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Executive Summary

The report deal with the project management for Subway to open new branch in Cricklewood. The report also deals with aims, objectives, mission and vision of the project. The report dealt with project sponsor is the individual with all overcomes accountability of the project. The project sponsors are concerned with the delivery of the project in a better way. The report also deals with the success of profit to end to end process with any kind of harm to team members. The work that is needed to be accomplished to deliver the product, services and benefits with all its features and functions. The report also deals with stakeholders are needed to keep satisfied to gain their support. In order to maintain the interest, they are needed to be informed about the areas which are necessary. The report also deals with technique help in providing the techniques for free and open approaches that help in encouraging project team to participate in project. The project manager of Subway can plan group discussion which helps the team member to bring new for the success of project. The report dealt with the internal stakeholders are individual who directly engaged with is certainty that is needed to be considered in more proper ways. The organizational process is needed included employees, owners and managers. The report also deals with the stakeholder analysis are needed to be done because of this help in dealing with the profit that is needed to be done in more proper ways. The performance ratio of stakeholders is needed to be done in better ways. The stakeholder helps in shaping strategy from the beginning of the project.

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1. Introduction

1.1 Background of the Company

Subway is a restaurant which was started approximately 50 years ago with the inception of the concept of the submarine sandwich shop. This fast food shop has evolved the idea of fast food in the 21st Century. This has proved to be a bone for the company as it gained a competitive advantage in the market over a few years. The company has successfully conglomerated the objective of social responsibility with its commitment to the community. Subway has focused on the nutritional value of foods that are indulged in the production of food (Subway.com, 2018).

1.2 Project goal

The goal of this project is to open and introduce a new branch in Cricklewood in the United Kingdom. In this respect, the company wishes to enlarge its business by expanding its area of business operation. This will help the company to concentrate more on the financial benefits in the market than the previous. The goal of Subway will be to focus on attracting new customers towards the new branch. This will propagate a wide range of demand for the company from a business point of view (Subway.com, 2018).

1.3 Project objectives

The objectives of this project are to teach a new branch by focusing on the vast arena of the new office as this will focus on the purpose of the new business. The objectives will cater to the opening of the branch with a set of fresh food items. The aim will be able to provide to the choices of new target customers by creating a positive influence on the business regarding economic benefits. Another objective is to cater to the health and nutritional benefits of customers in fast food (Subway.com, 2018).

1.4 Project vision

The vision of this project is to establish brand performance by increasing the reliability and authenticity of Subway Company. The company envisions serving its social responsibility by adding nutritional value to the new set of food to be offered to customers. This will increase

the performance and brand image of Subway by increasing brand equity from customers. The brand resonance will be enhanced by the new opening of the branch (Subway.com, 2018).

1.5 Critical success factor

In managing a project, the critical success factors involve the specification of goals and objectives regarding deliverable objectives. Another factor is that within team clashes of contrasting opinions may take place at any time. But the project manager has to find out quick ways to mitigate those issues. As suggested by Reiss (2015), skilled leadership is must for the success of this project along with the adequate flow of communication and mutual trust. On the other hand, risks may pose at any time; proper risk mitigating system must be well planned to combat the risk issues.

To gain critical success factors in Subway, there needs to establish a regular flow of communication among the members of the project and every member must cooperate with each other to achieve mutual objectives.

1.6 Benefit of the project management

As project management encompasses the pre-planning of every phase of a project, it is beneficial for the team members to achieve the set objectives at a scheduled time. As opined by Buttrick (2009, p.80), managing a project enable the team to pre-plan and allocate the proper quantity of required time, budget and human resource.

1.7 Project Management Model

4D Model

The 4D model focuses on four stages of defining, designing, doing and delivering the objectives. Define stage focus on setting the aims and developing the goals of the project. Mousaei and Gandomani (2018) commented that in the designing stage the resources for the project are allocated and distributed. The doing phase focuses on performing according to the objectives and set plan. The last scene focuses on the final delivery of the project.

