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Executive Summary

Caribbean cuisine will focus on authentic caribbean food, drink and music. We will be located in the borough of greenwich where there is a gap in the market for caribbean food. There are currently no caribbean restaurants located on Greenwich high street and the closest one is three miles away that only operates takeaway service. The outlook for Caribbean cuisine is promising. The restaurant will provide a warm and friendly atmosphere with excellent food. A place that will give each and every customer a taste of the caribbean. Caribbean cuisine will be furnished with comfortable furnishings and caribbean decor with warm tones that will give customers a feel of the island vibes.

The menu will be inspired by authentic caribbean dishes from the island of jamaica. We will hire the best people to join the team. They will provide friendly and efficient service. Our success will be achieved by offering high quality service and excellent food. There will be an initial start up investment of £55000 coming from three investors. A business loan of £25000 will be acquired, along with a personal investment of £24000 and a £6000 investment from a private investor.

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Introduction

Project management is the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives (Bentley, C 2006). The process is divided into five categories, these include initiating, planning, executing, monitoring and controlling and closing. The project that will be analysed in this report is a Caribbean Cuisine Restaurant. I was inspired to engage in this specific project as it has been a lifelong dream of mine to own a caribbean restaurant. I have always been a great cook when it comes to caribbean food and family members and friends are always requiring my services to cook for events. The great feedback I have received over the years about my cooking has led me to the desire of owning my own caribbean restaurant.

The vision for this restaurant is to create an atmosphere with a caribbean feel, a place where people can come to enjoy the caribbean culture through authentic cuisine. The aim is to provide both dine in and takeaway services and create a menu that consist of the most authentic caribbean dishes. Due to the current covid 19 pandemic affecting operations of restaurants at the moment, only takeaway services are available and businesses need to comply with the covid 19 restaurant regulations. An investment in an order and pay app will be necessary for the restaurant as it will allow the business to operate legally in the event of a full lockdown. An order and pay app will give the customers access to the menu where they can order and pay online. This project will begin on the 1st of May 2021 and will end on the 30th of November 2021. During this six month period i will find a suitable shop space to rent, carry out refurbishment to suit my vision, apply for the required license and insurance, create a menu and hire the most suitable workers to join the business.

This project will be a joint venture with me and my husband. We will be using money from our savings as well as a business loan to invest in this project. It is crucial that this project is completed in the stated time frame as if it is not we will be faced with a cash flow problem. Good project management is vital to every project as it brings forth leadership and direction. It establishes a genuine plan for implementing strategic goals as well as allowing members of the team to put out their full potential. Through project management the expectations of what will be delivered, by when and how much it will cost is outlined. With every project there are possible risk factors associated, project management ensures the proper management of risks and mitigates against inorder to avoid them becoming a problem. Project management is also

important because it ensures the progress on projects are checked and recorded accordingly (Aston, B 2021).

Project Management Tools and Techniques

Choosing the right tools and techniques for a project is crucial as the project management tools effectively allows the delivery of the project on time and organises all tasks . It creates the ability to track progress and manage time effectively in order to develop a successful project. No one tool can be used in every project, careful consideration needs to be put in when making a decision on which tools and techniques are most useful. It should be based on the scope of the project, the complexity of the project, the teams involved in the development as well as other factors which are identified within the project.

The Caribbean Restaurant project will take an agile and prince2 approach in managing the project. We are currently faced with a pandemic that has changed the world, how we live on a day to day basis has completely changed significantly and we all have to accept and adapt to a new normal way of living. With this pandemic among us no one knows what the future holds so a day by day approach has to be taken. With an agile project management I will be able to adapt to any new circumstances that may arise from this pandemic while the prince 2 approach will provide me with justification on whether it will be worthwhile to continue with the project.

