought the design is not consistent, so we planned to use the same background for our own “About Us” page.

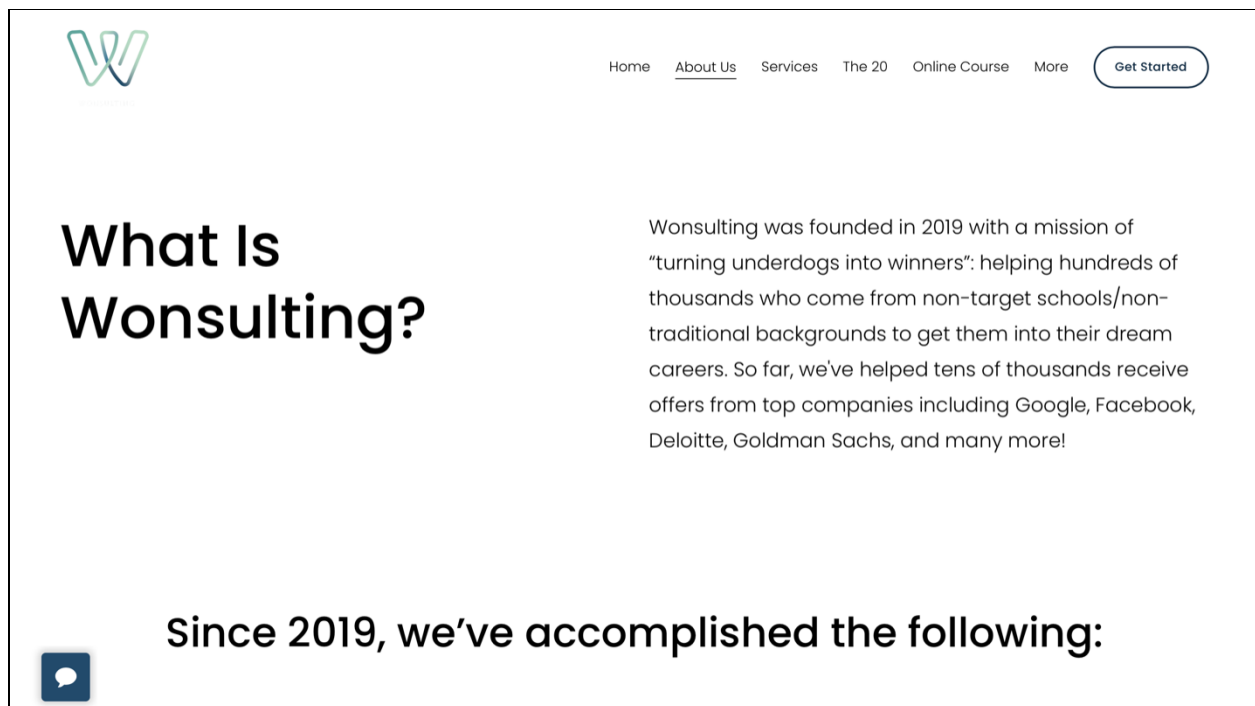
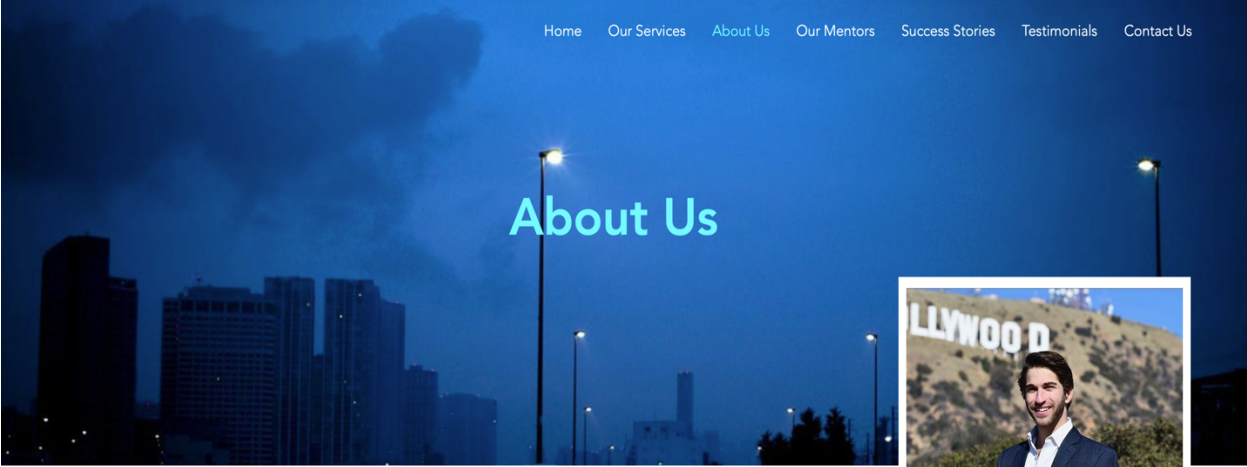


Figure 11 “About Us” page on “wonsulting.com”

Therefore, we designed the whole layout for our “About Us” page. Besides, I put the founder’s (my client) picture on this page (shown in *Figure 12*) because he founded this start-up company and got inspiration from his experiences.



For years, Chinese university students have faced persistent challenges when applying to study abroad. How do I differentiate myself from the other Chinese applicants? Am I using authentic English expressions in my essays, or is this “Chinglish?”

If you choose an agency, you may be concerned with the service. Salespeople are convincing, but is your English tutor just a Chinese with an English Major? Can they really write documents that engage

Figure 12 "About Us" page of NativeWay

Under the header and the picture, four paragraphs illustrate the founder’s story of starting this business and the justifications that the customers should choose NativeWay (shown in *Figure 13*). Moreover, the underline is marked to the two words “positive feedback, ” which is an active link, directing the users to the “testimonials” page.

For years, Chinese university students have faced persistent challenges when applying to study abroad. How do I differentiate myself from the other Chinese applicants? Am I using authentic English expressions in my essays, or is this “Chinglish?”



If you choose an agency, you may be concerned with the service. Salespeople are convincing, but is your English tutor just a Chinese with an English Major? Can they really write documents that engage admissions officers?

Our students faced the same concerns and realized the value of gaining insights from a Native English speaker. Familiarity with admissions officers' expectations and a deep understanding of how to convey unique stories can differentiate you from other Chinese applicants.

In the 2020-21 application season, we provided over 65 Chinese students with application guidance (working on over 200 essays), giving detailed feedback and edits on their written submissions. Our determination only increased after receiving positive feedback from every student, and we're excited to continue growing and mentoring!

Figure 13 Four paragraphs on "About Us" page

The last bottom part of the “About Us page” is also the “Get In Touch” section (shown in *Figure 10*). As the client implied that he wanted the user could find the contact information on all pages.

2.11.6 Feb.27th – Design “Success Stories” Page

This page mainly includes all the offers NativeWay’s customers received from the universities. My client would like to list all these offers on this page to show the business’s qualification.

At the first stage, I put the offer pictures on the original static picture background. Whereas I found the whole page layout didn’t look neat. So, I changed the picture background to a pure white background, which helps the users focus on the offer pictures and not be distracted by other elements (shown in *Figure 14*).

Success Stories



Figure 14 Offer pictures on the "Success Stories" page

In addition, because the background is the simplest one, my client would like to show the icon of NativeWay (shown in *Figure 15*).



Figure 15 NativeWay's icon

Per my client's request, I put this icon on the upper left corner of the website page, which I did with the menu bar (shown in *Figure 16*).

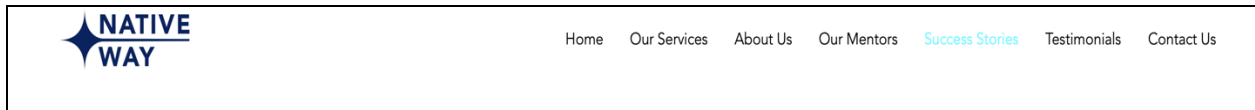


Figure 16 Icon and the menu bar

There are approximately 30 offer pictures in total, and the last bottom part of this page is the same as other pages --- the "Get In Touch" section.

The integrated layout of this page is shown in *Figure 17*.

Success Stories



Get In Touch

Name *

WeChat

Official

WeChat ID

Figure 17 "Success Stories" page

2.11.7 Mar.5th – Design “Testimonials” page

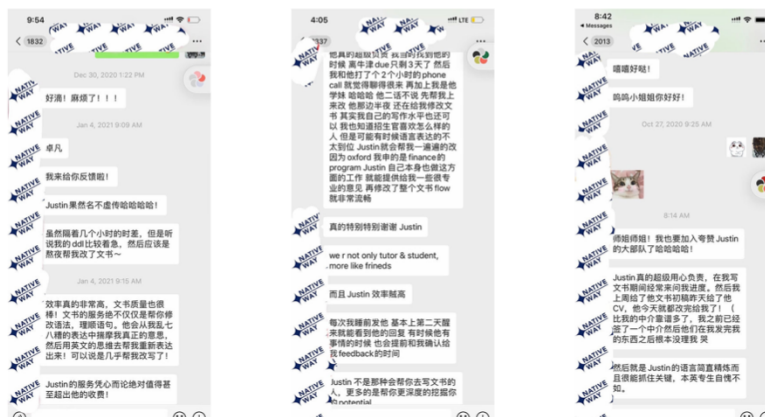
The “Testimonials” page includes the feedbacks NativeWay received from its customers. Mostly, the customers talked with the founder or the associate through WeChat about the services they purchased from NativeWay, and the associate did screenshots under the customers' agreements to make posters.

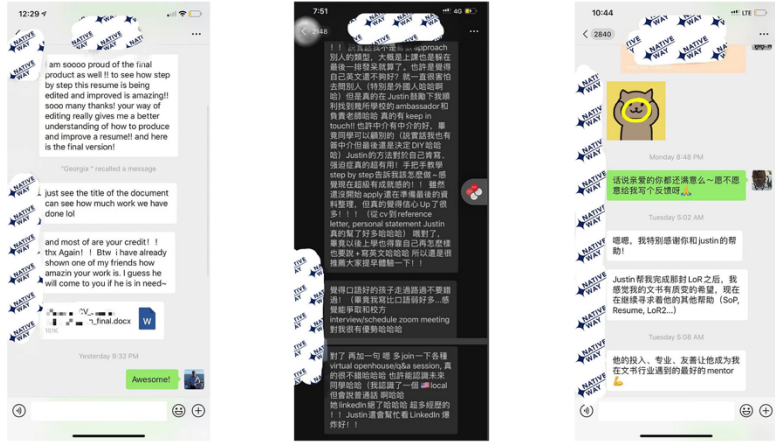
Because the “Testimonials” page has the same structure as the “Success Stories” page, so when I was creating this page, I merely copied the “Success Stories” page and pasted it. Later, I changed all the pictures with feedback posters (shown in *Figure 18*).



Home Our Services About Us Our Mentors Success Stories Testimonials Contact Us

Testimonials





Get In Touch

Name *

WeChat Message Official Account

WeChat ID

Figure 18 "Testimonials" page

2.11.8 Mar.15th – Design “Contact Us” page

This page is the most straightforward page of all the website pages.

We decided to use the same static picture background for consistency, which we already used on our home page and “About Us” page. As shown in *Figure 19*, there is only a header. The following section is “Get In Touch”.