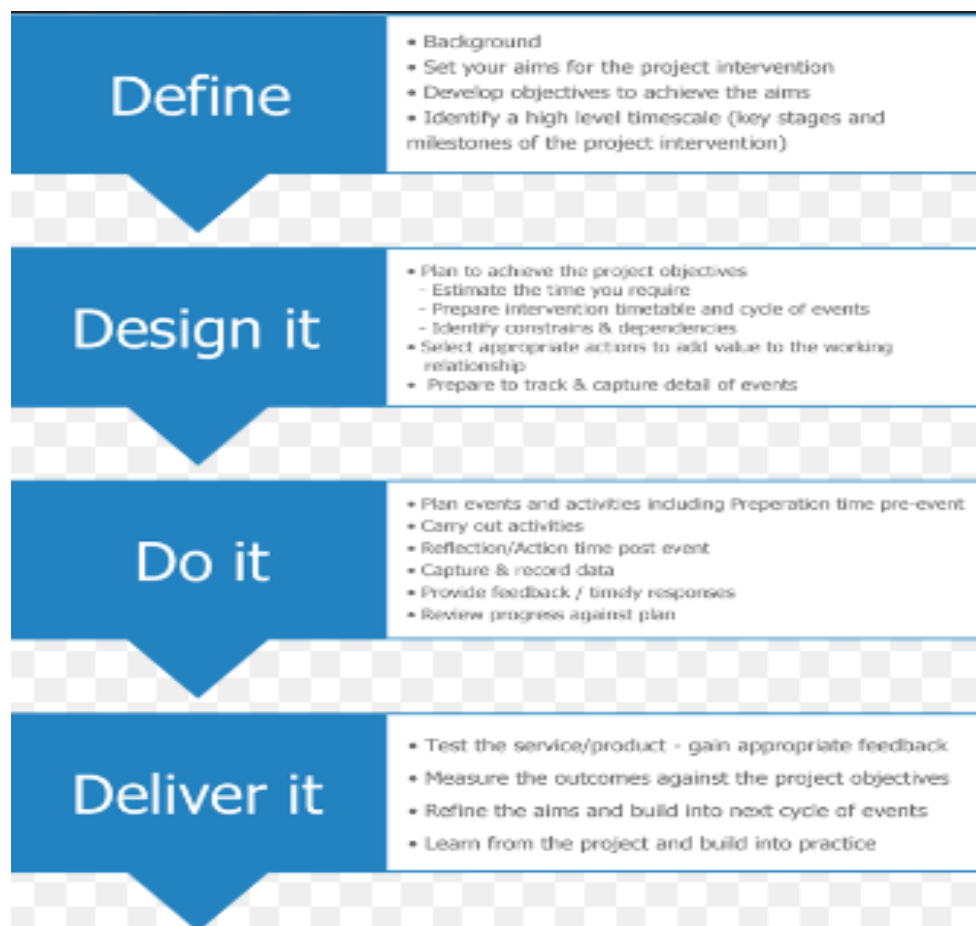


Figure 1: 4D Model of Project Management

(Source: Mousaei and Gandomani, 2018)

2. Project management Tools and techniques

2.1 Characteristics of project manager

A good project manager leads their team with more passion and enthusiasm. The project manager needs to communicate clearly and listening to workers. Project manager of Subway needs to overcome challenges quickly and solve the issues in better ways. As stated by McCracken and Johnston (2015), the most important characteristic is to coordinate with team members and need to play as team members. Optimistic attitude help in motivating and producing mediocre work. The employees need to follow the project manager because of them they will be get inspired in order to make the project more successful.

2.2 Project sponsors

The project sponsor is the individual with all overcomes accountability of the project. The project sponsors are concerned with the delivery of the project in a better way. The sponsor of the project is the stakeholders of the Subway, CEO of Subway, Environmental agency, maintenance team and Fusion community (Subway.com, 2018). The sponsor of the project focus on resolving all the issues that is outside of the project manager.

2.3 Scope of the project

The main scope of the project is to open a new branch of Subway in Cricklewood in order to generate more profit by attracting and retaining customers. The success of profit to end the process lies in without causing any kind of harm to team members. The work is needed to be accomplished to deliver the product, services and benefits with all its features and functions.

2.4 Organizational structures to support projects

The organisational structure of Subway is a hierarchical structure. The CEO of the company is dealing with the functional manager, manager of the project manager, project manager and staffs. As stated by Basari (2017), the manager of the project manager analyse the project in brief and direct the project manager to carry forward the project. The project manager guides its team for the success of the project

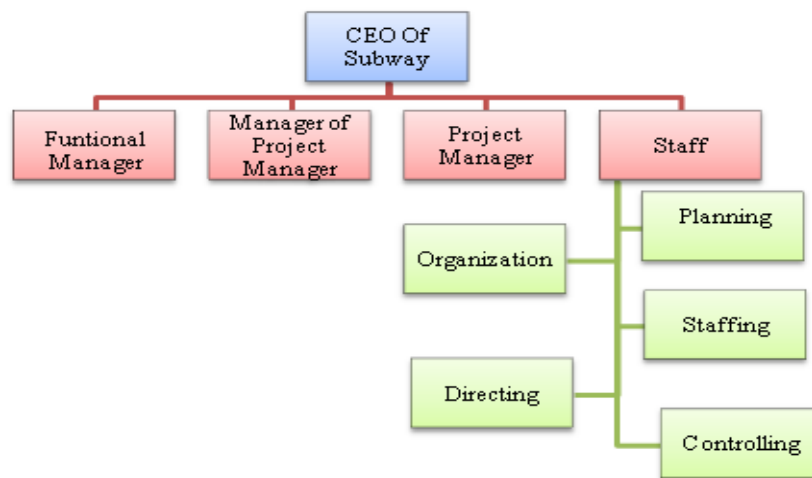


Figure 2: Structure of the organisation

(Source: Basari, 2017)

The project manager is depending upon the nature of the project which helps in dealing the execution of the project in a better manner. Depending upon the nature of the project the project prepares project planning for the success of the project.

2.5 Stakeholders and stakeholder matrix

The stakeholders are of two types internal and external. The internal stakeholders are within the organisation they are employees. In accordance to Nair *et al.* (2016), the external stakeholders are customers, social and political groups, competitors, trade and industry association, government, media, suppliers, communities, shareholders and unions.