Agile project management

Agile project management methodology was developed in the 1990s in the software industry. However, although originated in the software industry, these methods are increasingly being used in many other industries. Agile project management delivers the utmost value in the time and budget allowed. The principles involved in this type of project management includes the project requirements being broken down into smaller pieces and then prioritized in terms of importances. It promotes collaborative working, allows reflection, learning and adjustments at regular intervals to ensure customers satisfaction. This allows businesses to create a working mindset that helps teams respond effectively to changing requirements. The benefits of using an agile approach on projects is that it will build accountability, encourages diversity of ideas, allows early release of benefits and promotes continuous improvements, Apm (2020).

Prince 2 Project Management

Prince 2 is a traditional approach used all around the world. It was developed in 1996 and has grown in popularity since due to its standard features of project management. This particular type of project management directs their focus on the customers. It gives justification of a project by offering a set of principles, themes and processes. Prince 2 looks at the effective management of a project by understanding the reasons behind the project along with the benefits, cost and risks. A set of 7 principles is outlined in this method which describes the roles and responsibilities of all the team members. A prince 2 project success is shown through the recognition of the benefits by the customer organization. A wide range of key project management themes are covered in this type of method. These include business case, organization, change, risk, planning, quality and progress. The process involves a life cycle which outlines which roles will be responsible for making key decisions at critical times throughout the project.

Prince 2 presents a flexible and scalable approach. There are a number of benefits associated with the use of this management method. These include the fact that the method is repeatable, its teachable, it builds on experience, it can be applied to any type or size of project, it insists on viability of the business case, it focuses on quality throughout the project, it clearly identifies project responsibilities, everyone knows what to expect and it defines a thorough but economical structure of reports. It also ensures efficient and effective use of time management, it ensures good communication with all stakeholders, it identifies early warning signs of problems and it is proactive, Bentley (2006).

Prince 2 and Agile project management methods have a number of differences, but these differences compliment each other. Prince 2 directs their attention on understanding the right products that are suitable to support the business needs, while the agile method looks at the completion of products on time, gradually delivering more products throughout the project. By incorporating these two methods to my project I will be able to benefit from the prince 2 structure and direction. It will also give me the control and guidance to guide my project. While agile will give the flexibility and responsive approach to my project along with providing the ability to respond quickly to a changing business environment.

Waterfall Project Management

Not every project management style is suitable for every project and choosing the wrong one can determine the success of a project.. Other project management methods I looked at was the waterfall approach. Waterfall methodology is a traditional model that focuses on manufacturing and construction projects. It divides a project into phases and completes one single project. One task has to be completed for the next stage to begin and there is an expectation for deliverables at the end of each phase. To develop plans, schedule, budget and resources all the requirements are collected at the beginning, Santos (2020). While the waterfall method can be beneficial to other projects, it would not be a successful approach to my project as it does not allow room for change and uncertainties. It limits engagement with customers which will result in poor customer satisfaction and If changes need to be made after the project has started the entire plan would derail.

Implementation of Plan

The Caribbean restaurant project plan will outline the goals and objectives of the project. The plan will also act as an agreement between the project sponsors, project manager, project team and other personnels involved in the project.

The project plan will outline the following:

- The purpose of the project
- The goals and objectives of the company and the project
- The scope and expectations
- The roles and responsibilities
- Assumptions
- The project management approach
- The project budget
- The project timeline

Background Information

The caribbean restaurant was chosen because of my love for cooking and the great reviews which I had received over the years. The aim is to bring a taste of the caribbean culture to each and everyone. This restaurant will be located in the Greenwich area of south London. This area was chosen due to the fact that there are no caribbean restaurants in the area and the closest one is three miles away and it only provides a takeaway service.

