

PROJECT MANAGEMENT

LCBB5005

“ Project Management London Zoo Business Problem”



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Lecture:

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Introduction

In this assessment we have been asked to draw up a Project Management Plan of a business problem. Since this module is based which steps to be followed in order to develop the strategies of the plan and placing objectives to guide address the issues of the project.

To undertake the project, we will need to determine the strategy and the purpose of the strategic context for the project, and how the project aligns with other projects and programmes within the organisation's business strategy.

To start a project the most effectively way is when it is launched in the context of a clear business strategy, which explains; where we are now, where we want to be, how we will get there, how performance will be measured. (HM treasury)

Business problem:

The zoo from Regent's Park has seen that are not welcoming as many visitors as they expected during the summer season, due to the low activity that they had been forced to reduce the shows, activities and cost of the different retailers as they cannot afford to operate with a reduce on revenue. Therefore, it has impacted in the daily operation of the zoo and its website seems that do not receive the traffic of people that is required.

The costs in marketing are down 3% so that the sales level have been affected since the online marketing strategy are not being effective to bring new visitors to the zoo and increase the online sales. It is seen that regular visitors are not coming back anymore for the lack of new promotions and activities and interest. So how the zoo could get the attention of those that have visited already and for the new visitors? How we could get their attention? What type of strategy we could use? Could we offer something different? Is our online market strong enough to get their attention? Is our online sales level good enough? Which type of channel our visitors use to reach the zoo to discover new offers?.

I have been assigned as a Project Manager to find; what strategies of marketing, promotion and sales the zoo is doing online and B2C, how they are managing to attract visitors, the promotions that are in place and how new promotions could bring new visitors, per example daily activities and shows. Which facilities could be better improve and more accessible for visitors.

The research that I lead that could find some issues that it may affect to visitor to decide to come back again or the sales strategy are not effective.

The average ticket is £20 per adult and £12 per child. during the first term of the year the zoo has got 30% of people visiting the zoo which the 10% are families with children. Sales went down 60% so far. There is not any offer for families or groups in place. Memberships are available; however, it does not come with great benefits. The membership income has gone down by £600.000 in compare with the previous year and the total of visitors has been 1,185.763 last year (ZLS Annual Report, 2019)

At the moment the zoo counts with two main attractions that are the tigers and the lions. However, it would be great if a survey could give us a feedback of how interesting are these two main attractions. However, there is not much interaction between people and the animals. Different features of the zoo might difficult this issue as the health & safety are primordial within the zoo. Different studies have showed that people spend less than 5 minutes. To address this, it is essential to put some interactive features to increase the interest of the visitor

The facilities such restaurants are not fully accessible or great enough to accommodate as many people as we would like to reach our objectives, there are a excessive waste of space within the zoo that it could be used for different activities where people could be interact with the animals. There are two restaurant which Restaurant A has capacity for 50 pax and Restaurant B for 35 pax, the hotel can welcome more than 300 people in one day. The museum is obsolete with not much digital interaction activities, lack of information about each animal,

Our goal is to deliver a marketing, promotion and sales strategy via social media platforms, **street advertising**, radio, tv advertising, influencers to manage to get the sales up to 20% with different strategies to attract more people to the zoo and spend more money within the zoo into activities, shops and shows. Besides, these strategies we will focus in our online shop that we could promotion new merchandising, discounts, contacting customers with the database... The zoo is not doing great when it comes to online marketing sales and promotion, as the traditional techniques of promotion are not working for different business, it is essential that the zoo can adapt to this new way. We are looking to build an online community brand on social platforms.

A. The company information and background

The zoo of Regent Park is the world's oldest scientific zoo, situated in London. It was opened in 1827 but it did not open to the public until 1847 as it was originally intended to use as a collection for scientific study.

London Zoo was facing severe financial problems, and when its closure was announced in 1991, a swell of public support in visitors and donations not only allowed the zoo to continue its work but also to restore its buildings and create environments more suitable for the animals.

The zoo currently is supported by the government and donations that helps to maintain the zoo and the animals.

What are the benefits?

