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INTRODUCTION

The need for personal grooming is observed in the beauty business of Swansea, South Wales, and was defined by the fact that more attention is paid to self-care and well-being. Though several salons already exist, there is still a gap in the market towards a similar cheap high quality beauty service that would appeal to the population of the middle-income group. The way of fulfilling this need is the proposed project to open a beauty salon with full services such as haircut, hairstyling, manicure, pedicure, and skincare procedures.

The project goal is to have a sustainable beauty salon in Swansea within 12 months, break even in six months and have a 25% ROI at the one year end. There will also be an emphasis on the customer retention in the project where it is hoped that 80 percent of the customers will visit the project in the initial year and that the trustworthy brand will be established in the local market.

This report is a product of describing the project management process, where the tools and techniques that have been used like Waterfall, Iterative, and V-Model, among others, are used to guarantee that the project is successfully completed under the initiation process up to closure.

TOOLS & TECHNIQUES

When operating the project of opening a beauty salon in Swansea, both the project management methodologies and tools will be combined in order to have a structured and flexible approach to the phases of the project.

- **WATERFALL**

The waterfall model is linear and sequential where one phase of a project has to be accomplished first before another phase starts (Li et al., 2025). This methodology can be adequately used at the initial phases of the development, i.e., at the construction and renovation phases, in which the tasks should be performed in a certain sequence. The waterfall approach provides the simplicity of milestones and deadlines, keeping the project within the limits. But its inflexibility may be a disadvantage when someone did not predict certain problems, and it needed changes in the further steps.

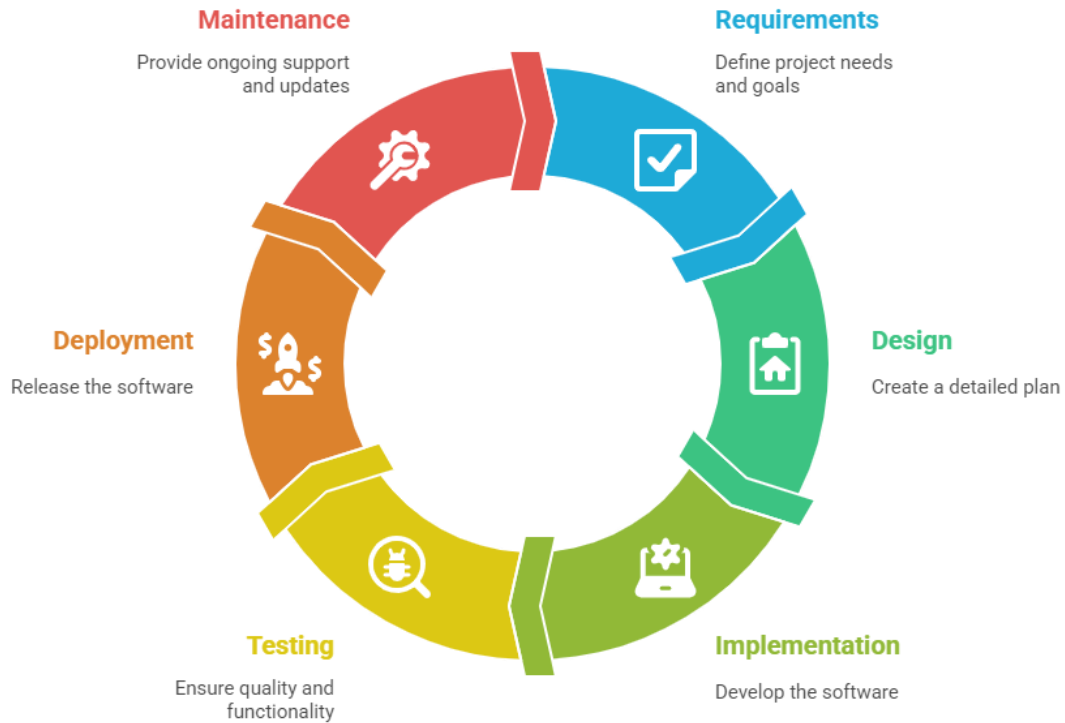


Figure 1: Waterfall Model Cycle

Source: Self-Made (Adapted From: Li et al., 2025)