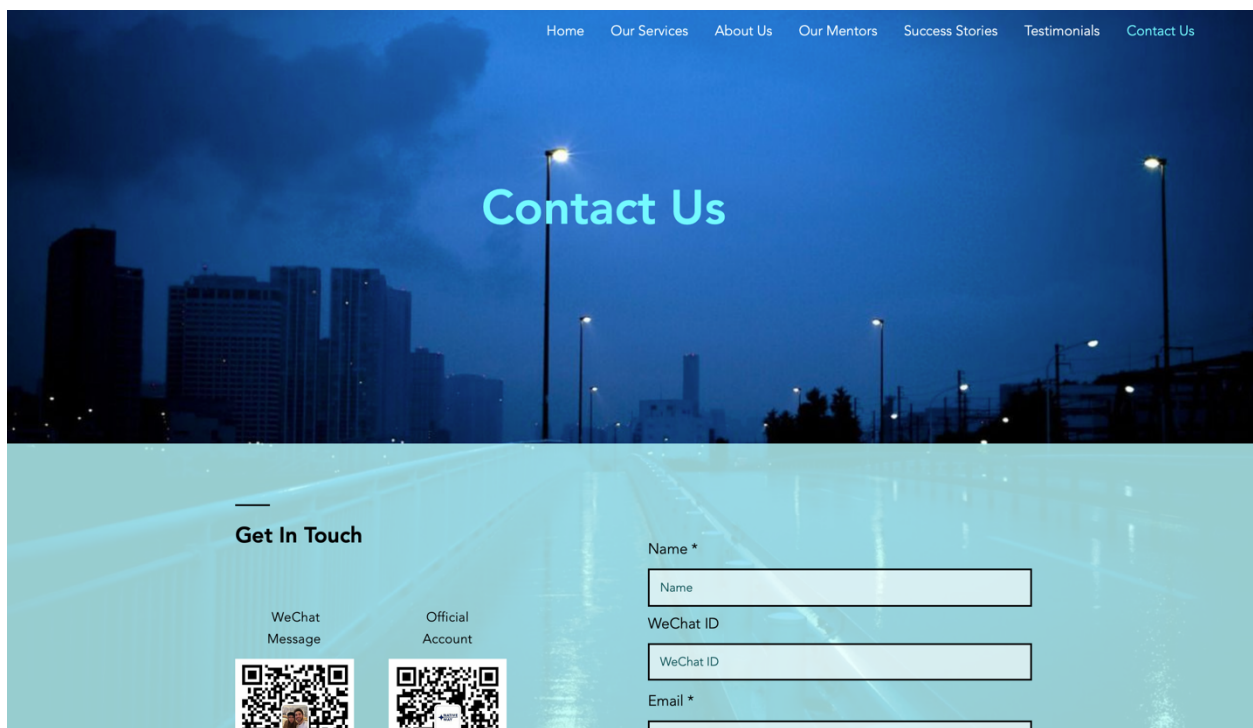



Figure 19 "Contact Us" page

2.11.9 Mar.19th – Design “Our Mentors” page

“Our Mentors” page lists all mentors of NativeWay to help students to work on their essays. At first, we chose just to list their names and related descriptions. After consideration, we decided to use a gallery to exhibit all the mentors’ information (*Figure 20*). According to the mentors’ qualifications, I made the gallery’s order per my client’s request.



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Catherine Dada, Ph.D

Senior Mentor

Stratford on Avon and London. She created two theatre companies: one working with Shakespeare and youth and the other creating bespoke theatre performances at international festivals. The work of her Sacred Performance Project has been featured in Paris, Italy, and in the UK at the 13th Century Priory in Canterbury and for the Jupiter Trust, Oxford.

Following this, Catharine re-immersed herself in academia, receiving an MA (Hons) in The Study of Mysticism & Religious Experience at the University of Kent at Canterbury, UK. She completed a Ph.D. in Religious Studies, also from Canterbury, and is internationally well-regarded as a historian of religious movements. Her first complete academic text (100,000 words) was commissioned by Editor Joshua Wells, and published by Routledge Academic Press, Oxford, the UK in 2017.

Catharine is a frequent author in a number of world-class, peer-reviewed academic journals, including the BrillJournal of Religion and the Arts, the Journal of Performance Religion and Spirituality, the Equinox Journal of Religion and the Body, and the Italian esoteric Journal: La Rosa Paracelsus, among others. She recently completed a commissioned chapter in the Rowman & Littlefield text: New Religious Movements in Modern Asian History.

As a conference presenter, her academic research has been featured at The International Conference on Organizational Spirituality, University of Surrey, UK; the Secularity and Non-Religion Conference at Pitzer College, Claremont University, USA; the British Association for the Study of Religion Conference at the Open University, Milton Keynes, UK; and the 33rd Annual Comparative Drama Conference at Loyola Marymount University, USA. She is a frequent judge for the USA Kennedy Center Theatre Festival awards.

Catharine is the recipient of the Loyola Marymount University Distinguished Teacher Award 2019 and



Justin Williamson

Founder & Mentor

Justin currently works at KPMG in the Economic and Valuation Services division. He graduated from Babson College, Summa Cum Laude (top 5%), studying business and entrepreneurship. He has assisted in valuing over 600 million USD of commercial real estate across the U.S. and has worked in several global real estate firms, including CBRE, Altus Group, and Avison Young.

Justin co-founded NativeWay in 2020 because he is passionate about bridging the cultural gap between China and the U.S. Since, he has individually worked directly with over 75 Chinese students, helping them navigate the university application process.

He has traveled to 33 countries, while living and studying in China, Israel, Russia, and India. His global perspective gives him cross-cultural understandings of student's experiences, which are directly applied to NativeWay.



Elias Khoury

Mentor

Elias studied Philosophy, Politics, and Economics at the University of Michigan, class of 2021 where he ranked in the top 5% of his class. In Fall 2021, he will pursue a Master's in Public Policy and Administration at the London School of Economics and plans to pursue a Juris Doctor (JD) afterward.

Elias currently acts as the Editor in Chief of the Michigan Specter and managing editor of The Activist, print and online publications. He has also been a columnist and senior editor for a daily print publication, The Michigan Daily.

Elias is passionate about politics and has written federal policy and position statements for a United States congressional campaign. Previously, he worked for The American Federation of Labor and Congress of Industrial Organizations - America's largest federation of unions - as a Data and Policy Associate and for the Arab-American Anti-Discrimination Committee in a similar capacity.



guy2.jpg

Fiona Rose

Mentor

Fiona studied Biological Sciences with a minor in Art History from the University of California, Davis, class of 2021. In Fall 2021, she will attend Katholieke Universiteit (KU) Leuven in Belgium to earn her master's degree in biology. Fiona has worked in an ecological research lab for over two years. She conducted research on wing melanism in the Ranchman's Tiger Moth and currently has a research manuscript in preparation. On top of research, Fiona worked as an optometric assistant helping patients by using retinal imaging.

Fiona has a passion for writing and has had her work published since the age of 10 on various platforms such as blogs, newspapers, newsletters, and university websites. Most recently, she has been working with the UC Davis Strategic Communications team communicating with current and prospective students and writing articles for community engagement.

Fiona also is a trained mentor and works with international freshman science students helping prepare them for life in an American University. In her free time, Fiona enjoys traveling and has been to fourteen countries. In an effort to combine her love of travel and writing, Fiona is excited to join NativeWay as a mentor!



Figure 20 The gallery of "Our Mentors"

Besides, I just used the same template as the "Contact Us" page. The header section of the "Our Mentor" page is shown in *Figure 21*.

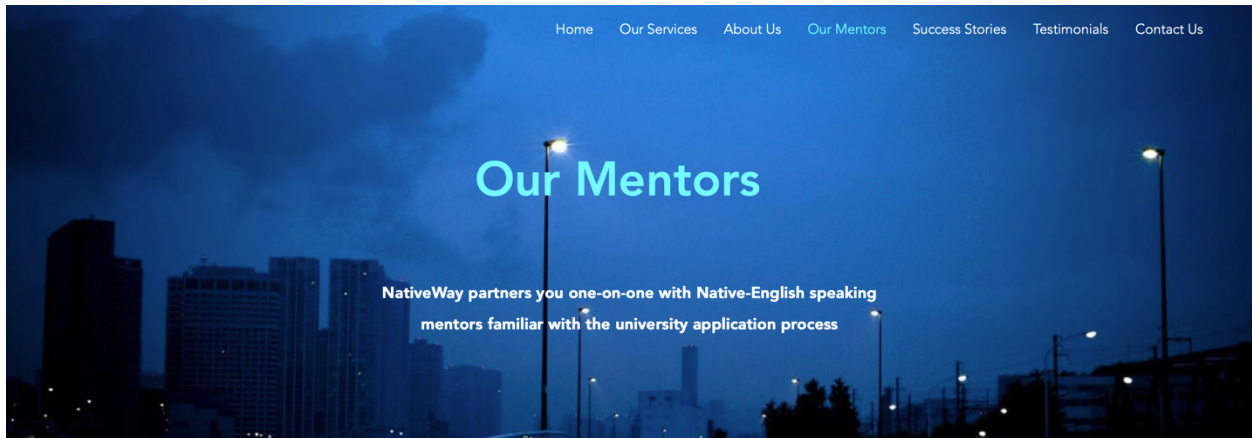


Figure 21 Header section of "Our Mentors" page

At the last bottom part, there is also a "Get In Touch" section. Therefore, the structure of the "Our Mentors" page is composed of three sections: the header section, the gallery, and the "Get In Touch" section.

2.11.10 Mar.25th – Design “Our Service” page

There are two kinds of services NativeWay provides. One is “Full Application Package”, and the other one is “DIY Assistance”. Therefore, I made a drop-down menu under the “Our Services” tab (shown in *Figure 22*).

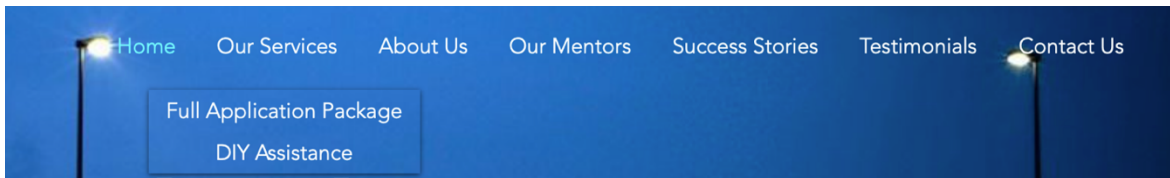


Figure 22 Drop-down menu of "Our Services"

For “Full Application Package”, we decided to use the white background layout to emphasize our service content. Meanwhile, there is a dark-color box, and related word descriptions are inside to illustrate how the “Full Application Package” works for the customers (shown in *Figure 23*).