We are looking into the marketing perspective and sales. In order to consolidate a quite solid advertising campaign that the zoo can have donations via its website, increase the online sales level, reach new customers through different platforms, bring new activities in the zoo with different attractions and accessibility for the visitors, place a survey after each visit to get the feedback and keep improving the zoo along with these objectives.

Online marketing allows to boost business website and online sales making the business more visible and accessible to wider range of new customers.

Designing exhibitions to enable visitor's experience the diversity and wonder of the animal kingdom by seeing a wide variety of species. New developments are to be removed the 'bars' element of the traditional zoo and imaginative interpretation enables visitors to learn about animals and the threats to biodiversity.

We will offer a wide range of organised educational activities, primarily through the school's visits programme, target local schools and organization to spend a day within the hotel with different

Stakeholder Analysis – Power & Interest Graph, communications plan.

A formal definition of a stakeholder is: "individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion" (Project Management Institute (PMI®), 1996). Project stakeholders usually include the project manager, the customer, team members within the performing organization, and the project sponsor. However, there are more than just these few.

As the zoo works as a charity as it supported by the government and community through donations. Visitor are the biggest stakeholders as their contribution every time the visit the zoo makes a huge impact, the zoo is in partner with differences associations and the private sector. Volunteers play an important part on the successes of the zoo as without them the zoo could not operate daily.

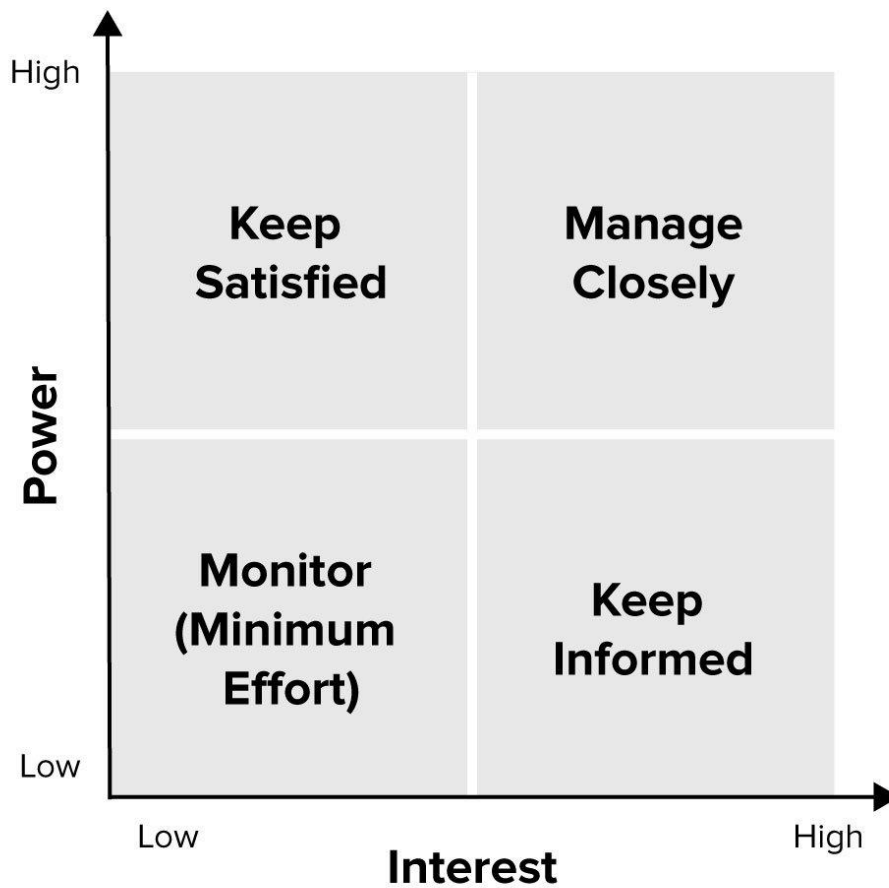
As part of the identification and analysis of our stakeholders we can identify some people that could have influence on our project:

Our boss	Shareholders	Government
Volunteers	Alliance partners	Local Council
Your co-workers	Suppliers	The press
Your team	Lenders	Interest groups
Customers	Analysts	The public
Prospective customers	Future recruits	The community
Your family	Key contributors	Key advisors

As the project goes ahead and become more important, we will affect by more people that can determine the future of the project, so it is important to analyse and understand who our key stakeholders are.