- **ITERATIVE**

The methodology of it is the Iterative, which relies on constant feedback loops and enables constant improvement of the project. This is the best at the time of designing, service provision and marketing development of the salon where flexibility and adaptability is of great importance (Marnewick & Marnewick, 2023). These are cycle steps that allow making changes depending on customer feedback and market dynamics to make sure the salon is up to date with the expectations of customers. Although it is flexible, the iterative method can cause timeline delays and higher costs unless well managed.



Figure 2: ITERATIVE Development Process

Source: Self-Made (Adapted From: Marnewick & Marnewick, 2023)

- **V-MODEL**

V-Model is the expansion of the Waterfall, into which validation and verification are present. It is appropriate to use and secure the quality of the salon services and building, particularly when testing and trying the services. The V-Model enables one to carry out functionally and efficiently streamline any stage in the project until the specific set standards are attained (Zhidkikh et al., 2023). Nonetheless, it might be too rigid to work on those projects where frequent changes have been expected like working on customer feedback or even marketing strategies.



Figure 3: V-Model Development Process

Source: Self-Made (Adapted From: Zhidkikh et al., 2023)

Comparison and Rationale

The choice of methodologies will also be the factor based on the various requirements at different stages of the project. Waterfall will be used in the planning, building, and physical installation of the salon, since the model takes a sequential design, which is very appropriate in these distinct phases. Iterative methodology will take place in the design phase, service offerings and the marketing phase where customer feedback is a priority and also flexibility. The V-Model will facilitate the quality control and checking in the later part of the construction and the introduction of the service.

The combined benefit of both methodologies offers a sense of balance between structure and flexibility which are of critical importance in the project of a beauty salon.

Project stages

INITIATE:

- **BUSINESS CASE**

The proposed beauty salon will fill the increasing demand of quality grooming services at low costs in Wales, among the middle-income earners. It will provide haircuts, hairstyling, manicures, pedicures and other skincare to suit the local demand and boost economy through job creation and support of local participation (Kerzner, 2019).

- **OBJECTIVES**

The distinguishing goals of the project are:

- **Open the Salon:** Open the beauty salon in 12 months and make sure that it is fully operational and follows local requirements.
- **Become Profitable:** Break-even in a span of six months and 25 percent ROI of all investments by the close of the first year (Venkataraman & Pinto, 2023).
- **Customer Retention:** Retain at least 80% of clients through excellent service and loyalty programs.
- **Brand Recognition:** Gain visibility and recognition in Swansea through customer testimonials, local press, and social media campaigns.

- **RISK**

Potential risks include:

- **Budget Overruns:** It is possible that unexpected costs of construction or equipment may be more than what the project has been agreed to be funded.
- **Delays in Construction:** renovations and constructions may affect the project schedule (Hillson, 2024).
- **Market Competition:** Services might be available with competitor prices through the available beauty salons.
- **Regulatory Problems:** The possible zoning or health and safety laws that might hold up opening.
- **In order to compensate:** such risks, the project will involve contingency plans, strict budget monitoring, and active communication strategy with the contractors and suppliers.

- **SCOPE**

The project scope is:

- Finding a salon.
- Remarketing the space to the requirements of the salon.
- Emphasizing the employment of competent beauty experts and administrative help (Baker, 2022).
- Creation of a marketing strategy to make it known and to reach out to clients.
- Setting online presence and interaction on social media.

- **STAKEHOLDERS/COMMS PLAN**

Key stakeholders include:

- Investors: Offending the project and anticipated profits.
- Contractors: Responsible for construction and renovation.
- Suppliers: Dispensing salon equipment, products and materials.
- Employees: This includes beauty professionals, administration as well as the management.
- Customers: The target audience for salon services.