Project Approach

The following will outline the way the project will be set out:

- Task 1: Securing an agreement with vendors
- Task 2: Securing a space for the restaurant
- Task 3: Carry out required refurbishments
- Task 4: Order and install equipments
- Task 5: Apply for the required license and insurance
- Task 6: Recruit and train employees
- Task 7: Grand opening of restaurant

Goals and Objectives

The business goals and objectives for this project will focus on establishing a authentic caribbean restaurant that:

- Provides delicious caribbean dishes
- A friendly caribbean inspired atmosphere
- Efficient service
- A unique environment for customers to dine and meet
- A fully caribbean inspired bar for young adults and adults to enjoy drinks and music
- Creative and delightful staffs
- Accessible location

Project goals and objectives

- Achieve the goals and objectives with the budget and time requirements
- Lessen the impacts on the operations of the business
- Securing a suitable agreement with chosen vendors

Project scope

The scope of the project refers to the detailed set of deliverables or features of a project. These deliverables are derived from the project requirement. It is the work that needs to be accomplished to deliver the product or service (Monnappa, A 2021). The project will establish a caribbean restaurant that includes:

- Eight caribbean main dishes
- Six caribbean starters
- Six caribbean desserts

- Dine in service
- Internet access
- A bar serving the finest caribbean cocktails
- Easily accessible location

Projected Budget

A business budget keeps a track of income and costs and gives a clearer understanding of the business. A budget also identifies if a company revenues are meeting projections, Marin (2021) . The total amount of capital that will be needed to launch the caribbean cuisine is £55000. £5000 of this will be used as the start up capital while the remaining £5000 will be used as reserve for business operations. Myself and my husband as the owners will supply £24000 of personal capital and £6000 will be supplied by private investors. The remaining £25000 will be attained through a business loan. This capital will be used to purchase equipment as well as refurbishments and other operational start up expenses.

Risk Analysis

Lavanya and Malarvizhi (2008) emphasised that risk analysis and management is a key project management practice to ensure that the least number of surprises occur while the project is underway. While the future can never be predicted with uncertainties, a simple and streamlined risk management process to predict the uncertainties can be applied in the project and minimize the occurrence or impact of these uncertainties. This will in the end improve the chance of a successful project completion and reduce the consequences of those risks.

The following are list of potential risk and mitigations:

1. Adequate launch period and capital

The financial plan of the restaurant has established a budget to accommodate any potential risk by:

- Identify if there is a risk of a cash flow problem
- Preparing a contingency budget to support shortfalls if necessary

2. Knowledge of the industry

Both myself and my husband have no experience within the restaurant industry. The caribbean cuisine will employ a permanent chef to compliment the restaurant's image. We will aim to select the most qualified chef to maintain the industry knowledge. I will also employ an accountant to carry out all accounting duties.

3. Covid 19 Pandemic

The current pandemic has the world living in uncertainties, never knowing what's going to happen next. The restaurant industry has thrived through this crisis by operating a takeaway service. Even when customers are allowed to dine in contingency plans needs to be put in place to enable the business to follow the covid guidelines. Caribbean cuisine will invest in an order and pay app which will allow us to operate effectively in the event of a lockdown. This app will allow customers to browse the menu, choose their meal and pay online contact free.

4. Location

The location of the restaurant was chosen based on the space, accessibility and the fact that there are no competitors within a three mile radius. A market analysis was carried out in order to define the requirements. The restaurant was tailored to suit the Greenwich area.

The risk assessment will continue to be assessed weekly and it will be monitored and updated throughout the project.

Project Milestones

Project milestone is used as a management tool to describe a period in the schedule of a project. The start and finish date of a project along with a mark of the completion of a major phase of work can be noted in the milestone of a project, Westland (2020). The table below outlines the caribbean restaurant milestones along with the start and end dates for each phase.

Milestone	Start Date	Estimated Completion Date
Getting the furnitures for restaurant	02/08/2021	06/11/2021
Getting caribbean theme decorations for interior walls	09/09/2021	11/11/2021
Refurbishment of restaurant	23/07/2021	12/09/2021
Purchasing food for the opening	19/08/2021	30/10/2021
Creating a website	12/05/2021	01/06/2021
Creation of menus	30/07/2021	14/09/2021
Purchasing supplies for kitchen	01/07/2021	04/09/2021
Creating flyers for distribution	28/09/2021	05/11/2021
Rostering staffs	11/08/2021	15/11/2021

Project Scheduling

The project schedule is used for planning, execution, monitoring, and communicating the delivery of the scope to the stakeholders. A project schedule in its simplest form could be a chart of work elements with associated schedule dates of when work elements and milestones are planned to occur, Scott (2020).