How we could communicate with our stakeholders to get their support? Improving the zoo and increasing the online marketing sales will bring a new perspective to them as the zoo has been operating in a traditional way but as the society goes on and new channels are available to zoo needs to adapt if they want to prosper as zoos are supported by communities.

Figure 1: Power/Interest Grid for Stakeholder Prioritization



Adapted from Mendelow, A.L. (1981). '[Environmental Scanning - The Impact of the Stakeholder Concept](#),' ICIS 1981 Proceedings, 20.

B. Communication Plan

Communication planning involves all that information that stakeholders will require of the project the informational and techniques needs of the project. Determining the information that it would be suitable for stakeholder to meet their needs of the project success. [PMBOK guide, 2000]

Description	Frequency	Method	Audience	Owner
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Project team meeting	Daily	Meeting	Project team	Project manager
Stakeholder	Monthly	Email, E-meeting	Stakeholder	Project Manager
Marketing Department	Daily	Meeting	Online platforms	Project Manager

SMART Objective

Goals and objective are statements that describe what the project will accomplish. According to Watson (1998), Objectives and Goals are seen as a deal between the project management and the stakeholders. Furthermore, project objectives must be aligned with the organisational goals in order to contribute to the overall of the organizational strategy.

A. Goals

Broad goal – We wish to welcome more visitors to the zoo and become more important within online platforms launching a social marketing campaign, and networking and building a brand community.

Specific – We will attain new visitors from different ages, backgrounds and social groups.

Measurable – I will measure progress through the number of new clients and level of sales, the sales in different outlets within the zoo.

Attainable – I will ask currently visitors and new ones for feedback, which channel have they been reached, how they have heard about the zoo.

Relevant – attracting more visitors to the zoo we will manage to increase the revenue of the zoo.

Time bound – We will try to increase 10% of the visit within 6 month and the sales 20%

B. Objectives

The objectives of the company is to put the costs down by £10,000 and improve the efficiency by 5%.

In order to do this we will need to be focus in our marketing online platform which the zoo through it will get the sales up.

Setting up a online shop of the zoo which apart of promote the zoo will sells different type of merchandising.

This online shop will help to reduce cost such cost labour and will increase the efficiency to reach more customers.

We will work on these 4 main points to achieve our plan so we will manage to increase the sales in the zoo.

1. Make the zoo more visible and accessible online.
 - a. Increase sales
 - b. Marketing strategies
 - c. Online platforms, influencers, email, radio and tv.
 - d. Brand community online
 - e. team up with inbound travel agents
2. Introduction of promotions
 - a. Discounts for families and groups
 - b. Afternoon tea in the zoo
 - c. School camping
 - d. Packages
 - e. Membership incentives
 - f. Special rates on food & Drinks
3. New activities and shows
 - a. Theater shows
 - b. Interaction with animal, e,g feed the pigs, interaction learning about the animals and its habitat.
 - c. Museum
 - d. Educational and informative programs,
 - e. Close-up events
4. Accessibility
 - a. Extension of the restaurants
 - b. Remove of the bars
 - c. New digital interaction features
 - d. Digitalization of the museum
 - e. Information screens around the park

Four different strategies based on 6-month plan with a budget of £50,000.00 to be allocated into different task.

Do we need to hire more personal?

What type of infrastructure we need to put in place?

What type of expenses we will incur in order to achieve the target?

How the budget should be distributed in different tasks?

How does work the online marketing strategy?

We need to describe the planning process and then divided into smaller pieces that is why we will look into WBS to manage to allocate our budget. In order to develop the budget we must forecast the resources the project will require.

Work Breakdown Structure

The WBS is a tool that a project management need to use to execute, planning, controlling and reporting of a successful project. The idea of this is simple; you subdivide a task into smaller tasks. According to Hubbard (1993) WBS is a fundamental planning tool to be used in every project.