Figure 4: Stakeholder Framework

Source: Self-Made (Adapted From: Hillson, 2024)

The stakeholders will be communicated with via:

- Monthly Updates: Regular reports to investors and stakeholders on progress.
- Meetings (on a regular (weekly) basis): Hold a checking meeting with the project members (contractors, HR, marketing) to review milestones (Reiff & Schlegel, 2022).
- Social Media and Email: Necessary communication with our customers, such as promotions and service news.
- CONSTRAINTS
Key constraints include:
 - Small Starting Capital: This project could have a low budget which limits the scope of renovation and marketing programme (Bauer, 2024).
 - Zoning Rules and health and safety laws may restrict location choices or service delivery options available.
 - Timeframe: Time should be well thought through and well planned since there is a 12-month deadline to ensure that there are no delays.
- COST BENEFIT
It is estimated that the establishment cost of the salon will be approximately 200,000 in the form of location, renovation, equipment, salaries and marketing expenses. First-year sales are to be expected at 250,000 in sterling, and 25 percent profit margin, and break even in 6 months (Tu et al., 2022).
- PROJECT ORGANISATION
A project manager will control the project and look at every facet of the project. Here, the most important members of the team will be:
 - Contractor: Responsible for the renovation and setup of the salon.
 - Marketing Manager: This person will have the duty of developing marketing strategies and implementation (Hansen et al., 2021).
 - HR Manager: In charge of recruiting and discipline of salon workforces.
 - Salon Manager: Will be in charge of daily activities after launching.

PLAN:

- **WORK/PRODUCT BREAKDOWN STRUCTURE**

WBS will filter the project into steps to be taken:

1. Pre-launch Phase:
 - Finalize salon location.
 - Secure contracts with suppliers and contractors (O'Regan, 2025).
 - Develop business and marketing plans.
2. Construction & Renovation:
 - Renovate the salon space.
 - Install equipment and fixtures.
3. Hiring & Staff Training:
 - Recruit salon staff (beauticians, receptionists).
 - Conduct training on salon operations and customer service.
4. Marketing & Branding:
 - Design branding materials.
 - Launch social media campaigns.
 - Organize an opening event.

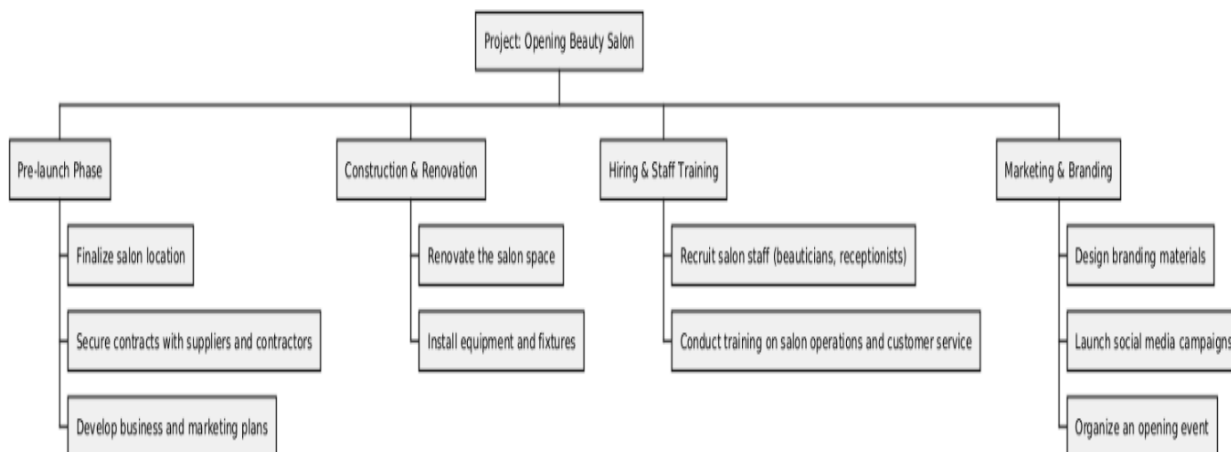


Figure 5: WBS Diagram

Source: Self-Made (Adapted From: O'Regan, 2025)

- DURATION

Phases of the timeline of the project are as follows:

- Construction & Renovation: 6 months
- Hiring & Training: 2 months
- Marketing and Branding: 3 months which will result in opening.
- Salon Launch: 1 month (for final preparations and soft launch)

- NETWORK & DEPENDENCIES

Some assignments are conditional on the previous tasks as the building should be completed before the process of hiring the staff and opening the salon after the marketing campaigns. The critical path relies on timely construction and recruitment completion.