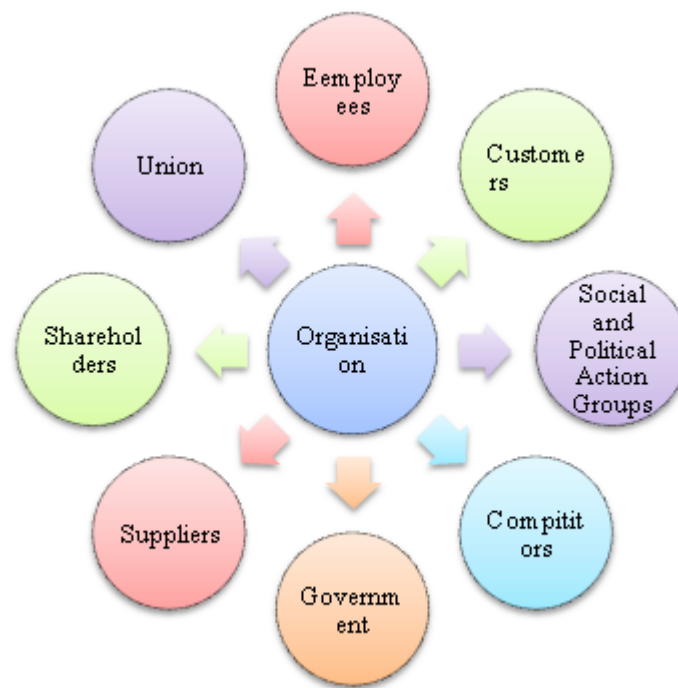


Figure 3: Stakeholders in Organisations

(Source: Nair *et al.* 2016)

The analysis of stakeholder is necessary to step for designing a new program. The stakeholder analysis is done through the stakeholder matrix. The stakeholder is divided based upon the degree of interest and influence. There are four sections of stakeholder matrix they are as follows:

- **High Power and High-interest Stakeholders**

The stakeholders are needed to be closed are involved in all project phases. The proper recommendation and action are needed to be agreed on which should be discussed with them (Hasnain and Thaheem, 2016).

- **High Power and Low-interest Stakeholders**

In this senior stakeholders are need to keep satisfied to gain their support. In order to maintain the interest, they are needed to be informed about the areas which are necessary. They have the ability to reach to more powerful groups such as CEO of the company.

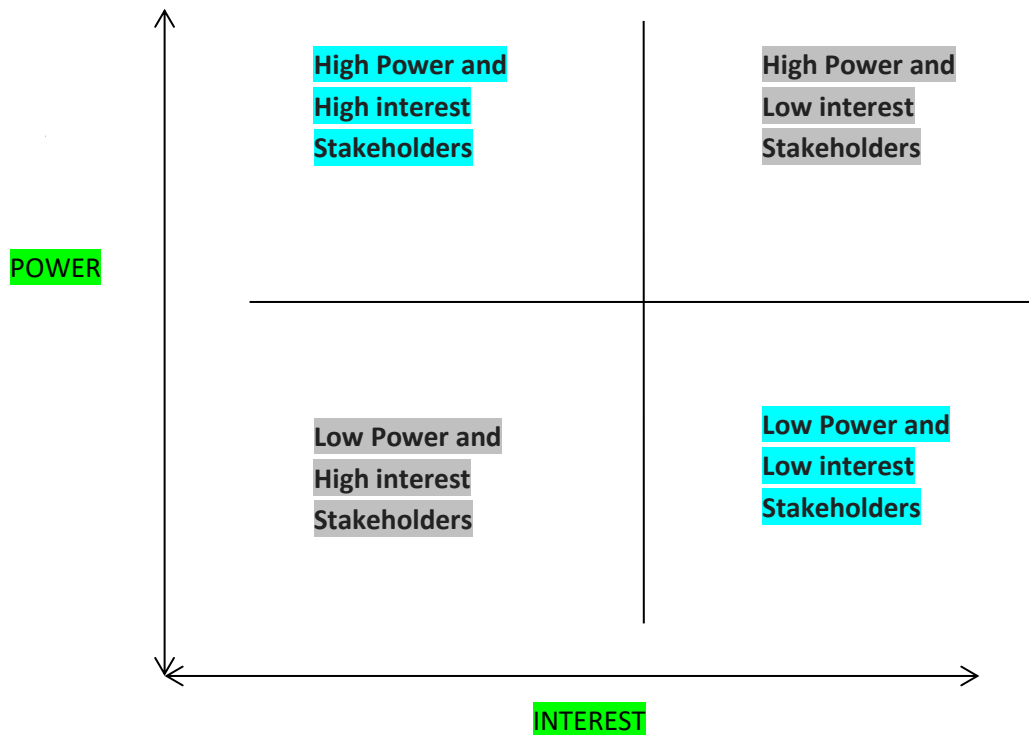


Figure 4: Stakeholder Matrix

(Source: Sardinia *et al.* 2016)

- **Low power and High-Interest Stakeholders**

They keep their interest in project outcomes and they are having little power to influence any decision. The regular communication will help them in order to provide proper information according to its necessity.

- **Low power and low-interest stakeholders**

They do not any action to actions and the results lightly impact on them. The communication is done occasionally.

2.6 Project communication methods

- **Communications Planning**

Proper communication is needed for determining the information and communication are needed to be done properly which, stakeholders. The proper communication can be done by preparing a communication plan template. Communication plan template is consist of

- The name of stakeholder

- Stakeholder expectation
- The topic on which communication is needed to be done
- The time frame or frequency of communication messages
- The medium through which communication is done.

- **Information Distribution**

The communication is needed all information related to project and specific time is also needed to be mentioned.

- **Performance reporting**

The proper collection and disseminating performance information are needed to be provided to the project manager to carry out the project in better way (Poplawska *et al.* 2015).

- **Administrative Closure**

The proper gathering of the report is needed to be done and disseminating information for formalization phase or for the completion of the project.