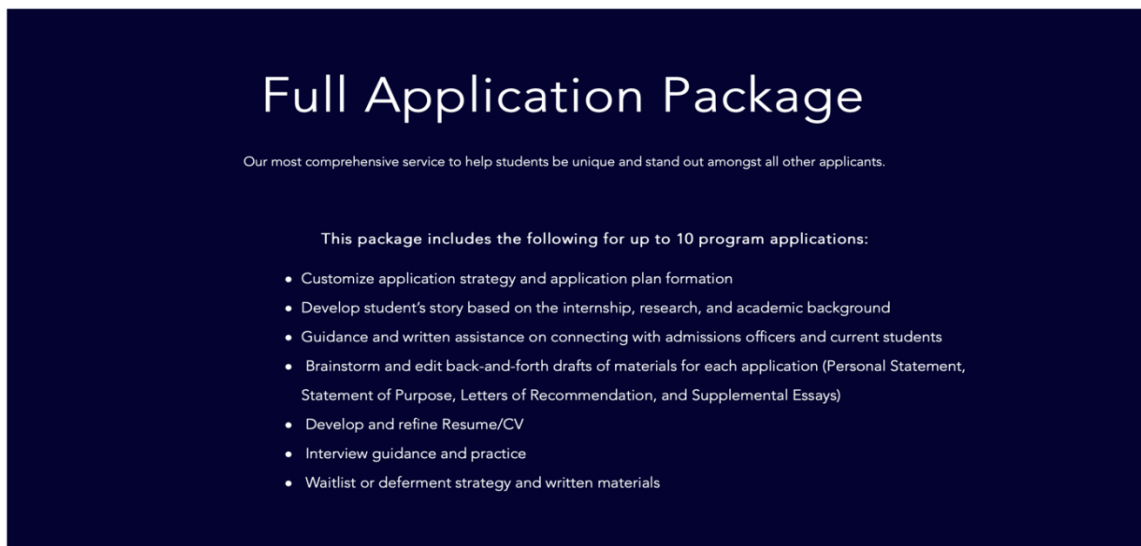
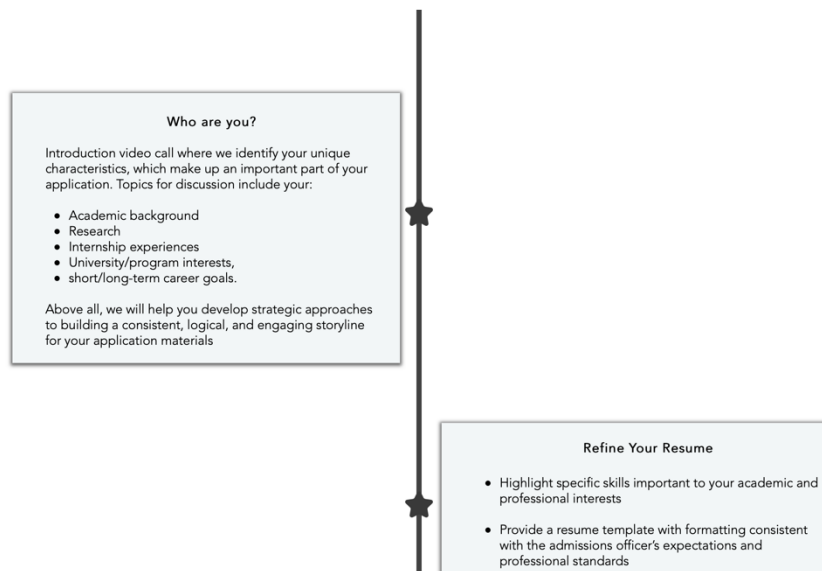


Figure 23 Text box on "Full Application Package" page

Under this box, the process workflows are shown by a vertical straight line, with several text boxes including corresponding explanations. These boxes are distributed on both the left and right sides of the straight line. Through this exhibition method, the users on the website are more likely to catch the necessary information (shown in *Figure 24*).

The Process



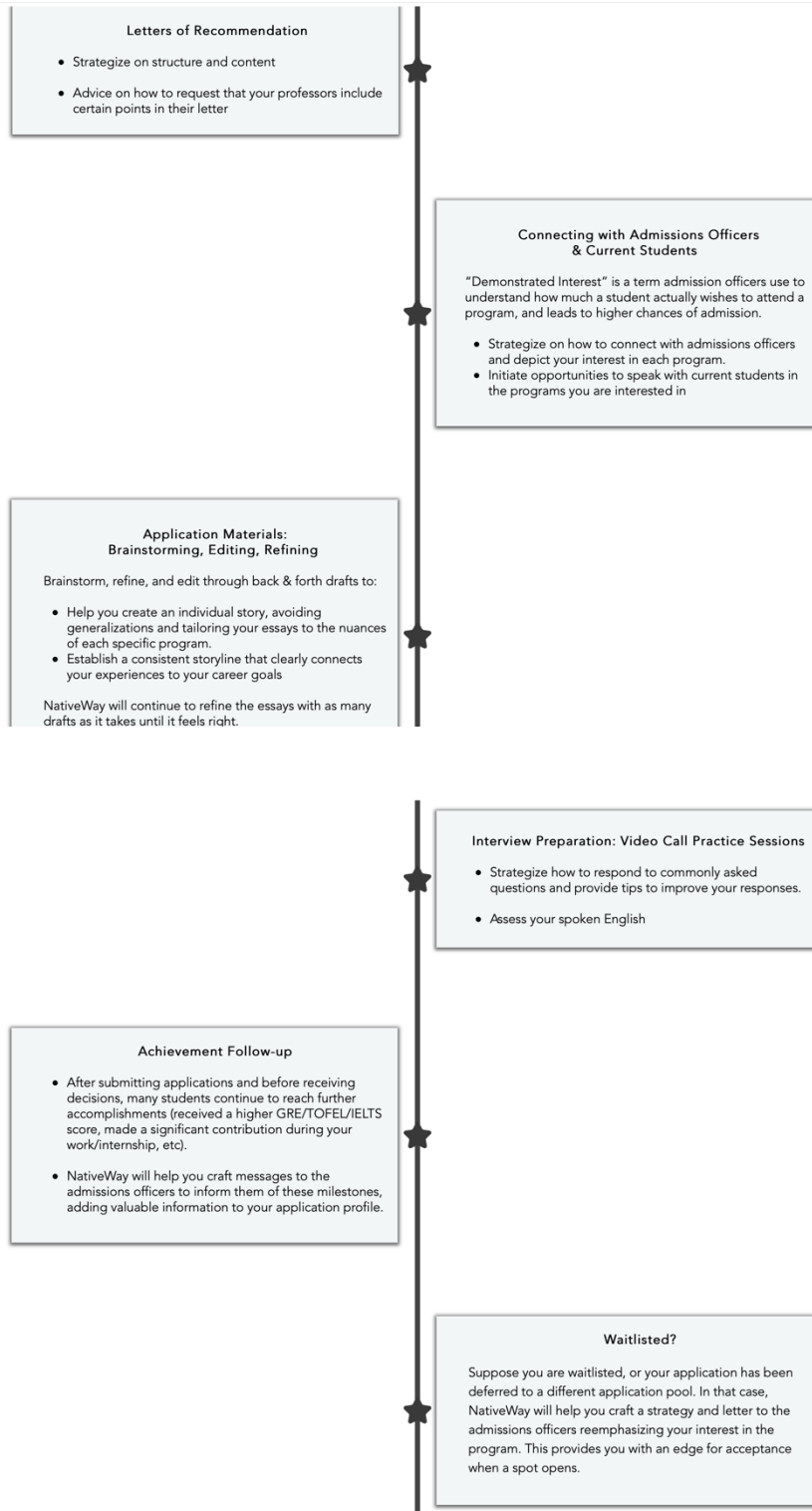


Figure 24 Workflow layout on "Full Application Package" page

Similarly, the "DIY Assistance" page also follows this layout (shown in *Figure 25*).

DIY Assistance

A conscious and attentive student with a vision for their future may choose to apply "DIY" for masters or undergraduate programs. If you identify as this type of student, your greatest concern might be surrounding the core of the application - the essays. Does my structure make sense? Is my essay storyline engaging, or is it just repeating my resume?

Students tackling applications may have questions or concerns about only a few specific materials rather than the entire process. We can help! Choose from our below services, each including up to 3 back-and-forth drafts with a standard timeline of 10 days (or sooner).

[View Our Price List](#)

How We Work - Essays

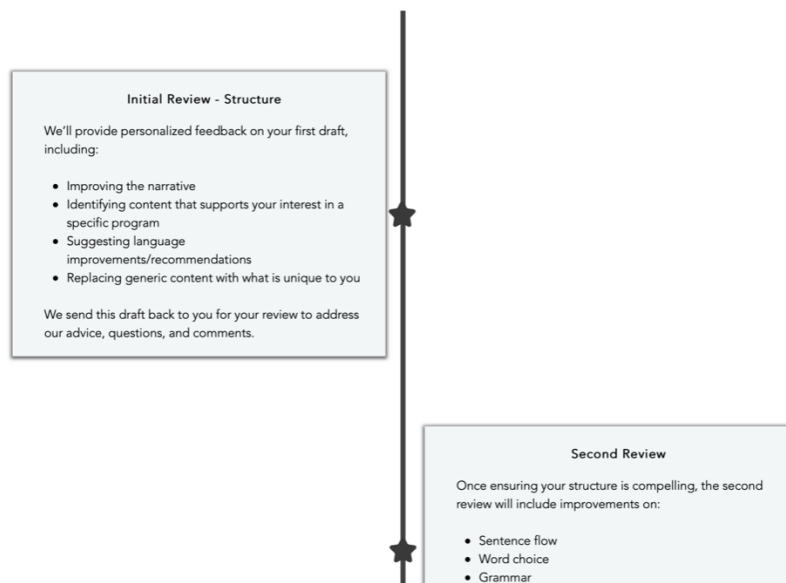


Figure 25 "DIY Assistance" page

In addition, there is a white button on the “DIY Assistance” page, which is called “View Our Price List”. The price list exhibits all the prices of the services under the “DIY Assistance” category. When the user clicks this button, a PDF file (shown in *Figure 26*) will pop up, and the user can go through the price information.

2020-2021申请季 价目表		
NATIVEWAY, BE UNIQUE!		
简历提升		
• CV/Resume 润色修改	800-1000RMB/份	
• CV/Resume 全套指导	800-1000RMB-4000RMB/份	
• LinkedIn 主页搭建及完善	800-1000RMB/份	
• LinkedIn 主页搭建及完善	800-1000RMB/份	
个人陈述/动机信提升		
已有初稿:		
数字类文	PS/SoP 深度修改 (2-3次或固定稿)	PS/SoP 基础诊断 + 润色修改
• 500词及以下	1800 - 2500 RMB/篇	250 RMB/篇
• 500 - 1000 词	2500 - 4500 RMB/篇	400 RMB/篇
• 1000 - 1800 词	4800 - 6000 RMB/篇	800 RMB/篇
• 1800词及以上	视具体情况而定	视具体情况而定
无初稿:		
• 无初稿	3000RMB/篇	
• 头脑风暴共同构建思路	800RMB/小时	
推荐信提升		
Letter 润色修改	800-1000RMB/篇	
加急业务		
PS/SoP 短周期时间固定		
• 2-3小时内	+1,000 RMB/篇	
• 48小时内	+1,000 RMB/篇	
• 72小时内	+ 500 RMB/篇	
其他材料	视具体情况而定	
其他业务		
• 模拟面试与面试指导	视具体情况而定	
• 求职信提升	视具体情况而定	
• 面试常见问题及面试经验分享	视具体情况而定	
• SOP 文案撰写	面试时、面试前时	

Figure 26 Pricelist PDF file

After completing the “Our Services” pages, the whole website design is almost set. Some details and contents may need to be updated in the future because the customers of NativeWay are constantly receiving new offers, and I will help my client finish all the updates.

2.11.11 Apr.5th – Purchase a domain name

Starting this month, we will move on to the next step. After completing the design of the website, we need to purchase a domain to host our website. Considering that China has strict restrictions regarding overseas technology companies, we must ensure that our website server is not banned in China. Then, I researched and asked for some professional suggestions that the best solution for us to purchase a domain is through small web hosting companies, especially which have separate virtual servers. Therefore, I discussed potential options with my client, and based on cost management, we finally chose a web hosting company called "InterServer". Finally, we purchased a domain name: `nativewayconsulting.com` (shown in *Figure 27*).