- CRITICAL PATH ANALYSIS

The main ones are the most important and they are:

- Renovation End-time benefit: delayed recruitment and marketing programmes will occur after the renovation concludes.
- Staff Recruitment and Training: this is irreplaceable in delivering services in time when the salon will be officially opened.
- Marketing Campaign: this has to be initiated in time to create interest before launching.

- PLAN TOOLS:

- Kanban Board: This is used to handle daily activities and there is no problem in implementation.

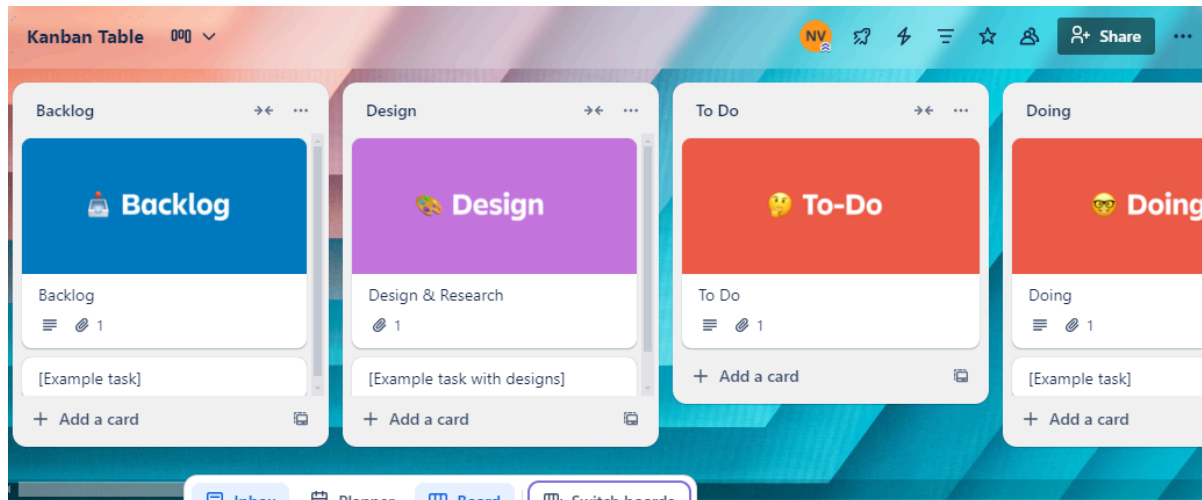


Figure 9: Kanban Board

- o Milestones: The major milestones include completion of construction, workforce and the marketing campaigns leading to the opening.

EXECUTE:

- ALLOCATED PERSONS/PROJECT TEAM ROLES & RESPONSIBILITIES

The execution step puts strategies into practice. The project manager is in charge of the process, so it is timely, meets the budget, and fulfills quality (Portny, 2020). The tasks of the project team will be the management of the construction work, as well as recruitment and marketing.

- Other Project Manager:
 - o Oversees overall planning, construction, recruitment, and marketing.
 - o Ensures timeliness, budget adherence, and quality standards.
- Contractor:
 - o Leads renovation and construction.
 - o Ensures legal and safety compliance as per design specifications.
- Human Resources Manager:
 - o Recruits and trains beauty technologists and administrative staff.
 - o Recruits in line with brand and values to salon.
 - o Develops training on customer service, operations, and equipment use.
- Marketing Manager:
 - o Produces and implements marketing campaigns.
 - o Focuses on social media, local promotions, and influencers for client attraction.
- Salon Manager:

- o Manages day-to-day operations.
 - o Oversees staff performance, client scheduling, and customer service.
- Task Management and Coordination