2.7 Types of project, project life cycle

Types of project	Examples
Administrative	Installation of new accounting system
Construction	Building or road
Equipment or system installation	IT system

Construction	Building or Road
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Table 1: Types of project, project life cycle

(Source: Created by Author)

The project life cycle has four phases such as initiation, planning, execution and closure

- **Initiation**

Initiation is the first phase of the project lifecycle. The two evaluation tools are used during initiation they are business case document and feasibility study. The goals of the project, timeline and cost for the development of project is done in this phase. For opening a new branch of Subway in Cricklewood, the total cost of the project fee is £25,0000

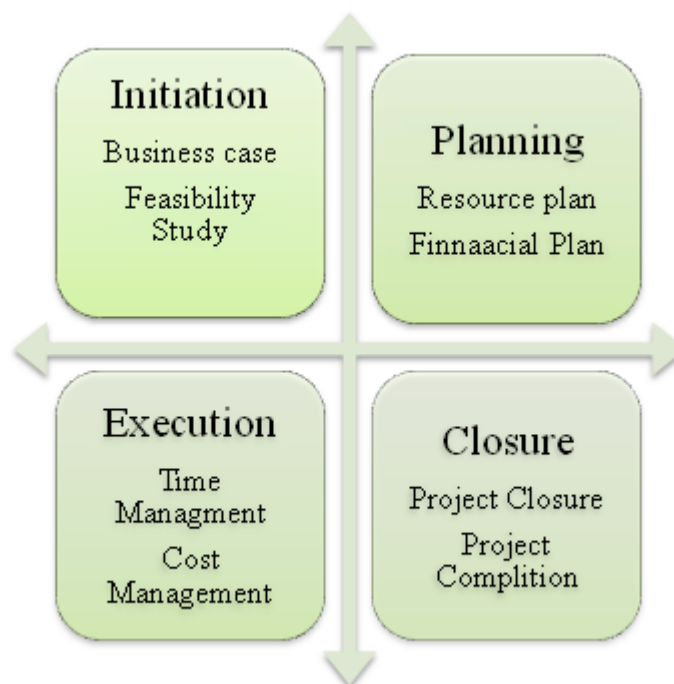


Figure 5: Project Life Cycle

(Source: Pourzolfaghar. and Ibrahim, 2014)

- **Planning**

The planning of the project is made in order to guide the team as well as to complete the project in provided timeline. The contractor of the project is needed to provide a written statement with weekly report through which further step can be taken. In according to Halil *et al.* (2018), the project plan helps to direct the team in making proper producing quality, risk handling, benefits from communication with stakeholders and managing with suppliers.

- **Execution**

The project execution is done under team leaders; the team leader allocates the work as per the efficiency of team member. The team leader of Subway motivates their members. In order to enhance the quality KPI, quality and forecast for project can be done. In this stage, the project manager looks after the project. In according to Pourzolfaghar *et al.* (2014), the project manager of Subway uses key performance indicators in order to analyse the work

2.8 Budgeting

Initials	Estimates	Initial Cost
Project planning	£15,000	£15,000
Building and designing	£155,000	£155,000
Implementation	£50,000	£50,000
Conversion	£30,000	£30,000

Table 2: Budgeting
(Source: Created by Author)

2.9 Risk assessment

Risk assessment is the process for analysing the potential impact which results from the interruptions of various sensors which are needed to be done for business processes. In accordance to Lein and Mühlburger (2016), the risk assessment of project is based upon identification, categorize, qualify, documentation and risk responses which are needed to be analysed in appropriate ways. For opening the sub-branch of Subway in Cricklewood are

needed to be identified by the project because based on it the proper risk management can be done.

2.10 Risk management techniques

The risk can be managed by different techniques and processes. The risk identification can be done through brainstorming, the Delphi technique, interviewing and SWOT analysis of the organisation.

- **Brainstorming**

Brainstorming is a technique which helps in generating new ideas and finds solution for specific problems. This technique helps in providing the techniques for free and opens approaches that help in encouraging project team to participate in project. As stated by Afshari *et al.* (2017), the team members need to facilitator for proper brainstorming session. The psychology literature helps the individual to produce a great number of ideas. The project manager of Subway can plan group discussion which helps the team member to bring new for the success of project.

- **The Delphi Techniques**

The Delphi technique is used to drive the consensus among a varied panel of experts which are needed to be predicted for future events. It helps in providing the independent and anonymous input which is regarding future events. In according to Jeon *et al.* (2015), the proper analysis is needed to be questioned and written which is more responses and avoid the biasing which effects for more possible and effects on oral methods. The Delphi technique can help the project manager and his team to provide proper justification for their answer which can be used for better risk management.

- **Interviewing**

Interviewing is the technique for collecting information in face to face, email or instant messaging discussion. The interviewing people lays impact on the persons who play a crucial role in regards to its substances that are needed to be engaged in better ways (Afriana *et al.* 2016). The proper management system is needed to be analysed because of this help in identifying the risk and dealing with it.

- **SWOT Analysis**

The SWOT analysis of Subway can be done in order to identify the risk. This help in identifying both positive and negative risk which lays impact on an individual. The weakness and threat of Subway can be identified based on its proper strategic plan can be made.

2.11 Project Structure

The project structure is consisting of coordination and implementation of the project activities. The project-based type of project structure can be beneficial for opening a new branch of Subway in Cricklewood. This project structure is specially designed by the project manager. This type of project structure leads to rapid reaction time and also focuses on improved areas (Wu *et al.* 2017).

