

MSC ENGINEERING PROJECT MANAGEMENT.

ACHA 7025

**A CASE STUDY ON THE GROWTH AND THE
INNOVATION OF A FRUIT SMOOTHIE ENTERPRISE
BY THE USE OF PROJECT MANAGEMENT.**

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Introduction

The fruit smoothie brand is the fast-growing organization under consideration because the high-profile retailers are selling its healthy items in the UK. However, other issues are being faced by the firm such as disruptions in supply chains, delays in delivery, and poor logistics, even though the demand is on the rise. The board is also thinking about moving the firm into a bigger Industrial park so that they can expand and make more sales. This assignment will look at the key principles of project management that would inform this growth. It provides an analysis of the prevailing situation in the company by SWOT and PESTLE assessment, how technology can be used to improve organizational structure and communication, and what different leadership theories can be used to improve the success of the transition.

Creating a business plan eases the process of defining the path the company would be following, the strategies of attaining its objectives and a guideline through which its progress towards its objectives can be measured. Additionally, business plans help in the communication of the businesspeople with potential investors, potential co-founders, future workers, and government bodies that might require to approve or regulate the business. The business plan should contain an overview of the product or services, market analysis, short-term and long-term objectives of the company, and analysis of the competitor. (Barrow & Brown, 2024)

2. Basic Rules of Project Management

Projects are a key aspect of an organization's strategy since they lead to new ideas, growth, and change. To reach project goals, give stakeholders value, and make the organization successful, good project management is necessary. But project management is a hard and demanding field. A lot of projects have huge problems, like going over budget, missing deadlines, and generating terrible results (Flyvbjerg et al., 2003; PMI, 2020). It is incredibly crucial for organisations nowadays since it makes sure that projects are done on time, within budget, and to the quality standards that were specified. Kerzner (2022) states that good project management helps businesses use their resources better, decrease their risks, and make everything move more smoothly. To handle projects well, you need to know the basic laws of project management. These principles include clear project goals, thorough planning, good risk management, and getting stakeholders involved (PMI, 2020). Project managers need to be adaptable and vary how they employ these concepts based on the needs of each project. Project management is a structured profession that makes sure that the work done on a project meets the project's needs by using knowledge, skills, tools. To make sure that a project is successful, the basic rules of project management must be followed meticulously. The most important things to think about for this case study are:

2.1. Scope Management: The scope should be well comprehended in the project. The expansion ought to be planned in terms of the new constructions, the new products (yogurt-based drinks and coconut water), and the volume of production should be increased. It is necessary to have certain goals of your company size and desired results.

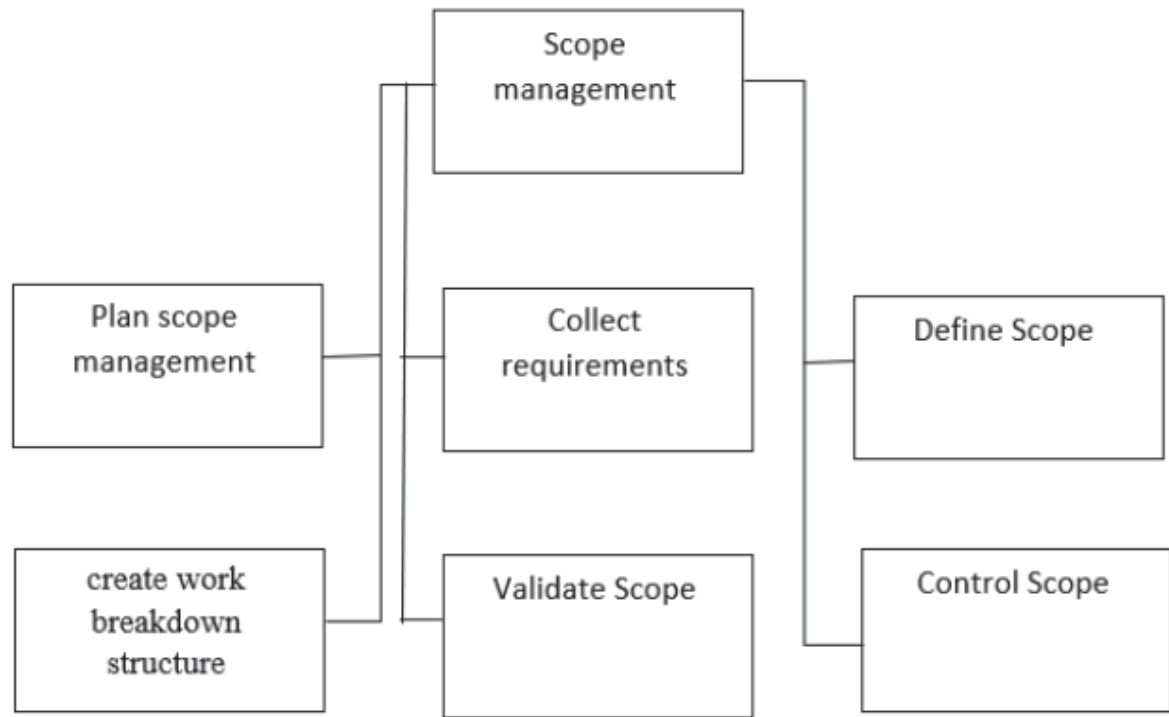


FIGURE 1. Scope management process (PMI)