Execution stage entails activities that are correlated and have particular timelines. The not progressing daily and keeping procrastination at bay will be tracked by using a Kanban board to oblige all the team members to perform their duties:

 1. Renovating: The contractor must complete the building based on the design specifications as a way of making the space functional, comfortable, and beautifully decorated.
 2. Staff Hiring and Training: Hiring of salon staff will be initiated by the Human Resources at the same time the construction stage should begin. After recruitment, a two-week training course will be established in which the newly recruited employees will familiarise themselves with the services provided, and customer service expectations of the organisation.
 3. Marketing Campaigns: The first step in the campaign will be launched by the marketing team three months before the launch of the salon, it will start with teasers and promotion on social media (Sodoma et al., 2023). The second phase will presuppose placing ads in local newspapers and working with beauty influencers.

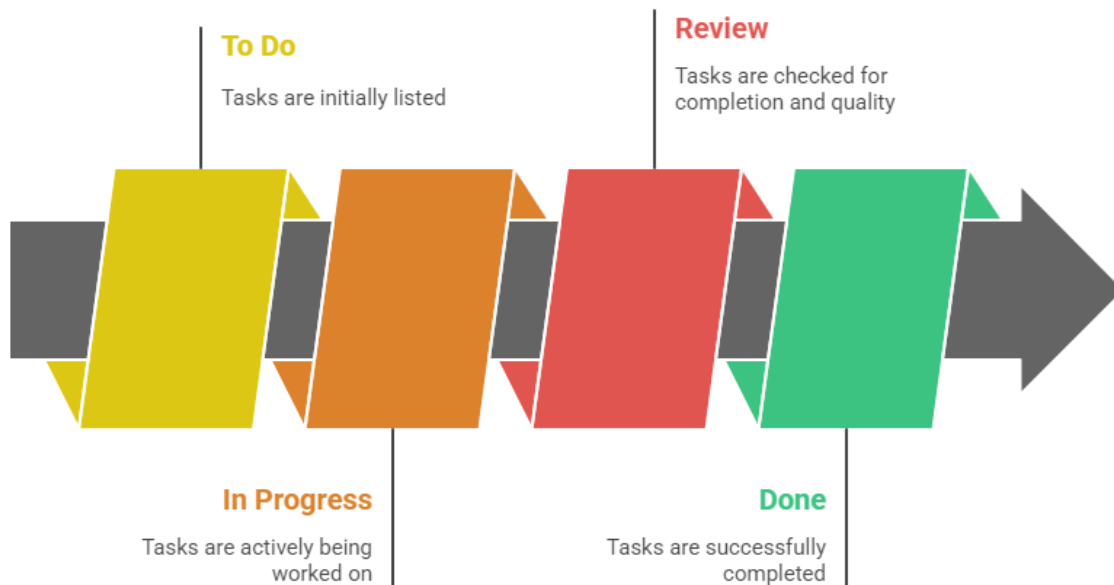


Figure 10: Kanban Board Task Flow

Source: Self-Made (Adapted From: Sodoma et al., 2023)

- Communication and Collaboration

Communication in the execution phase must be a key issue as it ensures the entire team and stakeholders get to a certain understanding. Meeting meetings with the project team will be

held weekly to discuss the progress and address necessary issues on it, as well as make sure that everything will be completed on time (Swart et al., 2022). The project manager will keep the stakeholders updated about the milestones and scheduling changes in case of project delays or increases in its costs.

Regular updates will be built in the Communication Plan by:

- Email Reports: Current investors and other key stakeholders will be sent monthly progress reports.
- Project Management Tools: Tools to manage the tasks and work as a team will be utilized such as Trello.
- Daily Briefings: This will be in form of daily meetings with the project team members so that they can be on track with what needs to be done during the day and what needs to be done urgently.
- Contingency Planning and Adaptation
Although the plan will be adhered to, flexibility will be critical in solving the unexpected problems such as delays in construction or inability to recruit. The measures that will be imposed to alleviate these issues will include contingency plans, including extra work hours, ad-hoc facilities, or extra employee recruitment (Firoozi & Firoozi, 2024).
- Quality Control and Monitoring
Quality control checks will be implemented throughout execution, including regular staff assessments on operational procedures and customer service. The salon's physical environment will also be evaluated for compliance with safety and quality standards before opening.
- Customer feedback:
Customer feedback will be an inherent part of an incongruent process toward improving the services in the salon. The salon manager will gather the feedback of the initial clients after the launch to apply the required improvements (Raval, 2025). This four-way positive-and-negative feedback loop will contribute to the further ongoing improvement of services and the overall customer experience in the initial stages of operation.