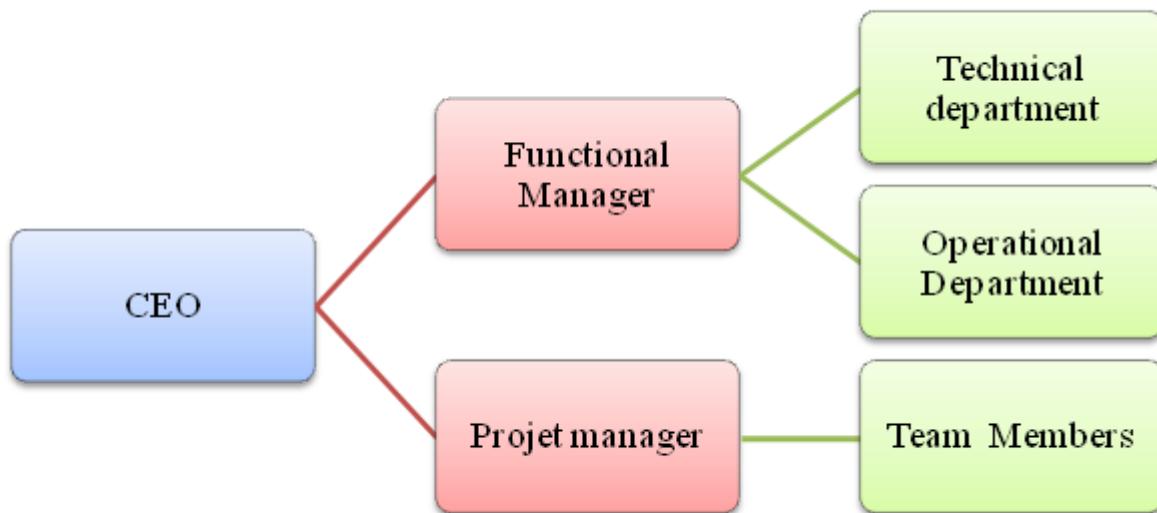


Figure 6: Project Structur

(Source: Wu *et al.* 2017)

Initials	Estimates	Initial Cost
Project planning	£20,000	£15,000
Building and designing	£165,000	£155,000
Implementation	£52,000	£50,000
Conversion	£36,000	£30,000

Table 3: Financial forecast

(Source: Author)

2.13 Time management

The project time management is crucial for the completion of the project in better ways. It can be stated that the proper time management is needed to be done in better ways which help in identifying the concept that is in relation to the group in better ways.

- **Schedule Activities**

The identification of different activities and high level of requirements are broken down in a high level of task for deliverables. The Work Breakdown structure of the project can help in identifying activities which help in managing the project (Selvakumar and Jeykumar, 2015).

- **Sequence the activities**

The identification of the activities in the sequence is needed to be done in order to make the analysis in better ways.

- **Estimation of resources needed for activities**

In according to Celik, A. and Ozsoy (2016), depending on the number of resources it can be stated that the use of various factors which are needed to be analysed are needed to be done in more better ways.

- **Estimating the duration for each activity**

The activities duration time is needed to be mentioned because this raise to its necessity based on its various system and its functions can be done.

2.14 Network diagram

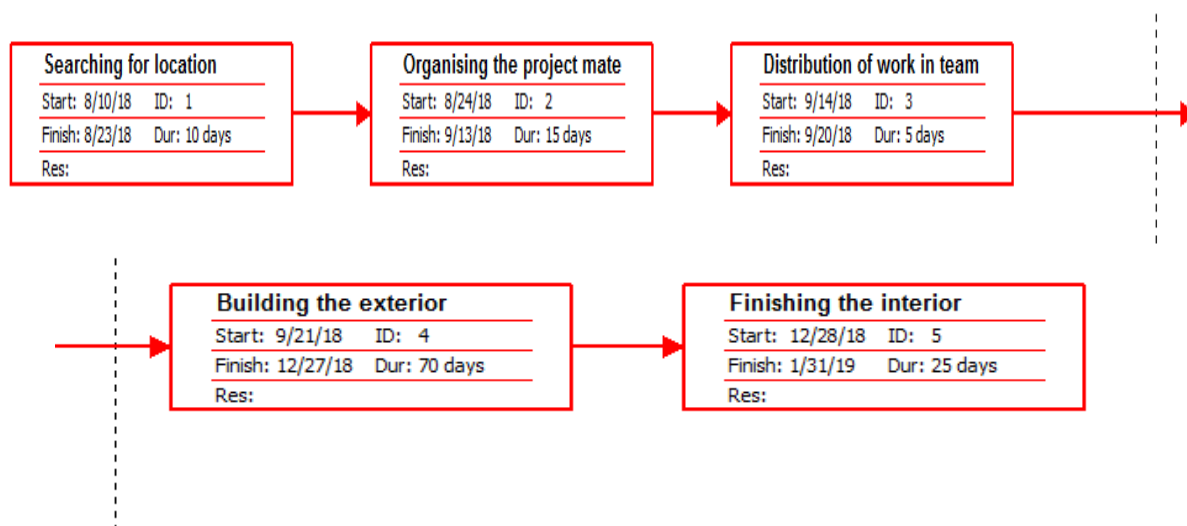


Figure 7: Network Diagram
(Source: Pietrzak *et al.* 2017)