The screenshot displays the InterServer.net control panel interface. The top navigation bar includes links for Home, Domains, VPS, Storage, Mail, Webhosting, Rapid Deploy Servers, Servers, More, Billing, Settings, and Support. The current page is titled 'webhosting3004.is.cc'. The main content area is divided into three sections:

- Host Information:** A table listing details for the domain `nativewayconsulting.com`.
- BILLING DETAILS:** A table showing the billing status as 'active' and billed every 'Yearly'.
- PREVIEW WEBSITE:** A section with a dark blue placeholder image and the URL `https://wh880659.ispot.cc`.
- DEFAULT DNS SERVER:** A section listing two DNS servers: `dns3004a.trouble-free.net` and `dns3004b.trouble-free.net`.

Figure 27 Domain purchase

After the success of purchasing the domain, I connected it to the WIX platform. As WIX instruction indicated, we need to wait 24 hours to allow the connection process, and the website is finally active and searchable.

NativeWay currently runs its official buss website (<https://www.nativewayconsulting.com>), and all contents are feasible to be updated.

The first section of the project was completed on time and under budget, which gives us allowance to continue the next section.

2.11.12 Apr.15th – Initiate WeChat Account

This is the second stage of the project. We plan to start the digital marketing strategy. As we analyzed the marketing trend in China, WeChat is the most popular social media platform, so we would initiate an official WeChat account for NativeWay to post offers, feedbacks, and some informative essays to attract more customers.

The first step is to request an official WeChat account and set up an ID: Native-Way. The whole step would take time for approval. Then, we named the account “NativeWay 申请” and following a description (shown in *Figure 28*). Besides, the “View Message history” button is to direct the users to the past articles the account posted. The whole step would take time for approval.

NativeWay 申请

WeChat ID: Native-Way



Native speakers providing strategies to navigate top graduate/Phd application processes; convey your authentic story.

[View Message History](#)

Figure 28 NativeWay WeChat account

2.11.13 Apr.22nd – Post Articles on WeChat Account

After the approval of the account, we started to post articles on it. We selected three articles and published them on April 22nd(shown in *Figure 29*). All the pieces were generated by the employee, who is responsible for marketing content.

In addition, we plan to post 4-5 articles per month. The articles include offer information, feedback from the customers, and some tips on applying for overseas universities. NativeWay will attract more followers, and it would also like to provide helpful information for its WeChat followers.

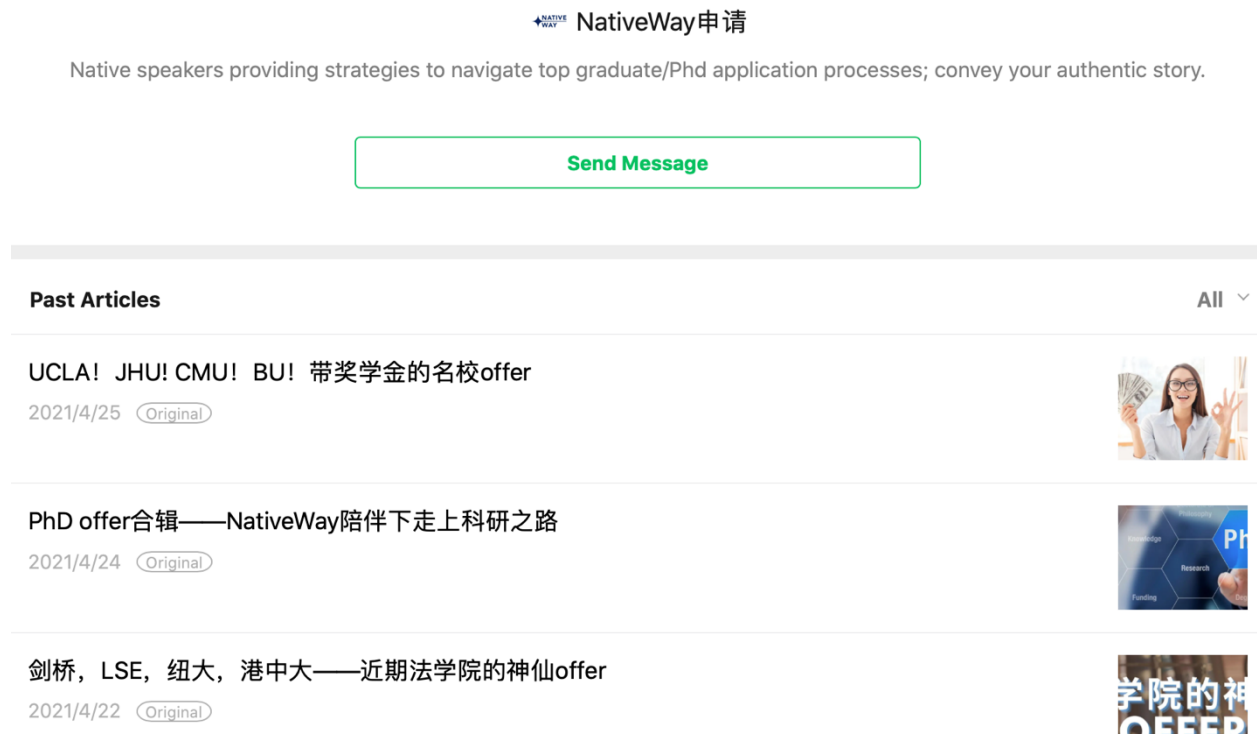


Figure 29 Articles on NativeWay's WeChat account

2.12 Lesson Learned

I learned great lessons during the process of executing this project. As a project manager, website developer, and marketing strategy planner, I should apply my academic or technical skills to the project.

The first role for me is as a project manager. When we learned some related knowledge from our project management class, all we knew are only academic theory. To complete the project, I need to put all those theories into practice. When it comes to scope management, it did happen to my project. When I designed the website on WIX, I've never thought there was also a mobile version we need to fix. The design looks different on the laptop version and the mobile version, which means we need to make up some time to complete the mobile version if necessary. As a result, time management must be considered in the project management knowledge came into integration, and theory is not enough for fundamental practices.

The second role is being a website developer. WIX is not challenging to operate, but it's still a new platform for me. I need to familiarize myself with its necessary functions within a limited time. There are several functions hard to find on its main pages, such as domain connection and favicon setting. Besides, domain connection was also an obstacle for us. The biggest challenging problem is that we must make 100% sure that the website is accessible and searchable in China. However, most big website hosting companies are blocked in China, indicating that we need to find a company whose server works in China. One of my friends, having professional C.S. knowledge, pointed me to a reliable company providing a web hosting server that works in China, and that did help us significantly. Therefore,

asking for help from people around you is also a resource we can utilize when encountering difficulties.

Last, being a marketing planner for a start-up company, I realized the marketing strategy couldn't just copy some big companies' marketing methods because NativeWay doesn't have as many resources as they do. In addition, we must notice that there are some cultural differences we must pay enough attention to. The method we used was supposed to be effective and economical. Therefore, as our target customers are primarily located in China, we decided to set up an official WeChat account, the most popular social media network in China. The lesson I learned from this section is that localizing marketing strategy is crucial for a business.

Even though there were some issues or disagreements between my client and me, the project result is satisfactory for both of us, and I appreciate a lot that I also learned a lot from my client. After completing this project, I'm more capable and confident in my career development path.

2.13 Conclusions and Summary

Nativewayconsulting.com, the official business website of a start-up company, NativeWay, was finally published. Meanwhile, the website (Figure 30) is available both in the U.S. and China. In addition, a WeChat official account, called “NativeWay 申请”(Figure 31), was initiated. Several contents(articles) were already uploaded on that account. The project was completed on schedule and under budget, with no significant scope changes or uncontrollable risks.

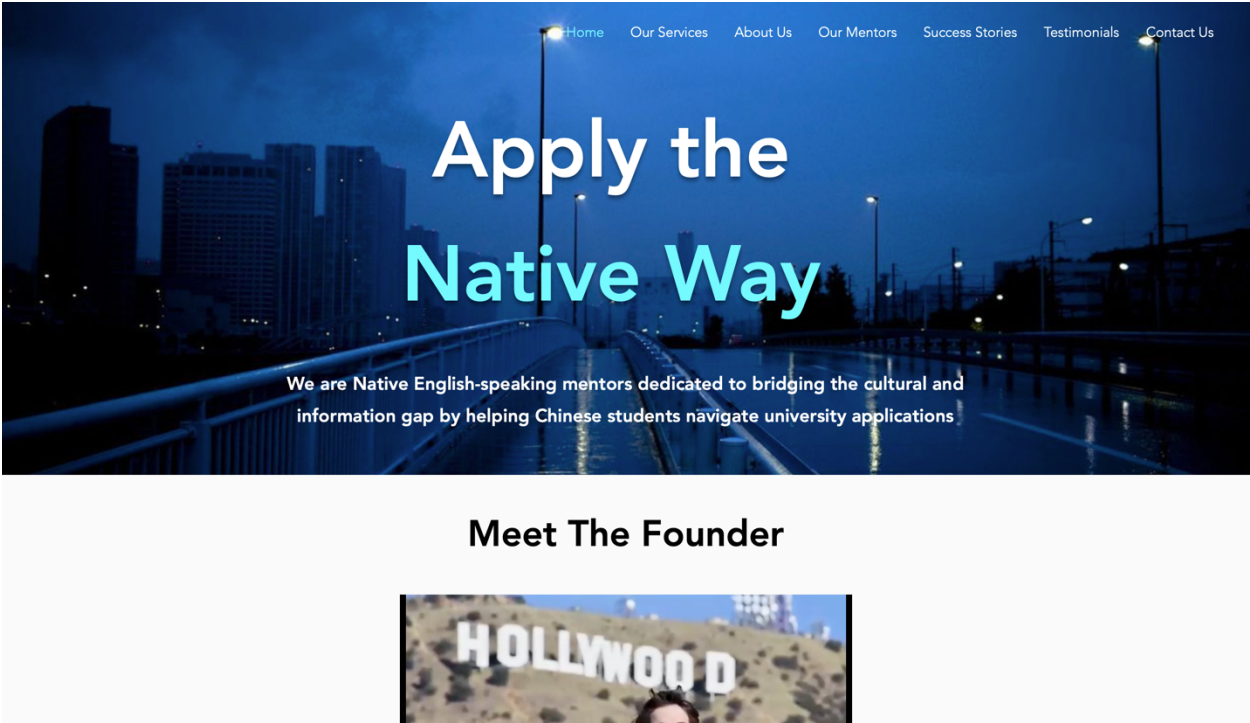


Figure 30 NativeWay's website

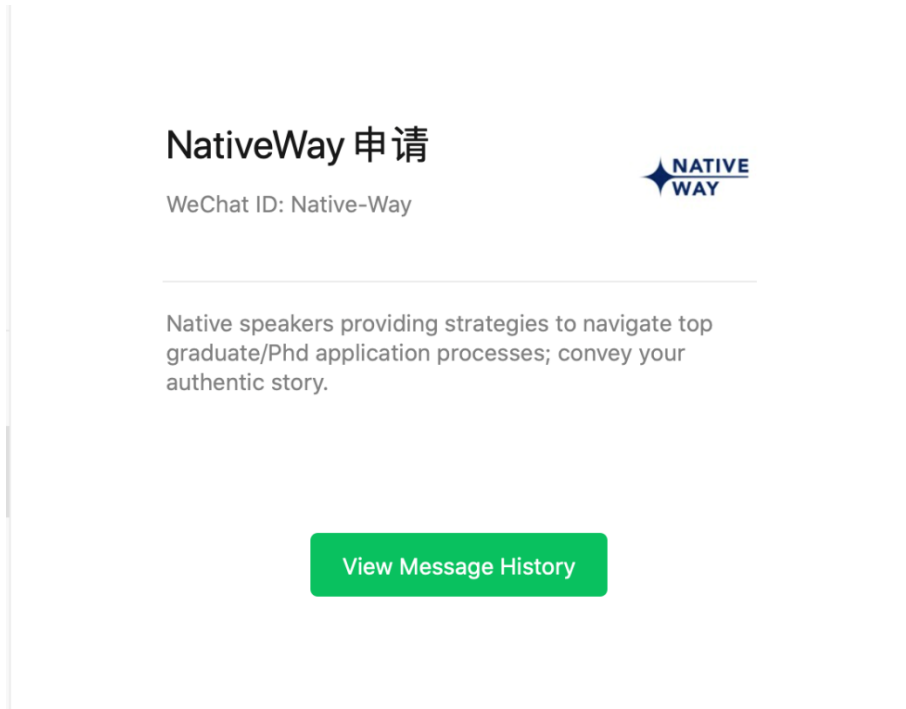


Figure 31 NativeWay's official WeChat account

During executing this project, the sponsor provided every detail regarding the website and WeChat account. At the end of the project stage, the sponsor reviewed the product and deliverables and was satisfied with the project results. Besides, the website will be updated as needed, and the articles will be uploaded on the WeChat official account in the future.