A. WBS

	Zoo Plan	
Promotion, Sales and Marketing	Activities	Accessibility
Social Media	Build a community	Extension of the food outlets
Online campaign	School workshops	Interactive screens
Sales strategies	Theatre foundation	Improvement of the museum

B. Activity List

Steps	Responsibility	Time (Weeks)		Resources
1- Publicity and Promotion				
Advertise in social media	PR Manager	4		Online & New Paper e.g Metro
Send invitations to different schools and organizations	PR Manager	2		Word processing
Organize posters	PR Manager	2		Print shop
Contact with the council	Project Management	1		Registrar's in the council
team up with inbound travel agents				
2-Online Sales Strategy				
Create content that visualise the product	Marketing team	4		Computer and graphic design tools

Send Exclusive deals to exist customers	Marketing Team	2		Email
Facebook Ad's	Marketing Team	1		Pop-up tools
Optimise product for SEO and design	PR Manager	4		
Run Video ads on Facebook	Marketing Team	1		
Sales	Head of sales	6		Networking around different organizations
3- ZOO 's Activities				
Theater foundation				
Kid's activities	Operation Manager			
Interaction Activities	Operations manager			

C. Risk Management – Risk Plan, Risk Register, Risk Priority Graph

Risk is a uncertain event that can affect the project in different ways. The risk management plan is the most valuable tool of the project risk management because stablsh activities that project management team need to manage to avoid risk of their tasks.

The risk Register collects all the information through identifying, monitoring and evaluating activities.(G. Fernandez,2013).

There are some steps of risk management to be followed by our project:

1- Plan Risk Management

Taking from the WBS plan we need to plan our risk plan from it, so that we will be able to address the opportunities and assets – included a table of 3 columns – SWOT. Responsibilities.

Roles	Responsibilities
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Stakeholders / Decisions Makers	Approves project objectives of the project risk management.
	Reviews the overall project uncertainty exposures
Project Manager	Defines the project objectives and leads development of the project risk management risk
	Owens the project risk management system, plan , and risk register.

2- Identify Risks and opportunities

Risk	Opportunities
- Technical problems with the website if the project does not adjust to it - Run of the budget and time - Planning and scheduling do not adjust to the objectives - Logistics and resources do not fit with the project - Customers & Visitors ; are not be attracted.	- Only zoo in London - More visitors - Rebrand the zoo - More visibility - More accessibility - Potential expansion of the zoo - New Animals - New activities -

Project Execution Challenges – Discussion of the challenges in implementing the project plan.

In this point we will discuss the challenges that might raise up during the execution of the project. the implementation of practices can lead to better results within the project. It exits different points regarding best practices (Chemuturi, 2013) but we will focus on our different point to achieve the execution of the plan.

1- Promotion and publicity

The challenges on this point may be the human and people factor as the training, learning and hiring the right resources can influence in the plan. Promotion is a key point to build a direct communication with customers and reach wide range of people.

2- Online sale.

We mentioned this point above, with the draw plan we could be able to increase sales online. However, the management support is required to the success of the project, as the job of the project management depends on the senior leadership for decision and support (Nah, Lau, & Kuang, 2001; Somers & Nelson, 2004). As the goals of the project need to be align with the top manager top.

Some author (Pinto & Slevin, 1987) carried out that top leadership support can impact significantly the way that the customers can perceive the project or product.

3- Planning of the plan.

The plan need to outline the strategies resources required, the plan need to be discuss the project with the stakeholders

4- Execution of the plan.

Executing the plan within the budget and the time can be a big challenge that many project manager must face sooner or later so it is essential that project manager have to monitor the cost variances or scheduling during the execution of the plan (Chemuturi, 2013)

5- Lack of Project Management skills

Due to the lack of technical skills can have an undue impact on the project as for the success of any project the person who is on charge of it need to have the skills and knowledge to lead the project

Conclusion:

The development of the plan will be based on the risks and the success can be identified between short-term and long-term delivering the objective of the plan. The increase of visitors along with the new strategies of promotions, the increase of income through the food outlets and retailers within the zoo and admissions.

The Project Management needs to understand the lifecycle, risk and risk management in order to create the strategy for the project to be successful.

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