

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	KEUNG Nga Yee Teresa	Student ID number:	1922108
Programme:	MBA		
Module:	Leading and Managing Projects		
Module code:	HKBM7010	Contribution to Overall Module Assessment (%):	20%
Lecturer:	Dr. Joe Leung	Internal Verifier:	Dr. Poon Che Cheong
Assignment Title:	Assignment 1 • Project Initiation Document (PID)	Word count (or equivalent):	• 1,000 words (PID)
Submission deadline:	• 15 March 2021	Return date of provisional marks & written feedback:	• 6 April 2021
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		



Module: Leading and Managing Projects (MBA)

Module Code: HKBM7010

Lecturer: Dr. Joe LEUNG

**Assignment 1: PROJECT INITIATION
DOCUMENT (PID)**

Student name: KEUNG Nga Yee Teresa

Student ID number: 1922108

Submission date: 15th March 2021

1. Student name:	Keung Nga Yee Teresa
2. Name of the chosen organization (the customer)	Mannings Hong Kong
3. Background of the chosen organization	Mannings is the biggest beauty and health products chain store located in China. It has over 350 outlets that facilitate a broad range of quality healthcare, skincare, personal care and baby products to a larger spectrum of consumers globally and within China territories. Their key vision which has inspired the rapid growth and development of Mannings Hong Kong is that it pursues to become the most reliable and trusted beauty and health brand in the markets. The Hong Kong Retail Management Association (HKRMA) was awarded Manning through their Mystery Shopper Program as the preeminent service retailer for six years consecutively (Manning's 2021).
4. Project idea:	Manning's group has come up with marketing plans which aim at analyzing the current problems using the consultancy frameworks and provide suggestions according to its weaknesses and determine areas of improvement to maximize the market share in China market and attain sustainable competitive advantage by further improving and expanding the Manning's business within the country (Aguinis, and Bradley, 2015)

	The group is facing stiff competition from HKTV mall, which has a well-developed merchandiser; hence many customers can shop from there and abandon Manning's since it is not well established technologically. To solve the problem that has led to a decline in sales performance, they planned to implement a reward program known as "YUU" and embrace changes through their mobile apps' innovation to attract and retain more customers who will shop in their store online to earn points and enjoy discount.
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5. Aim of project:

To improve sales performance, as a consultant to adopt models such as SWOT analysis, PESTLE analysis, Lewin's change management, McKinsey 7S and Kotter's 8 step change model

6. Objectives of project:

- To achieve and maintain a sustainable competitive advantage in the market
- To enhance change and innovation in order to overcome its competitor, HKTV Mall, encouraging innovation for their mobile apps, and introducing "YUU" reward program to motivate, attract and retain customers. Mannings has to invest in technology implementation to realize improved sales performance and broader market for their products (Assaf et al., 2015)
- To increase the sales volume of beauty and health products in China by approximately 15% by the end of 2021. With the use of modern technology such as e-commerce, Manning's

beauty, and health sector will continue to create its corporate brand portfolio and enhance corporate brand venturing in all business, thus dominating the Chinese market (Munro et al., 2012)

7. Project deliverables:

Mannings believes that service development is more than just a smile since it plays significant role in enhancing its sales performance and attracting more customers to shop in their stores (Jardine Matheson 2013). They are implementing the YUU reward program and mobile apps' innovation to improve the sales performance and enable Mannings to attain a sustainable competitive advantage. Thus, from the consultancy model suggestion and ideas gained, Manning's should invest in technology and implement an information technology system to improve their sales performance via online platforms. (Parnell, 2013)

The use of information technology systems such as WeChat and other social media platforms to reach out to customers will improve the organization's performance.

Technology will enable Manning's group to cope with daily business pressure and remain focused on the future by looking behind the status quo, seizing opportunities, and analyzing risks.

An information technology system such as an omnichannel supply chain will help guide the latest market trends and tactics to be utilized in China market to achieve a competitive advantage (Sinha, 2013).

8. Project scope:

The group invests in technology, enhance their mobile apps' innovations, use TV and social media to promote their brands, providing health and beauty products with first-hand perspectives from experts in the Chinese market, thus attracting more customers to shop in their stores online.

Before the group's shifts in technology investments, consultants and professionals were

consulted to inject energy, feasible opportunities new ideas, and strategies that the organization should take to improve sales performance and attain the competitive advantage easily. To boost the efficiency and effectiveness of the YUU program, modern technology needs to be implemented. The retail statistics were provided in a report that covers customers' spending power on Manning's brands, which accounts for more than 60% of entire consumer spending (Alvi, 2016).

9. Information sources:

The data collection methods used in Mannings' organization include interviews, surveys, observation and focus team group discussions. They are connected to their employees, customers and shareholders; hence data collected from any of them can be utilized to improve the business's operations.

10. Research method:

The primary data source was collected by interviewing the employees and management of Mannings and the secondary data was obtained from a published survey done in the previous years. A stratified sampling technique was used to collect data from team management and selected samples of 36 employees (Sharma, 2017). In Mannings Hong Kong, the research adopted to integrate different organization components and determine their problem includes data analysis, interviews and blueprint for collection. The descriptive approach was utilized since it entails using case studies, there Mannings was compared with HKTV mall, observation, and survey (Omair, 2015).

11. Work plan: apply the consultancy models

-SWOT analysis was developed in the 1970s and it is mainly utilized in organizational strategic planning (Sarsby, 2016)

-PESTLE analysis is a model utilized to analyze and monitor the macro-environmental factors that may profoundly influence an organization's performance (Aguilar, 1967)

-McKinsey 7s model was discovered in the 1970s by Robert Waterman and Tom Peters, who were consultants at McKinsey and Company (Channon and Caldart, 2015).

-Lewin's change management model was discovered in the 1940s by Kurt Lewin; the model has three stages, Unfreeze, Change and Refreeze. For Manning to overcome its rivals with well-developed merchandiser which operates online, leaders and management team should consult on how best they can use Lewin's model as they embrace change (Hussain et al., 2018)

-Kotter's 8 step model was discovered in 1995 by John Kotter in his book, "Leading Change" (Tools, 2012)

12. Risk:

The effects of coronavirus, dedication to serving its customers has enabled whether they can be the market leader in the personal care industry. To invest in technology and implement the most effective information technology system will help in retail management and marketing of beauty and health brands in the market, especially in China to invest in technology is the key objective but also increasing standards of chemists and pharmacies, greater demand for quality products, improve delivery time, these all need budget and productivity which are the problems they face.

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