CONTROL:

- MONITORING:
The control stage of the project makes sure that the development of the beauty salon will be on time and adhere to the goals that were set in the planning department.
This stage includes the unceasing control on the progress, the risk prevention, and quality standards imposition during the project life period.

Essential elements of control consist of progress tracking, budget oversight, quality assurance, and the administration of change requests.

- o PROGRESS/TIME

The observation of the project schedule is one of the essential demands to follow the proposed schedule. To support this outcome, Gantt charts will be utilized to lease the flow of the project against the set scheduling (Tereso et al., 2019). Such charts will also identify key points such as the completion of the building work, employee hiring, and implementation of marketing programmes. It will be the system of the project manager to regularly revise the Gantt chart according to the tasks completed and adjust the schedules when necessary.

The project team and regular weekly progress meetings will be held to assess task status and to detect delays and possible bottlenecks. The meetings will also be used to talk about issues that can impact the entire course, thus facilitating proper adjustments to sustain project flow without delays.

- o BUDGET

Project governance entails budget monitoring. There will be a budget-tracking system to compare the actual spending and the original budget. The project manager will make sure that the costs involved especially on construction and marketing are within sanctioned limits (George Thomas Friedlob, n.d.). Any deviations will be detected and investigated to determine their effects and contingency reserves employed to absorb the unforeseen expenses. Financial reports will be prepared frequently and meetings conducted with key stakeholders such as investors to address issues related to the budget and come up with remedial solutions to ensure financial control.