2.14 Limitations, Recommendations, and Scope for Future Work

The primary project's limitation is content availability in China. There is video content on the website's home page, uploaded on both YouTube and WIX's site file storage. However, both companies' I.P. addresses are blocked in China, which indicates the video content is not accessible for our Chinese customers. If we exchange the video content with a static picture, the website will look less professional and aesthetic. Besides, the sponsor would like to show the video to communicate with the customers about the services NativeWay offers. As a result, we considered uploading the video on Bilibili, the most popular video platform in China, and copy/paste the URL on WIX, but the video playing speed may slow down significantly.

The second limitation of this project is the content update. Two pages need to be constantly updated: "Success Stories" and "Testimonials". Because the students receive their offers over time, all the pictures need to be uploaded on the website page. In the future, even though the semester ends, I will still help the sponsor to upload all the contents and update the pages.

2.15 Literature Survey

2.15.1 Introduction

For many start-ups, the official business website has become a primary tool for inter-organizational and intra-organizational information communication and sales and promotion actions. The website's performance in terms of the extent to which it can generate enough traffic extensively affects user volume. Therefore, a decent website design is critical to a company, which shows a professional and trustworthy signal to its potential customers. Besides, for a start-up business, a well-organized marketing strategy cannot be neglected as well. Promoting a business brand and increasing business visibility at its initial stage are also crucial for an ambitious start-up.

This literature review will mainly focus on two aspects: website design and performance and digital marketing strategy. The first aspect will concentrate on specific website design parameters and factors that will influence users' experience. The second aspect will research digital platforms' impact regarding marketing strategy, particularly in the Chinese market and some specific media (e.g., Weibo, WeChat).

A business website and its performance

What defines a good website? Some designers would say qualified information delivery, and some would say outstanding visualization. A good web-flow includes several essential website characteristics, such as clear business information, content, the ease with which the website is, and technical aspects (Madleňák & Barki, 2020). Having explicit business content aims to deliver practical, easy-understanding, and reliable information to its users. This practice introduces your

business and leaves a decent impression on the users. Besides, a clean page layout and reference links are always involved. The ease with which the website can be used, referred to as usability or ease of use, indicates properties and features that facilitate the adequate performance of tasks associated with it, related to UX/UI design (Karimov & Purinton, 2004). How is your user experience when they are browsing your website? Is your website able to generate a flow that potential customers could have an idea at first and then purchase your products online? Last, technical characteristics are usually referred to as web security, accessibility. Does your website have some cybersecurity issues? Is your website loading speed satisfactory to your users? When we design our business websites, all these critical factors affecting our website performance should be carefully considered.

UX/UI Design

When it comes to website design, two terms are always be involved: UX and U.I. Terminologically, UX stands for user experience design; U.I. refers to user interface design. These two terms are similar but have two various aspects to a product development process.

U.I. is a human-first approach to designing the aesthetic experience of a product (Bollini, 2017). Besides, it involves these characteristics: it only applies to digital products; it focuses on visual touchpoints that allow users to interact with the product; it creates the combination of typography, color platters, buttons, animations, and imagery; it results in products that delight users aesthetically (Bollini, 2017).

UX is also a human-first approach but puts more effort into practical product design. It can not only apply to digital products but also physical products. It

focuses on the entire experience from a user's first contact to the last. Besides, UX can create structural design solutions for pain points that users encounter anywhere along their journey. It results in products that delight users with their effectiveness (Bollini, 2017).

User beliefs and loyalty

According to Blanche's and Guinalú's research, website design quality affects user beliefs and loyalty towards the business. They used a research model named "theoretical foundation", which describes user beliefs' nature and target. In their research, consumer's ideas influence their attitudes and behaviors, and their perspectives can generate an impactful evaluation towards the entity. Therefore, an attractive website can bring a reputation to the business and generate potential profit in the future.

How does this psychological process work in this frame? First, nature refers to object-based beliefs, and target stands for the quality of specific design aspects of a website. Both these two phases will go through behavioral views, utility, and ease of using the website. Then, they will lead to behavioral attitude and general appreciation about using the website (Belanche & Guinalú, 2012).

An attractive and decent website includes the following factors: navigation quality, visual quality, page layout quality, information quality, and system quality. All these factors interact with each other. If the business intends to retain users' loyalty and generate potential purchase behavior, taking every quality mentioned above is essential when designing an official website.

Digital Marketing in China

Digital platforms have been emerging extensively in China, and social media has been a transformational technology in the consumers' world. On a global scale, social media usage has incredible penetration, with over 232 million users in the USA and over 410 million users in China (Statistica, 2015). On the business side, social media is increasing more and more rapidly. Also, it can not be denied that social media has enormously affected consumers' behavior in the modern digital era, indirectly influencing business sales and profit (Duan & Dholakia, 2015).

The usage, frequency, and practice of social media by a company in China and the specific ways for a company to utilize social media to strengthen relations between the business and its customers are paramount to conduct digital marketing. Integrating all digital channels and having consistent content is also the key to expand a company's reputation and visibility (Morris, 2009).

2.15.2 Conclusion

Reviewing academic works of literature equips me with more professional information, both technically and operationally. How is a website capable of performing its best capacity? How can UX/UI design be leveraged and involved in the project? How can the website design generate more traffic and retain more users? How can the project integrate different Chinese social media platforms? All the questions are explicitly answered in the articles I reviewed, which help me develop and advance the project progress.

2.16 References and Bibliography

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3. Appendices

3.1 Project Sponsor Agreement

**New York University
MS in Management and Systems
Applied Project
Project Sponsor Agreement**

Background

1. Goals of the Program

For Participating Organizations

- Begin relationship with New York University
- Receive help from highly trained NYU graduate student
- Provide internship opportunity for NYU graduate student
- Receive assistance at no cost

For NYU Graduate Students

- Manage and implement a meaningful project aligned with their professional and educational goals
- Hands-on experience interacting with a start-up or operational small business or organization
- Earn credit toward completion of graduate degree by conducting an unpaid Applied Project under the mentorship of an NYU-SCPS professor.

2. Project Sponsor and Student Responsibilities

- Student prepares project planning documents
- Sponsor reviews and approves student's project plan
- Student submits project plan to faculty supervisors for approval
- Student conducts project according to plan
- At predetermined milestones sponsor reviews and approves status reports submitted by student
- Status reports reviewed and evaluated by faculty supervisors to assure student effort and project meet course requirements
- Project sponsor and student participate in periodic project reviews with NYU
- At project completion project sponsor completes evaluation forms
- Student prepares final report

3. Project Selection Process

- Project Evaluation Committee reviews proposed projects
- Projects are:
 - Relevant to MS degree course content
 - Significant to the participating organization
 - Substantial in terms of duration and scope
 - Challenging to the student
 - Capable of being measured against predetermined goals

4. The MS in Management and Systems

Concentrations in:

- Strategy and Leadership
- Systems Management
- Database Technologies
- Enterprise Risk Management

Students Study Courses in:

- Business Management
- Marketing
- Information Technology
- Database Development
- Financial Management
- Project Management

Typical Participating Student Profile

- Students selected to participate in this program meet stringent criteria
- Have completed all coursework
- High achievers with highest level GPAs and strong academic credentials
- 2-10 years of business experience
- Highly motivated for success

Sponsor and Project Information

Type of Organization	<input type="checkbox"/> For Profit <input checked="" type="checkbox"/> Not for Profit				
Name of Organization	NativeWay				
Address	500 S Francisca Ave, Redondo Beach				
City	Los Angeles	State	California	Zip	90277
Project Sponsor	First Name	Justin	Last Name	Williamson	
Title	Founder				
Phone	+1(310)408-7996				
Email	Justinwilliamson55@gmail.com				
Web Site	natiaveway.net				
Type of Business	Academic Consulting				

Student Name	May Wu
Project Title	Marketing strategy Plan for NativeWay

Description of Project	
<p>NativeWay is a start-up company, providing professional education application service for international students, found by Justin Williamson in 2020. The company is currently at an initial stage of development, so there's still a huge potential to obtain a larger market. This project will help the company raise visibility in Chinese market via an official business website and target digital platforms. To establish an official website for the business, the project will solve design and domain name problems. At the same time, this project will seek for some marketing opportunities for the business.</p>	
Estimated Hours of Student Participation	250 hours

Anticipated Results
<p>To achieve company's market expansion and profession goal, this project will focus on two aspects: official website design and marketing strategy planning. At the first stage of executing project, an official and professional website will be established, including company's basic information to raise visibility. Then, a well-organized marketing strategy will be planned to promote company's brand and gain a larger market.</p> <p>Two deliverables/results:</p> <ol style="list-style-type: none"> 1. Official website for business 2. Well- organized marketing strategy plan

<p>Knowledge and expertise student will need to be able to complete the project</p> <p>General project management skills, website design skills, essential coding skills, and marketing strategy skills.</p> <ol style="list-style-type: none"> 1. Project management skills 2. HTML and CSS 3. UX/UI design skills 4. Marketing strategy skills
--

<p>Will the project sponsor be available for periodic meetings with NYU to review progress, address questions and concerns with the professor supervising the program? <i>This is a requirement for the program</i></p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<p>Describe the form and frequency of supervision of the student by the Project Sponsor.</p> <p>Form: Zoom meeting</p> <p>Frequency: three times a week. (Every website design detail should be discussed often for this project)</p>	

Sponsor Agreement

Students are interns, not professional consultants. NYU is not responsible for the outcomes of projects undertaken by students. Work is on a best-efforts basis; no guarantees or warranties are expressed or implied. Organization is responsible for evaluating work presented, determining its value and whether to use it or not. Some projects may require on-going management or even re-work by the Organization after the student completes their Applied Project.

Please note that in order to post an unpaid position, the internship must encompass all 6 components below:


1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under close supervision of existing staff;
4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded;
5. The intern is not necessarily entitled to a job at the conclusion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

I have read and agree with the information shown in the Terms and Conditions for employers contained on the following web page(s): <http://www.nyu.edu/life/resources-and-services/career-development/employers/post-a-job/terms-and-conditions.html>

Please complete and sign this form in the space provided below and return to the course professor via the student who will upload the document to the course drop-box. For any questions, please email the professor: Prof. David Prager (dp1323@nyu.edu).

I agree to the all of the above

Participating Organization: _____ NativeWay _____ Date : _____ 03/07/2021 _____

By (signature): _____

Project Sponsor

Printed Name: _____ Justin Williamson _____

Title: _____ Founder _____

Student Agreement

Students, who are planning to conduct an unpaid Applied Project, must read and agree to the "Important Considerations Before Accepting a Job or Internship" contained on the following web page(s): <http://www.nyu.edu/life/resources-and-services/career-development/find-a-job-or-internship/important-considerations-before-accepting-a-job-or-internship.html>.