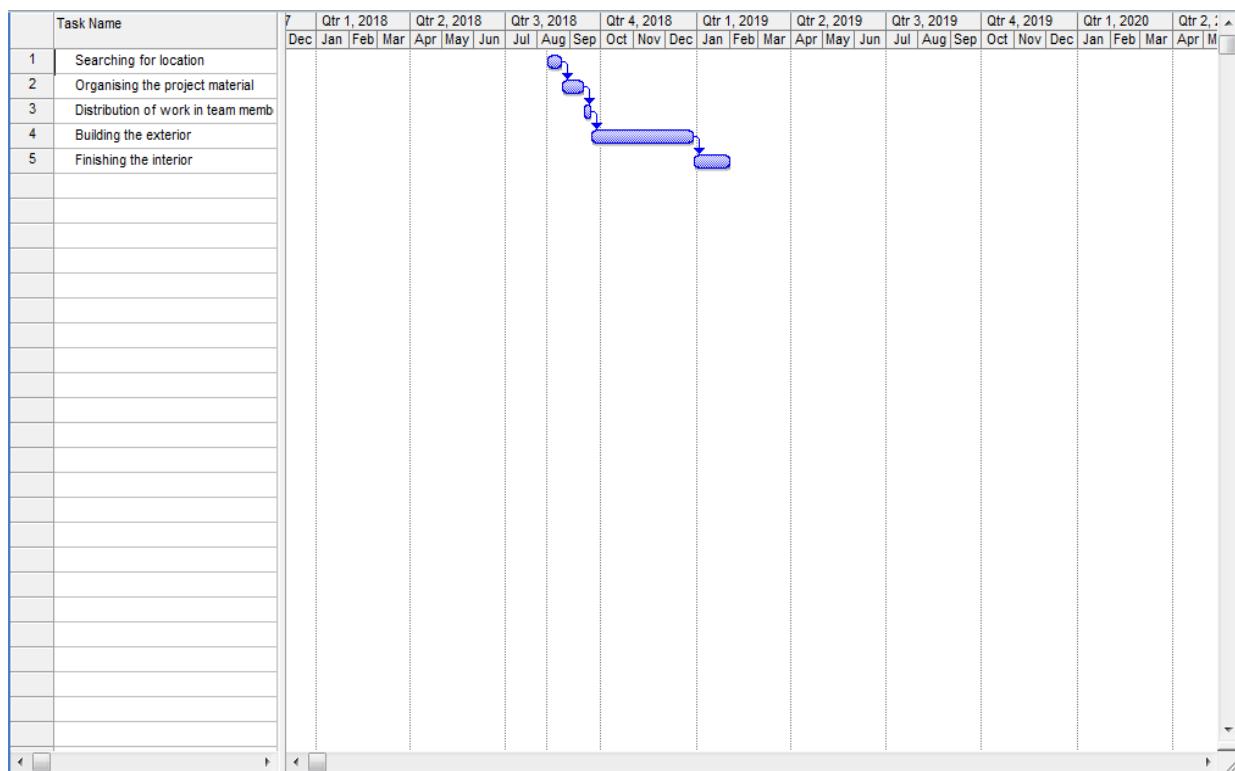


Table 4: Gantt Chart

(Source: Created by Author)