Gantt Chart

A Gantt chart is a document that combines nested lists, bar charts and timelines. It shows the tasks that are planned, along with the day or the period the team members need to work and finish them. Gantt chart illustrates the relationship of tasks over time and its sequence, dependencies, critical path, and milestones, Project-mangement.com (2021).

Project Assumptions

While preparing the project plan a number of assumptions were made. These include:

- All of the project team members ensure they are available when needed in order to complete the projects task and goals.
- Project delays will exist if there is a failed attempt to recognize changes in the draft deliverables within the time requirements.
- All members of the project team stick to the established communication plan.

- Change may occur in the project plan due to issues and new information arising.
- The participants within the project will ensure they abide by all the guidelines set out in the plan.

Project timeline

The project will commence on the 01 of may, 2021 and will end on the 30th of November 2021.

Project roles and responsibilities

Careful planning along with the talent and collaboration of a project's team members is vital for the success of a project. Without the main team members a project will be unable to move forward, however at times it is not always clear to identify who those main team members are and the roles they play, Villanova University (2020). I will outline below all of the members within the project plan and their responsibilities.

Project Manager

The project manager's responsibilities is to ensure the successful completion of the project, in the required time frame, with the estimated budget while achieving the project's objectives,

Villanova University (2020). Their duties include:

- Developing the project plan
- Managing the deliverables
- Recruiting staffs for the project
- Showing leadership and management to the team
- Establish the right project management approach to used
- Distribute task to members of the team
- Produce updates about the project to higher management, Villanova University (2020).

Project Team Member

The project team members are the individuals who actively work on one or more phases of the project. Team member roles can vary according to each project , Villanova University (2020).

Their responsibilities include:

- Provide contribution to the project's objectives
- Complete each deliverables
- Provide expertise
- Establishing and meeting the needs of the business by working together with users
- Recording the process, Villanova University (2020)

Project Sponsor

The project sponsors are senior management members who have a stake in the project's outcome. They work closely with the project manager, validate the objectives of the project and take part in the planning of the project. They frequently assist with conflict management and eliminate obstacles that may arise throughout the project. Their duties include:

- Making key decisions on the project
- Give approval for the project budget
- Making sure resources are available
- Communicating the goals of the project throughout the business, Villanova University (2020).

Issue Management

Unexpected problems and questions can arise at any time throughout a project. In the event of any issues one has to be ready to deal with them otherwise they can potentially affect the project's outcome. Issue management is the process of identifying and resolving issues. Some of the issues that may arise are problems with staff or suppliers, technical failures, material shortages - these might all have a negative impact on the project. When they go unresolved, unnecessary conflicts may arise along with delays or even failure to produce deliverables, MInd Tools (2021). The steps that will be taken to identify and resolve these issues are as follows:

- Step 1: The project manager will record any change which affects the projects
- Step 2: The project manager brings forth any issues and provides recommendations to the project sponsor for review and decision making.
- Step 3: The project sponsor will be responsible for the decision making with regards to the approval, rejection or modification of any request based on information provided.
- Step 4: After a decision, the outcome will be notified to the requester by the project manager.

Communication plan

Communication is a key factor in managing a project. The project manager needs to communicate clear and effective communication to both the stakeholders and project team, Rajkumar (2010).

Communication requirements may vary depending on the phase of the project and the influence the stakeholder has on the success of the project. The project manager will be informed about the schedule of the project and finances at each milestone. There will be regular communication between the project team members in order for activities to be completed on schedule. Contractors will communicate with the project manager to ensure that all the requirements for the refurbishment of the building are followed to meet the vision of the restaurant. The project team will communicate with the suppliers to ensure that they acquire the most favorable food and supplies. A monthly meeting has been established for the project where a status report will be presented. The monthly status report will involve the project manager providing documented reports to the project sponsor. In these reports all tasks completed in the previous month will be included along with the schedule and the task that needs completed for the following month. All the members of the team will be involved in this meeting.