Students do not register their Applied Project with the Wasserman Center.

I agree to the all of the above

Student Name (Print): May Wu Date: 03/07/2021

Signature: *May Wu*

3.2 Sponsor's Project Acceptance Document

Project Sponsor's Acceptance Document

PLAN

Project Name: _____ **Marketing Strategy Plan for NativeWay** _____
Student Name: _____ **May Wu** _____
Sponsoring Organization: _____ **NativeWay** _____

Project Sponsor Name and Title: _____ **Justin Williamson, Founder** _____
Project Sponsor Contact Information (email and phone): _____
justinwillimson55@gmail.com, _____ **+1 (310) 408-7996** _____

PROJECT PLAN

At project start, show the project goal; the project objectives and related metrics to be used to show successful project completion. Sponsor should sign to indicate agreement.

Project Goal: Create an official business plan and a marketing strategy plan

- Object #1: Assist NativeWay to initiate a website format by 10th March, 2021
 - Measurement: The website format will at least include four sections: about page, service page, customer page, contact page.
- Object #2 : Set up an official website address for NativeWay by Mid-April, 2021
 - Measurement: A valid web address linking to NativeWay official business page (in both Chinses and English), and the website will be searchable by the semester ends.
- Object #3 : Complete marketing strategy for NativeWay by the end of Spring semester of 2021 (10th May, 2021)
 - Measurement: A detailed marketing strategy plan for NativeWay will be delivered by the end of spring semester.
- Object #4: Operate digital marketing for NativeWay by the end of Spring semester of 2021 (10th May, 2021)
 - Measurement: Company's official accounts will be set up on at least two target digital platforms, and each one at least includes three pieces of content.

I agree with the above planned project goal, project objectives, and related metrics.

Project Sponsor Signature

Justin Williamson

Date: 03/07/2021

RESULTS

PROJECT RESULTS

Planned Start Date: 02/05/2021
Actual Start Date: 02/05/2021

Planned End Date: 05/10/2021
Actual End Date: 05/04/2021

If actuals differ from planned dates, the revised dates (Actual) are accepted by the sponsor if initialed here: **Sponsor Initials: JW**

Project Goal

Was the project goal achieved as planned? Yes No, Reason missed: _____
If NO, please explain why this is an acceptable deviation. **Sponsor Initials JW** _____

Project Objective #1: <as shown above in Plan section>
Did the student's project meet this objective with associated measures and metrics as established at project inception? **Objective#1** has or has not been met. **Sponsor Initials JW** _____
If not met please explain why this is or is not an acceptable deviation.

Project Objective #2: <as shown above in Plan section>
Did the student's project meet this objective with associated measures and metrics as established at project inception? **Objective#2** has or has not been met. **Sponsor Initials JW** _____
If not met please explain why this is or is not an acceptable deviation.

Project Objective #3: <as shown above in Plan section>
Did the student's project meet this objective with associated measures and metrics as established at project inception? **Objective#3** has or has not been met. **Sponsor Initials JW** _____
If not met please explain why this is or is not an acceptable deviation.

Project Objective #4: <as shown above in Plan section>
Did the student's project meet this objective with associated measures and metrics as established at project inception? **Objective#4** has or has not been met. **Sponsor Initials JW** _____
If not met please explain why this is or is not an acceptable deviation.

<Repeat for each objective established in the PLAN section, above.>

Sponsor's Overall Evaluation of student's performance:

The final project product is delivered on time and under budget with the student's effort. The student showed her professional academic skills and working attitude. Her working ability and motivation did impress me, and this work benefits the business a lot.



ACCEPTANCE

PROJECT ACCEPTANCE

- Project was completed satisfactorily and is hereby accepted
- Project was completed satisfactorily but did not meet all objectives, as shown above. The Project is, nevertheless, accepted.

<i>Justin Lullione</i>		04/26/2021
Project Sponsor Signature		Date:
<i>May Wu</i>		04/26/2021
Student Signature		Date:

NYU SPS Project Sponsor Acceptance

3.3 Project Charter

Project Manager: May Wu

Sponsor: Justin Williamson

Prepared by March 15th, 2020

Name and Location of Client Organization:

NativeWay

500 S Francisca Ave, Redondo Beach, CA 90277

Revision History

Revision date	Revised by	Approved by	Description of change

Business Problem/Opportunity Definition

NativeWay is a start-up company providing professional education application services for international students, found by Justin Williamson in 2020. After discovering that international students (especially Chinese students) have faced persistent challenges when looking to study abroad for years, Justin decided to provide a more professional approach to help students obtain their dream offers. For many Chinese students planning to apply for abroad universities, they tend to reach out to institutional agencies. However, agencies are always using templates to write essays and personal statements, which decreases the students' opportunities.

After seeing the problems that Chinese students face, the founders of NativeWay are devoted to providing more professional services. Through delivering the value

of insights from a native speaker, Justin helps students with their application essays and guidance authentically. This start-up has made a profit of \$40,000 since October 2020.

Project Goal

In the future, the company will concentrate on expanding its customer base and raising its reputation, mainly towards the Chinese market. This project will help the company grow visibility in the Chinese market via an official business website and digital target platforms. To establish an official website for the business, the project will solve design and domain name problems. At the same time, this project will seek some marketing opportunities for the company.

Proposed Project Description

This project will focus on official website design and marketing strategy planning to achieve its market expansion and professional goal. At the first stage of executing the project, an official and professional website will be established, including the company's basic information to raise visibility. A well-organized marketing strategy will then be planned to promote the company's brand and gain a larger market. The project would be completed by May 10th, 2021.

Project Sponsor

- Justin Williamson
- Business founder. He is responsible for all the website design instructions and marketing details throughout the whole project.

Objectives:

Technical Objectives:

- Launch the business website for NativeWay with a minimum of 4 pages, and the website should be mobile-friendly.
- Set official accounts on target digital platforms for NativeWay.

Timing objectives

- Complete the entire project by May 10th, 2021.

Resource objectives:

- Utilize the required resources to complete the project.

Budget objectives

- The cost of the entire project is not to exceed \$500.

	Planned	Actual
Website Design Fee	\$100	
Web Hosting Fee	\$300	
Other potential costs	\$100	
Total	\$500	

Scope objectives:

- Build a professional business website for NativeWay. The website format will include four sections: about page, service page, customer page, contact page. The website will be published by April 10th, 20201.

- Deliver a marketing plan for MativeWay by May 10th, 2021.

Project Selection & Ranking Criteria

Project benefit category:

- Compliance/Regulatory
 Efficiency/Cost reduction
 Revenue increase

Portfolio fit and interdependencies

This project won't affect other NativeWay's daily business, which indicates it is of high independence. Besides, this project will increase NativeWay's business resource portfolio.

Project urgency

High

Cost/Benefit Analysis

Benefits

Tangible Benefits

Increased Revenue

Total

Amount

\$40,000

\$40,000

Intangible Benefits

Improvement on business professionalism and reputation

Better impression on target customers

Expansion on the customer base

Costs

Tangible Costs

<i>Website design Fee</i>	\$100
<i>One year web hosting</i>	\$300
Total	\$400
Intangible Costs	
<i>The time needed to manage various digital marketing accounts</i>	
<i>The time needed to design and maintain the website</i>	
<u>Financial Return</u>	\$39,600

Since October 2020, NativeWay has made a profit of around \$40,000. We estimate that an official website and a well-organized marketing plan would double this number in the following year, bringing the company an increased revenue of \$40,000 in 2021 regarding its last-year performance.

For the benefit, we estimated that the official website would bring NativeWay an increased revenue of \$40,000 per year from building up NativeWay’s reputation and getting more customers to the company. The intangible benefits are: improving business professionalism and reputation, leaving a better impression on its target customers, and expanding market and customer base.

For the cost, there are also two parts. The first part is tangible costs, including website designing fee (upgrading account on WIX to activate more practices) and one-year web hosting (hosting a domain), a total of \$400. Besides, the intangible costs are the time needed to design and maintain the website and to manage the various digital platform accounts regarding the marketing strategy,

In conclusion, the offset financial return for the project will be approximately \$39,600.

Other Business Benefits

This project will benefit NativeWay's customers as well. Customers in demand may obtain adequate and relevant information from NativeWat's website and digital platforms.

Assumptions

1. The sponsor will always support and assist website designing, both on content and finance.
2. The project manager and the executor will be devoted to the project and follow the instruction to complete it professionally.
3. If there is any confusion or disagreement, the project manager and the sponsor are willing to work together to solve the issue.

Constraints

1. Time: This project's duration is around four months, which may not be enough for completion.
2. Budget: The associated expenses provided by the sponsor may not be enough to cover the total cost.
3. Technology: The technical service such as software or system may be running down during the period.

Risks and Mitigation Strategies

1. Risk: Wix's servers are located within the U.S., which may not be convenient for Chinese customers to load the website page.

Mitigation Strategy: Connect the website with the domain name: nativeway.net.

2. Risk: The sponsor may change his job, which means he has no time to have zoom meetings and tracks the project's process.

Mitigation Strategy: Set zoom meetings with another co-founder to negotiate the website design details.

Communications Plan

1. Frequency: Twice or three times per week.

2. Method: Phone calls, Zoom meetings, and shared google documents.

3. Content: Website design details, content instructions, and marketing plan suggestions.

Schedule Overview

Project Start Date: February 5th, 2021

Estimated Project Completion Date: May 10th, 2021

Major Milestones

Project Kick-Off: Create a proposal for the project, including the deliverables, goals, and outline of the project - February 8th, 2021

Milestone1: Publish the website and connect it with a professional domain name (nativeway.net) – April 10th, 2021

Milestone 2:Launch NativeWay’s contents on two Chinese digital platforms: WeChat official account and Weibo – April 30th, 2021

Deliverable: Report and submit the final report – May 10th, 2021

External Milestones Affecting the Project

Maintain and update the website regularly afterward and generate more following relevant content on the digital platforms.

Impact of Late Delivery

The delay of the website may influence NativeWay’s professionalism.

Besides, the delay of the digital platform contents can have an impact on losing future potential customers.