2.16 Work Breakdown Structure (WBS)

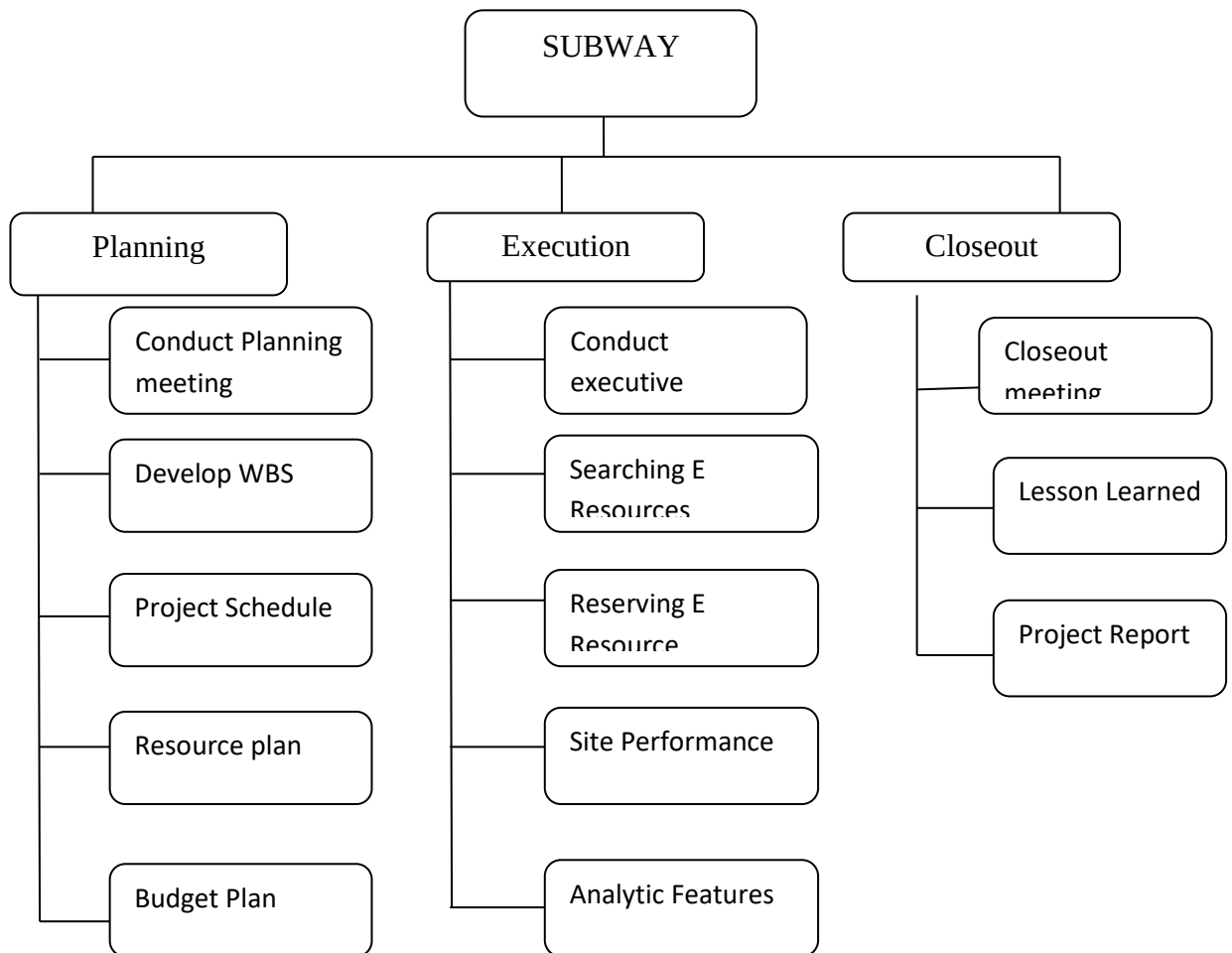


Figure 8: Work Breakdown Structure

(Source: Awal, 2015)

3. Plan for implementation of the project

In order to implement project plan, it is crucial to identify the need of stakeholders, leadership skills, and management and communication skill. Stakeholders are of two types internal and external

- **Internal stakeholders**

The internal stakeholders are people who are committed to serving in the organisation as board members, staff, volunteers and donors.

- **External stakeholders**

The external stakeholders are including customers, communities, supplier, partners, creditors and government (Awal, 2015).

- **Project management stakeholders**

In a project, different project holders are needed such as a sponsor, team, PMO, program manager, portfolio manager, operational manager, functional manager, customers, procurement, finance, government regulators, SMEs, consultants and PMBOK.

- **Program Management**

The governance board, performing organisation, program team members, potential customers, competitors, affected the individual, consumer group environment groups and other interest.

3.1 Internal and external stakeholders

The engagement of stakeholders is required for the success of an organisation and the environment in which the organisation operates. In according to Samul (2017), the internal stakeholders are individual who directly engaged with is certainty that is needed to be considered in more proper ways. The organizational process is needed included employees, owners and managers.

Internal Stakeholders

- **Employees**

The employees are primary stakeholders. The employees are playing significant financial and time investment in Subway. The employees help in defining the role in the strategy, tactics, and operation of Subway. The strategy, mission and vision of the subway are looked by employees and with the help of their hard effort; they can play a crucial role.

- **Managers**

The managers are a more substantial role in determining the various strategy of the organisation. The operational decision and project management are done by images of Subway. It can be stated that they lead to play one of the crucial roles among all the stakeholders for the success of the organisation.

- **Owners**

Owners are the individual who is more significant shares of the firm. The owners are more liable for the impacts on the organisation and they have a special role in strategy making. In according to Phatanarajata *et al.* (2016), the wonders of Subway plays a crucial role which is needed to be raised in more proper ways and this has been impacting on the decision making processes.

External stakeholders

- **Customers**

The customers are an external stakeholder of the company who plays a crucial role in managing and assessing the role in the growth of the company. Subway needs to attract, retain and generate loyalty of customers for long-term financial success. The trade retailer directly sells to a wholesaler in order to provide better services to customers. The manufacturing goods and its distribution channel help in attaining the goal of business (Mueni and Muturi, 2015).

- **Communities and Governments**

Communities and governments are closely tied, external stakeholders. The companies operate in communities and their activities which affect managing the customers. The environmental responsibilities are played by the governance system of Subway in order to be environmentally friendly.

- **Suppliers and partners**

Suppliers are the lenders to finance for business ventures, buildings and asset purchase for dealing with its certainty and this has been raised to its functionality. Each business help in developing shared goals, vision and strategies that rise to its necessity which are needed to be considered in better ways. The reputation of Subway leads to its originality because of this help in managing its system in an appropriate way (Blaise, 2016).

- **Creditors**

The common lenders to finance the business venture, building an asset have been raised because this help in dealing with its certainty based on it the product inventory can be provided. The creditors are basically expected in business to meet the payment deadline.

3.2 Managing stakeholders

The stakeholders of Subway are needed to be managed for the success of the project. It can be stated that a proper management system that is engaged in dealing with its variety who

help in discussing its certainty. The stakeholders are needed to be categorised as per their efficiency.

- **Key Stakeholders**

Key stakeholders are those who are significantly influencing and important to the success of an activity (Carey and Helfert, 2014).

- **Primary Stakeholders**

The individual and group who ultimately affect activity. The beneficiaries who impact on their certainty. It is also required in order to manage with the project management in an effective way.