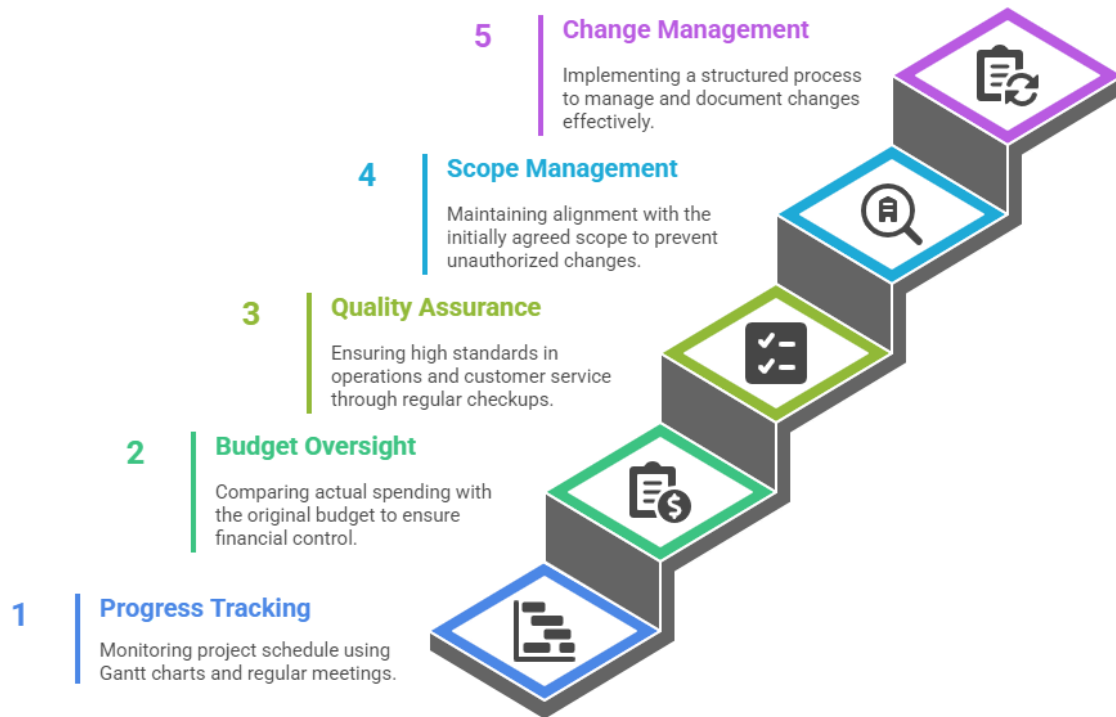


Figure 11: Achieving Project Control

Source: Self-Made (Adapted From: George Thomas Friedlob, n.d.)

- o **QUALITY**
Quality checking is very important so that there are high standards in operations and customer service. Safety and quality standards will be achieved in the process of construction through frequent checkups. After the business is launched, the salon manager will preside over the continual quality assurance, such as cleaning, equipment servicing, customer satisfaction surveys and staff performance. This ongoing monitoring will bring out areas of improvement leading to the constant high-quality customer experiences.
- o **SCOPE**
The project manager will have constant oversight of the project scope so that no changes that are not authorised occur, or scope creep does not occur. Every project deliverable such as the building process, personnel hiring, and marketing programmes need to be in alignment with the initially agreed set scope. In the event that any changes can be considered essential, a formal change request process will be referred to.
- **CHANGE MANAGEMENT PROCESS**
Change is an inevitable part of any project as an inherent aspect, and the establishment of a comprehensive and clearly structured structure of change management is the key

point to maintaining control. Change Management Process defined to be involved in the offered project includes a set of specified steps:

- During the implementation process, the changes or arising matters will be captured in a formal Change Request Log thus ensuring a complete documentation will be used during future monitoring.
- Authorization: It is necessary to have all change requests reviewed and approved by the project manager before implementing them. The project manager will be assessing the possible effects of the change on the budget, schedule and the scope of the project.
- Change to Plan: A change request may be approved and subsequent changes to the project plan (a shift in the timeline, changing projects and resources, and even budgets) will be made. Allices will be informed through formal means of communication.
- Risk Management: as changes are introduced, the project manager is going to make an evaluation of new risks. The revisions will result in an updated Risk Management Plan that will help tackle any problems and keep the project on path.

Risk Management

Risk assessment and mitigation during the project shall be undertaken continuously during the project. The Risk Management Plan outlines risk-reducing and risk-controlling processes assigned to the risks mentioned in the initiation phase, such as, cost overrun, schedule overrun, and market competition forces. Other dangers e.g. the risk related to a possible recruitment slip plus other unexpected building costs will be introduced into the plan as they appear.

The project manager will maintain frequent interaction with project team and drives to identify risks which might arise and therefore initiate countermeasures. The Risk Register will be kept in an updated state continuously, and it will capture all of the risks discovered, their future effect on them, and the recovery measures taken.

CLOSE:

The last stage of the project will signify the summing up of all the project activities and the cooling down stage will take place where the opening of the beauty salon is completed and the final handing over of the project deliverable is carried out. This stage ensures that all the goals of the project are achieved and records any alterations that occurred during the execution and the lessons learnt to oppose the planning of various projects moving forward. It also includes assessing the general success of the work and making sure that the salon is operational with full resources to attend to the customers.

- SIGN-OFF/HAND OVER

The salon will be finalised when the construction, staff training, and marketing campaigns are completed and signed off. This will be done through the project manager along with other important stakeholders such as the investors and contractors.

- o Completion of Construction: Confirmation of the renovation finalised and per the initial design specifications.
- o Staff Readiness: Certainty that staff members have managed to get proper training and get ready to use the salon.
- o On-Auto-Marketing Campaigns: This ensures that marketing campaigns are operational and maintained to create awareness and customer connection.
- o Equipment and Supplies: Ensuring the installation of all salon equipment and consumables, and that related systems are functioning now.

After the verification and confirmation of these items, the project shall be officially closed and the salon shall start operating routinely.