Resources Required

<u>Role</u>	<u>Responsibilities</u>	<u>Duration of work</u>	<u>Qualifications needed</u>
Website Designer	Build an official website for NativeWay	Ten weeks	HTML and CSS UX/UI design skills
Marketing strategy planner	Deliver a marketing plan for NativeWay	Four weeks	Project management skills and marketing strategy skills

Facilities, Software, Hardware, and Other Resources

Level	WBS Code	Element Name	Definition	Due By
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1. Physical resources: Physical computer devices and appropriate website service to design and develop a website; Essential software to store and process code, such as Sublime, etc.
2. Non-physical resources: Technical skills, such as coding skills and UX/UI design skills for designing a website; company's business information, such as customer personal data and feedback information.
3. Cost resources: Every detailed associate expense during the process of executing this project

Procedures/ Methodology

Work Breakdown Task Definition and Schedule

1	1	Marketing Strategy plan for NativeWay	All work to create an official business website and marketing strategy plan for NativeWay	May.10th
2	1.1	Initiation	The work to initiate the project.	N/A
3	1.1.1	Evaluation & Recommendations	Meet with the sponsor to evaluate solution sets and initiate the project.	Feb.5th
3	1.1.2	Create a Project Proposal	Create a proposal for the project, including the deliverables, goals, and outline of the project.	February 8th
3	1.1.3	Project Charter and Sponsor Agreement	Create project charter and sponsor agreement	Mar.8th
3	1.1.4	Project Charter Signed/Approved	The Project Sponsor signs the Project Charter, which authorizes the Project Manager to move to the Planning Process.	Mar.15th
2	1.2	Planning	The work for the planning process for the project.	N/A
3	1.2.1	Determine Project Goal	The Project Manager determines the project goal and requests the essential resources.	Feb.5th
3	1.2.2	Project Kick-off Meeting	The planning process is officially started with a project kick-off meeting, including the sponsor and the executor.	Feb.7th
3	1.2.3	Develop Project Plan	Under the direction of the Project Manager, the executor develops the project plan.	Feb.10th
3	1.2.4	Submit a Project Plan	The project Manager submits the project plan for approval.	Feb.11th

3	1.2.5	Milestone: Project Plan Approval	The sponsor approves the project plan, and the Project Manager has permission to execute the project according to the project plan.	Feb.11th
2	1.3	Execution& Control	Work involved in executing and controlling the project.	N/A
3	1.3.1	Project Kick-off Meeting	The Project Manager conducts a formal kick-off online meeting with the project executor and the project sponsor.	Feb.12th
3	1.3.2	Brainstorming website design	The project executor negotiates with the sponsor to draft the general ideas of the website.	Feb.15th
3	1.3.3	Finalize website design	Polish all functions of the website and fix bugs.	Mar.25th
3	1.3.4	Launching and publish the website	Publish the website and connect it with a professional domain name (nativeway.net).	Apr.10th
3	1.3.5	Deliver a valid marketing strategy plan	Develop and deliver a marketing strategy plan for the business.	Apr.20th
3	1.3.6	Launch digital platform contents	Launch NativeWay's content on two Chinese digital platforms: WeChat official account and Weibo.	Apr.30th
2	1.4	Closeout	The work to close the project	May.10th
3	1.4.1	Document Lessons Learned	The project manager, along with the sponsor, performs lessons learned meetings and documents its tasks.	May.3rd
3	1.4.2	Draft final project report.	Draft the Final Report of the project	May.3rd
3	1.4.3	Submit final reports.	Submit the final report to NYU	May.10th

Project Evaluation

1. The website will be live before the end of the semester.
2. The website format will include four sections: about page, service page, customer page, contact page.
3. A detailed marketing strategy plan for NativeWay will be delivered by the end of the spring semester.
4. The company's official accounts will be set up on at least one target digital platform, and it must have three pieces of content.

3.4 Project Plan

Level	WBS Code	Element Name	Definition	Due By
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Project Tasks Outline

OUTLINE VIEW

1.1 Initiation

- 1.1.1 Evaluation & Recommendations
- 1.1.2 Create a Project Proposal
- 1.1.3 Project Charter and Sponsor Agreement
- 1.1.4 Project Charter Signed/Approved

1.2 Planning

- 1.2.1 Determine Project Goal
- 1.2.2 Project Kick-off Meeting
- 1.2.3 Develop Project Plan
- 1.2.4 Submit a Project Plan
- 1.2.5 Milestone: Project Plan Approval

1.3 Execution & Control

- 1.3.1 Project Kick-off Meeting
- 1.3.2 Brainstorming the website design
- 1.3.3 Finalize the website design
- 1.3.4 Launching and publish the website
- 1.3.5 Deliver a valid marketing strategy plan
- 1.3.6 Launch digital platform contents

1.4 Closeout

- 1.4.1 Document Lessons Learned
- 1.4.2 Draft final project report.
- 1.4.3 Submit final reports.

1	1	Marketing Strategy plan for NativeWay	All work to create an official business website and marketing strategy plan for NativeWay	May.10th
2	1.1	Initiation	The work to initiate the project.	N/A
3	1.1.1	Evaluation & Recommendations	Meet with the sponsor to evaluate solution sets and initiate the project.	Feb.5th
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Work Breakdown Task Definition and Schedule

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2	1.3	Execution& Control	Work involved in executing and controlling the project.	N/A

3	1.3.1	Project Kick-off Meeting	The Project Manager conducts a formal kick-off online meeting with the project executor and the project sponsor.	Feb.12th
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2	1.4	Closeout	The work to close the project	May.10th
3	1.4.1	Document Lessons Learned	The project manager, along with the sponsor, performs lessons learned meetings and documents the project's tasks.	May.3rd
3	1.4.2	Draft final project report.	Draft the Final Report of the project	May.3rd
3	1.4.3	Submit final reports.	Submit the final report to NYU	May.10th

3.5 Situational Analysis

Industry Analysis

As the total number of students studying abroad increases, the overseas study market scale is also expanding in China. According to the "Development Prospects and Investment Analysis Report of the Study Abroad Service Industry" released by the Prospective Industry Research Institute, the scale of the entire

study abroad market in 2016 exceeded 250 billion yuan. According to Zhiyan Consulting's data, the overseas study market scale from 2017 to 2020 is 370 billion RMB, 450 billion RMB, 550 billion RMB, and 660 billion RMB.

PESTLE Analysis for NativeWay

Political Factors	The study-abroad service industry is impacted by political factors a lot, especially by international relations. The previous Trump administration applied conservative immigration policy and some sanctions against China, which stopped Chinese students' intention to study in the U.S. However, Joe Biden's government may alleviate this situation and attract more international students to study in the States.
Economic Factors	The study abroad service industry will be influenced by many economic factors, especially the exchange rate. Because it is an international cross-border service, governmental financial regulations also affect this industry.
Social Factors	Social factors influence this industry a lot. Due to the Covid-19 pandemic, an international movement is almost prohibited. Notably, China is the origin of the virus, so the U.S. closed the border towards China, which also stopped Chinese students from entering the U.S.
Technological Factors	The online meeting is becoming more important during the pandemic period, so online meeting platforms are much more helpful than ever for this industry. Besides, some clients of NativeWay are not on-site, so online meeting becomes the only way to communicate. All communications are through technical platforms and applications: Wechat, email, and then zoom discussion.
Legal Factors	The Ministry of Education of China has strengthened the management of service institutions for studying abroad. Therefore, NativeWay should pay much more attention to service legality to ensure client's rights are protected.
Environmental Factors	There aren't many specific environmental factors affecting the study-abroad service industry.

Competitors

Nativeway's target market is located in China; therefore, Chinese study-abroad service institutions are NativeWay's main competitors. The three most significant Chinese institutions serve similar services with NativeWay: New Oriental Education, New Channel Education, and EIC Education. All these three companies are concentrating on providing international studying consulting service: their studies consultants work closely with students throughout the entire process of preparing to go abroad: from school selection and application to scholarship applications, to the visa and immigration process, to practical assistance such as locating student and off-campus housing. Also, they offer a range of training programs to make sure students are best prepared to get the most out of their overseas experiences. Here are the brief introductions of these industry giants:

1. New Oriental Education & Technology Group Inc is a provider of private educational services in China. The headquarters of New Oriental is in the Haidian district of Beijing. It is currently the largest comprehensive private educational company in China based on the number of program offerings, total student enrollments, and geographic presence. The business of New Oriental includes pre-school education, general courses for students of various age levels, online education, overseas study consulting, and textbook publishing. New Oriental was the first Chinese educational institution to enter the New York Stock Exchange in the United States, holding its IPO in 2006. The company's market capitalization was approximately US\$14 billion
2. New Channel is an international language education institution founded by a group of elite Chinese and foreign language trainers and leading academics led by English language instruction expert Professor Hu Min. Since its

foundation in 2004, it has received a strategic investment from International Data Group and Kaplan Education Group. With deep academic foundations, a pragmatic teaching style, a strong capacity for research and development, and a prolific enterprising spirit, New Channel has quickly risen to the top of its industry. Its educational content, textbook R&D, the quality of its courses, and its service environment have enabled New Channel to set a new standard, raising the bar for China's English training industry.

3. EIC was officially established in 2000 and commenced business providing international education counseling services in Guangzhou, China. The company has grown extensively over the years, and today it has offices in most of the major cities in China. In 2006, EIC established its first overseas office in Sydney, Australia. EIC established its test preparation business in 2010 and became the second-largest education agency in the world in terms of the number of students placed abroad for that year. In 2013, the CVC Asia III Funds acquired the Group from its founders. In 2014, EIC further expanded its market share by acquiring Shanghai-based New Pathway Education & Technology Group Limited, a company specializing in test preparation services. Later in 2016, after the end of the partnership with CVC, EIC announced its new shareholder, NLD Investment LLP, a leading China-based private equity fund that invests in top-notch management teams in various industries.

Besides, thousands of personal study abroad service institutions in China and NativeWay are one of those institutions. Private institutions can distinguish from big ones because of their customized service towards their clients, which is impossible

to be provided by big companies. Therefore, networking and raising the brand's reputation are critical for NativeWay to stand out in this industry.

Porter's five forces

Forces	Level	Description
The threat of New Entrants	High	There are low barriers to enter this field and low capital investment required. Any individual who has similar expertise and knowledge can enter this industry. It is relatively easy to imitate any existing business model.
Power of Suppliers	Low	Technically, there is no supplier in the study-abroad service industry. All services are set in-house and completed by internal consultants.
Power of Buyers	Medium	In this industry, all consumers have the willingness and intention to purchase this kind of service; otherwise, they will do it by themselves.
Competition from Substitutes	Low	More than 90% of the consumers in this industry will choose professional institutions, whether reputational or personal. Otherwise, they will go through the whole process by themselves, usually lacking information.
Competitive Rivalry	High	There are many competitors in this field as the barriers to entry are relatively low. Study-abroad service institutions are trying to distinguish themselves by offering more personal and customized services.

Company Profile

NativeWay is a start-up company providing professional education application services for international students, found by Justin Williamson and Julia Leng in 2020. Through delivering the value of insights from a native speaker, Justin helped around 260 students with their application essays and guidance authentically. This

start-up has made a profit of \$40,000 since October 2020. Currently, this company is at an initial stage, with two co-founders and two employees. Justin is mainly responsible for service operations, and Julia focuses on marketing and customer service in China. An official website and a well-organized marketing plan are necessarily needed for the company's subsequent step development.

References

<https://investor.neworiental.org>

<http://www.newchannel.org>

<http://eiceducation.com>

<http://www.gov.cn/fuwu/bm/gjtjj/index.htm>

3.6 Cost/Benefit Analysis

Benefits		Amount
Tangible Benefits		
<i>Increased Revenue</i>		\$40,000
Total		\$40,000
Intangible Benefits		
<i>Improvement on business professionalism and reputation</i>		
<i>Better impression on target customers</i>		
<i>Expansion on the customer base</i>		
Costs		
Tangible Costs		
<i>Website design Fee</i>		\$100
<i>One year web hosting</i>		\$300
Total		\$400
Intangible Costs		
<i>The time needed to manage various digital marketing accounts</i>		
<i>The time needed to design and maintain the website</i>		
Financial Return		\$39,600

Figure 1 The Cost-Benefit Analysis

Since October 2020, NativeWay has made a profit of around \$40,000. We estimate that an official website and a well-organized marketing plan would double this number in the following year, bringing the company an increased revenue of \$40,000 in 2021 regarding its last-year performance.

For the benefit, we estimated that the official website would bring NativeWay an increased revenue of \$40,000 per year from building up NativeWay’s reputation and

getting more customers to the company. The intangible benefits are: improving business professionalism and reputation, leaving a better impression on its target customers, and expanding market and customer base.

For the cost, there are also two parts. The first part is tangible costs, including website designing fee (upgrading account on WIX to activate more practices) and one-year web hosting (hosting a domain), a total of \$400. Besides, the intangible costs are the time needed to design and maintain the website and to manage the various digital platform accounts regarding the marketing strategy,

In conclusion, the offset financial return for the project will be approximately \$39,600.