- **Secondary Stakeholders**

The individual or institutions with a stake, interest role in an activity in an appropriate way.

Effective Stakeholder Engagement

The effective stakeholders help in building a relationship through normal networking. Stakeholder help in analyzing the negotiating skills with investors. The portfolio manager is also depending on the program and project managers.

The interest graph and use of power help analysing stakeholders. As stated by Celik and Ozsoy (2016), the key holder analysis is necessary because of help in dealing with its certainty which is needed to be managed in an appropriate way. The stakeholder analysis is needed to be done because of this help in dealing with the profit that is needed to be done in more proper ways. The performance ratio of stakeholders is needed to be done in more better ways. The stakeholder help in shaping strategy from the beginning of the project.

The proper analysis help in recognising the working culture because this leads to its necessity because of this help in identifying the concept in better ways (Pietrzak *et al.* 2017). The support of the management system has been dealing with its certainty in order to deal with its functioning in better ways. The basic criteria which help in dealing with various requirement because this is needed for the success of the project.

4. Development plan to improve performance in managing project

As influenced by Heerkens (2015, p.70), managing a project depends on the skills and abilities of a project manager including the team member. This can be achieved by the inclusion of strategies and plans that can take part in the development of the whole project. This essentially focuses on the individual development of professional and interpersonal skills and abilities. This is highly effective in case of managing an effective project. As

influenced by Hillson (2017, p.67), there must be a self-development plan that will enable the members to be motivated by achieving some set goals and evaluating those successfully. To go through self-evaluation, it is ideal to follow a systematic approach that will enable the project manager and another member to estimate their position

	Objective	Strength	Weakness	Target time period
Priority 1	Enhancing internal communication	Good listener	Lack of ability to articulate a vision to team members	One week
Priority 2	Management	Capability to guide the team	Get confused when any risk pops up	Two weeks
Priority 3	Mitigating risk	Can plan well about ways to deal with probable risk	Unable to communicate the need to trace risks before the initiation of the project	Three weeks

Table 5: Personal Development Plan

(Source: Created by Author)

From the plan set above, it is evident that I have strengths in managing a team well, but I need to work more on some parts of my internal skills which are absent within me.

Developing these will engage me in more space to achieve each of the set priority. This will focus on my future role as a project manager with the amalgamation of all capabilities that are needed to have within a project manager to successfully manage a long-term project.

As influenced by Basu (2017, p.500), personal development plan entails upon highlighting the presently hidden strengths and hidden weaknesses to deal with the objectives of a project. The set plan will help me to proceed further for the managerial aspects of a project manager.

The program will guide me to concentrate on my capabilities which area at present absent within me. This will enable me to focus on my internal skills and my external communication with my team members.

In the case of dealing with the team members, it is essential to work on my communication skills which will enable me to concentrate on the absence of existing skills within me. This will also allow me to focus on my internal managerial qualities that will cater to my interest in managing team successfully. The area of future improvisation will enable me to carry forward the responsibilities within me for future aspects.

4.1 Leadership, Management and Communication skill

As influenced by Meredith, J. & Mantel (2009, p, 200), the management, leadership and communication are the keys to the success of any project. The successful propagation of communication will affect my managerial role as a whole. This will enable me to focus on my aspect of the present set of qualities and areas to focus on in the future. This will enhance my experience as a project manager in the future with all essential attributes.

This is the manifestation of self-development which will focus on critical areas to improvise. As influenced by Bosch-Sijtsema and Henriksson (2014, p.1440), the personal plan to proceed further will enable me to concentrate more on my internal improvisation. This will engage my team members to work in future success parameters to work for the successful completion of the set project of opening a new branch of Subway. All of these will incorporate the part of the successful completion of this project. The success of this project will mostly depend on the large area to communicate effectively both internally and externally with the people engaged in the project thoroughly.

Problem solving, teamwork and excellent listening skills also include the goodwill of the project. Decision-making will play a big part to achieve the right decision making skill; communication is active. All the involvement of teamwork involves mutual contact on a continuous basis. This will enable me to reach my area to incorporate my part of important decision-making process. The inclusion of the essential element is the inclusion of the role of the project manager. This will deal with the understanding of present set of capabilities within the project manager as it will enable the use of the current set of different varying needs of the part of the distinguished parts of communicating with stakeholders along with the team members to know their feedback that may be taken as valuable input for the completion of this project. Generating and disseminating information to the team members is

an integral part of the end of this project (Marcelino-Sádaba *et al.* 2015, p.13). The individual inclusion contribution of team members is essential to influence the success of this project. All of these issues are essential to know about the role of project manager and other members as they form an integral part of this project. Planning, executing and monitoring is the three parts of effective communication. Formal and informal methods of communication are part of this communication process. Face to face communication is active.

5. Conclusion

It can be concluded that the proper project management for opening a new branch of Subway in Cricklewood has been discussed. The project objective, aim and goals have been discussed. It has been analysed that for the success of project management model are needed to be followed. It has been observed that the project manager and team play crucial role in the success of the project. It has been found that the proper communication method is needed to be followed in order to make the analysis of the project in better ways. It has been emphasised that the risk management techniques and proper risk assessment are needed to be done in order to make the project more successful.

The proper budgeting, financial forecast, network diagram and work breakdown structure has been analysed in order to make the project more successful. The role of stakeholders and this impact of the project has been focused. In order to improve the performance of team members leadership, management and communication skills have been discussed.

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