- **CHANGES & ISSUES AGREED**

In the programme, changes or problems may be met which were about to be solved in the process of execution. The changes will be documented in the Change Request Log before they become part of the project at the end of the project report. The project manager will ensure that it has all the changes authorised and budget change/ adjustment and opportunities as well as risks have all been appropriately considered. The documentation of these modifications promotes transparency and enhances clarity for stakeholders.

- **LESSONS LEARNT**

A project manager and key stakeholders will have a review of the learners once the salon is the one up and running. The review will evaluate the challenges and success that was experienced in the project. Areas that will be of importance in evaluation will be:

- o Timeline Management: Has the project been completed within the timetable? If not, what caused the delays?
- o Budget Adherence: Did the project stay within budget? What were the reasons in the event of overruns?
- o Quality Assurance: Have the quality standards been achieved in service delivery and in the construction?
- o Stakeholder Communication: What was the efficacy of communication with the stakeholders during the course of the project?

Lessons learnt will be summarised in the form of a report, which may be used in future projects to assist the team on what can be improved/ what is best.



Figure 12: Achieving Salon Launch Success

Source: Self-Made (Adapted From: George Thomas Friedlob, n.d.)

- **EVALUATE PROJECT**

Lastly, the beauty salon project will be brought to success depending on the fulfilment of the following objectives:

- Profitability: Has the salon made a break even after the first six months and did the forecasted ROI of 25 percent meet reading?
- Customer Retention: Did the salon meet the customer retention objective to keep 80 percent of the followers during the first year?
- Brand Name: Was the salon in a position to become a brand-respected salon in the beauty business of Swansea?

Success of the entire project will not only be quantified in terms of financial figures but also the sustainability in the long run, and client satisfaction.

YOU AS A PM

The beauty salon opening project manager should exhibit the most important skills in order to make sure that the project can be finalized within the set time, financial resources, and all of the required qualitative standards. Such competencies are leadership, communication, time management, risk management and budgets. By analysing the strengths and weaknesses of the project manager it is possible not only to recognise the areas of improvement but also establish the skills necessary in future projects.

- **SKILLS OF A PM**

- Leadership: There should be an explanatory note that the group involved in a project is led and brought on track as well as maintaining momentum in the project.
- Communication: Crucial in giving articulate news to the stakeholders, solving problems, and developing teamwork (Sunindijo, 2020).
- Time Management: Giving first priority to the tasks, managing time line, keeping on track of the project.
- Risk Management: The skill of anticipating and addressing the risks is key to avoiding delays or derail.
- Budget Control: The budget control is important in the venture of running the salon project in the interests of budget effectiveness.

- **EVALUATE SELF AGAINST SKILLS**

The project manager is also an outstanding leader and communicator who will succeed in motivating the team and communicating with the stakeholders (Alvarenga et al., 2020). Nevertheless, risk management and budget management are the areas that can be enhanced. The project manager is inclined toward reactive response to risk, and experiences difficulties controlling unexpected costs.



Figure 13: Top Skills for Project Success

Source: Self-Made (Adapted From: Alvarenga et al., 2020)

- **DEVELOP PDP**

In order to overcome these challenges, the following will be done by the project manager:

- Risk Management Training Attend to preemptively recognise and counter risks.
- Learn Advanced Budgeting Tools to better control costs and avoid overruns.

CONCLUSION

Anticipated project management of opening a beauty salon in Wales has been structured using parts and phases of the project management methodology like Waterfall, Iterative and the V-Model methodologies. With effective planning, implementation, and monitoring the project

will address the important goals, namely, the timing, delivering on time and under budget, and making the project profitable in the first year.

Through clear communication strategy, quality control and having risk management processes in place, the project is placed on the success level. Master-steps of the project including construction, staff training and marketing have been well synchronised and orchestrated to respond to the opening date and operation standards of the salon.

In the future, the experiences that were gained during this project would be utilised to enhance project management in the future. The final point is that the effective opening of the salon will become a potent platform of further diversification and sustainability in business.

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