3.7 Project Change Management Plan

Project Name	Marketing Strategy Plan for NativeWay
Prepared by	May Wu
Date	03/27/2021

1. Purpose

- The purpose of this Change Management Plan is to:
 - Ensure that all changes to the project are reviewed and approved in advance
 - All changes are coordinated across the entire project.
 - All stakeholders are notified of approved changes to the project.
- All project Change Requests (C.R.) must be submitted in written form using the Change Request Form.
[NativeWay Project Change Request Form](#)
- The project team should keep a log of all Change Requests.
[NativeWay Project Change Request Log](#)

2. Goals

The goals of this Change Management Plan are to:

- Give due consideration to all requests for change
- Identify, define, evaluate, approve, and track changes through to completion
- Modify Project Plans to reflect the impact of the changes requested
- Bring the appropriate parties (depending on the nature of the requested change) into the discussion
- Negotiate changes and communicate them to all affected parties

3. Responsibilities

<i>Those responsible for Change Management</i>	<i>Their Responsibilities</i>
<ul style="list-style-type: none"> • Project Manager 	Developing the Change Management Plan
<ul style="list-style-type: none"> • Project Manager 	We are facilitating or executing the change management process. This process may change the scope, schedule, budget, and/or quality plans. Additional resources may be required.

3. Responsibilities	
<i>Those responsible for Change Management</i>	<i>Their Responsibilities</i>
<ul style="list-style-type: none"> • Project Manager 	Maintaining a log of all C.R.s
<ul style="list-style-type: none"> • Project Manager 	Conducting reviews of all change management activities with senior management periodically
<ul style="list-style-type: none"> • The Project Sponsor 	Ensuring that adequate resources and funding are available to support the execution of the <i>Change Management Plan</i> Ensuring that the <i>Change Management Plan</i> is implemented

4. Process
<p><i><The Change Management process may be complex or straightforward. The following text is provided as an example of how change requests can be handled in your project. Supplement with a graphical flowchart if that will help your stakeholders understand the process. Modify as necessary.></i></p>
<p>The Change Management process occurs in six steps:</p> <ol style="list-style-type: none"> 1. Submit written Change Request (C.R.) 2. Review C.R.s and approve or reject for further analysis 3. If approved, perform analysis and develop a recommendation 4. Accept or reject the recommendation 5. If accepted, update project documents and re-plan 6. Notify all stakeholders of the change. <p>In practice, the Change Request process is a bit more complicated. The following describes the change control process in detail:</p> <ol style="list-style-type: none"> 1. Any stakeholder can request or identify a change. He/she uses a <i>Change Request Form</i> to document the nature of the change request. 2. The completed form is sent to a designated member of the Project Team who enters the C.R. into the <i>Project Change Request Log</i>. Change Request Log.xlsx 3. CRs are reviewed daily by the Project Manager or designee and assigned one four possible outcomes: <ul style="list-style-type: none"> ▪ <i>Reject:</i> <ul style="list-style-type: none"> • Notice is sent to the submitter • The submitter may appeal (which sends the matter to the Project Team) • Project Team reviews the C.R. at its next meeting.

4. Process

- *Defer to a date:*
 - The Project Team is scheduled to consider the C.R. on a given date
 - Notice is sent to the submitter
 - The submitter may appeal (which sends the matter to the Project Team)
 - Project Team reviews the C.R. at their meeting.
- *Accept for analysis immediately (e.g., emergency):*
 - An analyst is assigned, and impact analysis begins
 - The Project Team is notified.
- *Accept for consideration by the project team:*
 - Project Team reviews the C.R. at its next meeting.

4. All new pending C.R.s are reviewed at the Project Team meeting.

Possible outcomes:

- *Reject:*
 - Notice is sent to the submitter
 - The submitter may appeal (which sends the matter to the Project Sponsor and possibly to the Executive Committee)
 - Executive Committee review is final.
- *Defer to a date:*
 - The Project Team is scheduled to consider the C.R. on a given date
 - Notice is sent to the submitter.
- *Accept for analysis:*
 - An analyst is assigned, and impact analysis begins
 - Notice is sent to the submitter.

5. Once the analysis is complete, the Project Team reviews the results.¹

Possible outcomes:

- *Reject:*
 - Notice is sent to the submitter
 - The submitter may appeal, which sends the matter to the Project Sponsor (and possibly to the Executive Committee)
 - Executive Committee review is final.

¹ Note: Sponsor participates in this review if the analysis was done at Sponsor's request.

4. Process

- *Accept:*
 - Project Team accepts the analyst's recommendation
 - Notice is sent to Project Sponsor as follows:
 - Low-impact CR – Information only, no action required
 - Medium-impact CR – Sponsor review requested; no other action required
 - High-impact CR – Sponsor approval required.
- *Return for further analysis:* Project Team has questions or suggestions that are sent back to the analyst for further consideration.

6. Accepted C.R.s are forwarded to the Project Sponsor for review of recommendations. Possible outcomes:

- *Reject:*
 - Notice is sent to the submitter
 - The submitter may appeal to the Executive Committee
 - Executive Committee review is final.
- *Accept:*
 - Notice is sent to the submitter
 - Project Team updates relevant project documents
 - Project Team re-plans
 - Project Team acts on the new plan.
- *Return for further analysis:*
 - The Sponsor has questions or suggestions that are sent back to the analyst for further consideration
 - Notice is sent to the submitter
 - Project Team reviews the analyst's recommendations (return to *Step 5*).

5. Notes on the Change Control Process

<Modify Sections 3 and 5 to meet the needs of your project.>

1. A Change Request is:

- Included in the project only when both Sponsor and Project Team agree on a recommended action.

2. The C.R. may be:

5. Notes on the Change Control Process

- *Low-impact* – Has no material effect on cost or schedule. Quality is not impaired.
- *Medium-impact* – Moderate impact on cost or schedule, or no effect on cost or schedule, but the quality is impaired. If the impact is negative, Sponsor review and approval is required
- *High-impact* – Significant impact on cost, schedule, or quality. If the effect is negative, Executive Committee review and approval is required

3. For this project:

- *Moderate-impact* – Fewer than *seven* days change in schedule; less than \$200 change in the budget; one or more major use cases materially degraded
- *High-impact* – More than *14* days change in schedule; more than \$200 change in the budget; one or more major use cases lost.

4. All project changes will require some degree of an update to project documents:

- *Low-impact*– Changes likely require update only to requirements and specifications documents
- *Moderate- or high-impact* – depending on the type of change, the following documents (at a minimum) must be reviewed and may require update:

<i>Type of Change:</i>	<i>Documents to review (and update as needed):</i>
------------------------	--

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Scope | <ul style="list-style-type: none"> ▪ Scope Statement and WBS ▪ Budget ▪ Project Schedule ▪ Resource Plan ▪ Risk Response Plan ▪ Requirements |
| <ul style="list-style-type: none"> ▪ Schedule | <ul style="list-style-type: none"> ▪ Project Schedule ▪ Budget ▪ Resource Plan ▪ Risk Response Plan |
| <ul style="list-style-type: none"> ▪ Budget | <ul style="list-style-type: none"> ▪ Budget ▪ Project Schedule ▪ Resource Plan ▪ Risk Response Plan |

5. Notes on the Change Control Process

- Quality
- Budget
- Project Schedule
- Resource Plan
- Risk Response Plan
- Quality Plan
- Requirements
- Specifications

5. Project documents:

Whenever changes are made to project documents, the version history is updated in the document, and prior versions are maintained in an archive. Edit access to project documents is limited to the Project Manager and designated individuals on the Project Team.

- For this project, all electronic documents are kept in (select one of the following and describe it in the adjacent space provided):

Version Control System:

Central storage available to the Project Team:

Other:

- For this project, all paper documents are kept in (select one of the following and describe it in the adjacent space provided):

Project file maintained by the Project Manager:

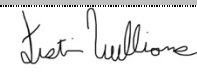
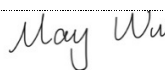
Other:

- The following individuals have edit access to project documents:

<i>Role</i>	<i>Documents</i>
▪ Project Manager	▪ All current documents ▪ Project archive
▪	▪
▪	▪
▪	▪
▪	▪

6. Project Change Management Plan / Signatures

6. Project Change Management Plan / Signatures

Project Name:	Marketing Strategy Plan for NativeWay		
Project Manager:	May Wu		
<i>I have reviewed the information contained in this Project Change Management Plan and agree:</i>			
Name	Role	Signature	Date (MM/DD/YY YY)
Justin Williamson	Project Sponsor		03/27/2021
May Wu	Project Manager		03/27/2021

The signatures above indicate an understanding of the purpose and content of this document by those signing it. By signing this document, they agree to this as the formal Project Change Management Plan.

3.8 Project Change Request Form

Project Name:	Marketing Strategy Plan for <u>NativeWay</u>
Prepared by:	May Wu
Date (MM/DD/YYYY):	March 27, 2021

1. Requestor Information	
<i>Fill in with appropriate information or place an "X" next to those that apply:</i>	
Area of Change:	
Scope <input type="checkbox"/>	Schedule <input type="checkbox"/>
Risk <input type="checkbox"/>	
Is this Change the result of a Risk Management Action?	
No <input type="checkbox"/>	Yes <input type="checkbox"/> Risk ID: <input type="text"/>
Proposed Change Description and References:	
	<i>Provide information below concerning the requested change. Create links to any supporting documentation.</i>
Description:	
Justification:	
Related Documents	NativeWay Project Change Request Log NativeWay Project Change Management Plan
Impact of <u>Not</u> Implementing Proposed Change:	
Alternatives:	

2. Initial Review Results of the Change Request	
Initial Review Date: (MM/DD/YYYY)	Assigned to:
<i>Action</i>	<i>Comments</i>
Approve for Impact Analysis	<input type="checkbox"/>
Reject	<input type="checkbox"/>
Defer Until (MM/DD/YYYY)	<input type="checkbox"/>

2. Initial Review Results of the Change Request

Express Approval

[]

3. Initial Impact Analysis

Baselines Affected:

Configuration Items Affected
(e.g. product specifications):

Cost / Schedule Impact Analysis Required? (*check one*) Yes [] No []

Impact on Cost:

Impact on Schedule:

Impact on Resources:

Risk associated with
implementing the change:

Risk associated with not
implementing the change:

Final Review Results:

Review Date: (MM/DD/YYYY)

Priority: (*check one*)

High []

Medium []

Low []

4. Impact Analysis Results

Specific Requirements Definition:

Additional Resource Requirements (insert rows as needed):

	<u>Work Days</u>	<u>Cost</u>
--	------------------	-------------

Totals

Impact of Not Implementing the Change:

Alternatives to the Proposed Change:

5. Final Recommendation

6. Project Change Request Form / Signatures

Project Name:

Project Manager:

I have reviewed the information contained in this Project Change Request Form and agree:

Name	Title	Signature	Date (MM/DD/YYYY)
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The signatures above indicate an understanding of the purpose and content of this document by those signing it. By signing this document, they agree to this as the formal Project Change Request Form.

3.9 Project Change Request Log

PROJECT CHANGE REQUEST LOG

Project Name	Marketing Strategy Plan For NativeWay
Prepared by	May Wu
Date (MM/DD/YYYY)	March 27, 2021
Related Documents	<ul style="list-style-type: none"> - NativeWay Project Change Management Plan - NativeWay Project Change Request Form

Marketing Strategy Plan for <u>NativeWay</u> Project Change Log						
Change ID	Change Description	Requester	Date Raised	Decision	Decision Date	Comments