SWOT Analysis

A swot analysis is a collection of a company's strengths, weaknesses, opportunities and threats. The main goal of a swot analysis is to assist organizations in developing a full awareness of all the factors involved in making a business decision. A swot analysis is used to discover recommendations and strategies, with a focus on leveraging strengths and opportunities to overcome weaknesses and threats, Schooley (2019). A swot analysis can be applied to individuals as well. The swot diagram below will illustrate my strengths and weaknesses as a project manager. This will allow me to develop strategies on how to improve relevant skills to leverage the existing ones so I can improve my performance in managing projects.

STRENGTHS • Organised • Motivated • Effective communication skills • Ability to strategize • Empowers team members • Ability to manage expectations	WEAKNESSES • Becoming the bad guy when required • Handling Dispute
OPPORTUNITIES • Networking with other project managers	THREATS • Delays • Limited funding • Environmental constraints

Personal Development Plan

A personal development plan provides self-reflection and improvement for individuals. It gives a plan of action which is used to accomplish academic or career goals. A career plan or progression, gaining a new skill or qualification is created in an action plan. The personal development plan gives an individual the opportunity to develop a clear career and educational path. It also enables motivation and tracks the progression of a person's career ,Rolfe (2021). The chart below shows my own Personal Development plan which has been established in order to gain new skills for my self-improvement.

	SHORT TERM GOALS 3 months	MID TERM GOALS 1 year	LONG TERM GOALS 2 years
MY GOALS	Develop my knowledge through what I've learned in my lectures . Put in the required study time in order to receive a	Strengthening my confidence more Continue to develop my knowledge through my lectures.	Continue to develop my knowledge through my studies. Put in the required study time to achieve a pass

	pass mark on my assessments. Strengthening my confidence.	Pass level 5 Leadership and management course. .	mark on my assessments. Strengthening my confidence more. Continue with my studies to achieve a degree in Leadership and Management.
SKILLS AND KNOWLEDGE TO BE LEARNED	Managing projects in the organisation. Knowledge and Information Management skills Developing Relationships and Workplace achievement.	Workplace Culture and its impact on Organisational Efficiency. Developing Workplace Critical Thinking. Understanding and Engaging in the customer experience.	Managing projects in the organisation. Knowledge and Information management skills. Developing Relationships and Workplace achievement. Workplace Culture and its impact on Organisational Efficiency. Developing Workplace Critical Thinking. Understanding and Engaging in the customer experience.
NEXT STEP	Attend lectures regularly. Ensure all assignments are done on time. Engage in regular research on my module topics. Regular study time each week. Maintain self discipline.	Attend lectures regularly. Ensure all assignments are done on time. Engage in regular research on my modules topics. Regular study time each week. Maintain effective time management.	Attend lectures regularly. Ensure all assignments are done on time. Maintain regular study time each week. Engage in regular research on module topics.. Maintain effective time management.

	Manage my time effectively.	Maintain self discipline.	Maintain self discipline.
RESOURCES	Availability of time Financial support Access to books and study material	Availability of time Financial support Access to books and study material	Availability of time Financial support Access to books and study material
TIME SCHEDULE			
When will I start	08/02/2021	08/02/2021	08/02/2022
When do I expect to finish	21/04/2021	08/02/2022	08/02/2023
COMPLETION	Date: Date: Date:	Date: Date: Date:	Date: Date: Date:

Conclusion

Project management is a very important tool for accomplishing a project. It allows the application of business processes and establishes the goals of the project manager. Project management aim is to outline the tasks to be achieved, identify who will be responsible for each task along with the start and finish dates. Generally, the progress of projects are in steps or gradual stages, nevertheless there are other effective approaches that are widely used. A number of tools can be used to manage a project, choosing the correct tool is very essential to the life cycle of the project. A project can fail for a number of reasons but the project manager is liable to ensure that risks are correctly assessed and the most appropriate decision can be made to begin a project or delay it.

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