Project Scope Management is a critical function that significantly influences the effectiveness of project management and is regarded as one of the essential responsibilities that a project manager must fulfill (Khan, “Project Scope Management”). A failure or ambiguity in the project scope management process directly impacts the project's cost, schedule, and quality. The extent of the influence may vary among projects; nevertheless, it might be exceptionally significant in mega projects. For many years, many professionals in project management have focused on looking at the things that make projects successful. (T. Williams)

2.2. Time Management: The company must establish a timeline for the move to new premises and for launching new products. This timeline must factor in factors such as facility construction or renovation, supplier negotiations, and the setup of production lines. A recurring challenge encountered by numerous stakeholders globally in the building construction sector is delay in project delivery. Time management ([Suleiman, S.S., 2021](#)) can be regarded as an indispensable chain among numerous processes required to achieve success in project delivery. In Africa for example after extensive review of most studies on project performances, the general consensus by most construction stakeholders and the public was that the construction sector is not

that forthcoming both in efficiency and effectiveness in project delivery. Studies such as in ([Project Management Institute \[PMI\], 2017](#))

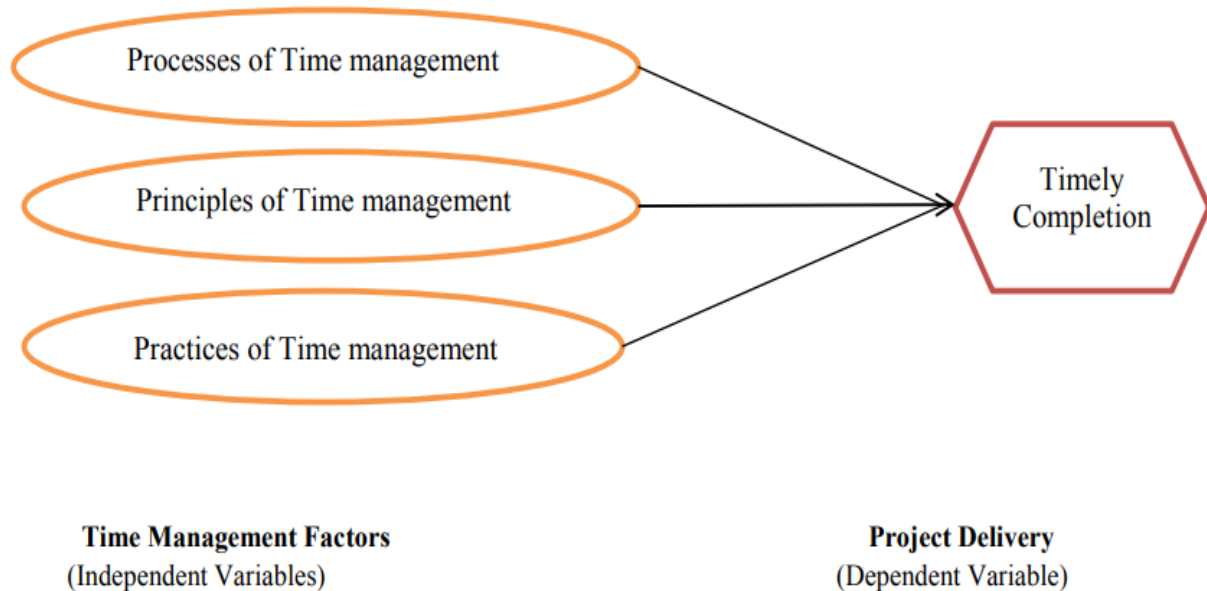


FIGURE 2. Conceptual framework

2.3. Managing costs: Budgeting is quite important, especially when the company is spending more money on new buildings and industrial technology. To make sure the project stays under budget and gets the results it wants, cost management approaches should be used. The total cost of a construction project includes both the cost of production and the transaction costs associated with managing the project ([Haaskjold, H., Andersen, B. and Langlo, J.A., 2023](#))

$$\text{Total project cost} = \text{Production costs} + \text{Transaction costs}$$

According to Da Fonseca, Vanalle, and Camarotto (2018), production in this context refers to tasks like design and construction that are directly involved in converting inputs into worthwhile outputs for the project owner ([Ballard and Howell 2003](#)). Over the years, a number of efforts have assisted the construction sector in lowering costs by increasing production efficiency. Lean construction, the Last Planner System (Ballard 2000), and virtual design construction (Kunz and Fischer 2012) are a few instances of this. Nevertheless, the field of project management research has paid surprisingly little attention to project transaction costs, and little is known about their magnitude (Da Fonseca, Vanalle, and Camarotto 2018; Guo et al. 2016; De Schepper,

Haezendonck, and Dooms 2015; Li, Arditi, and Wang 2015; Rajeh et al. 2015). According to Wang, Yap, et al. (2019), examining the magnitude of these transaction costs may thus highlight a potential area for additional cost reduction and the avoidance of cost overruns.

2.4. Quality Management: It's important to keep the quality of product delivery high, especially when manufacturing is scaling up. There must be quality assurance and control systems in place to make sure that products, suppliers, and logistics are all the same.

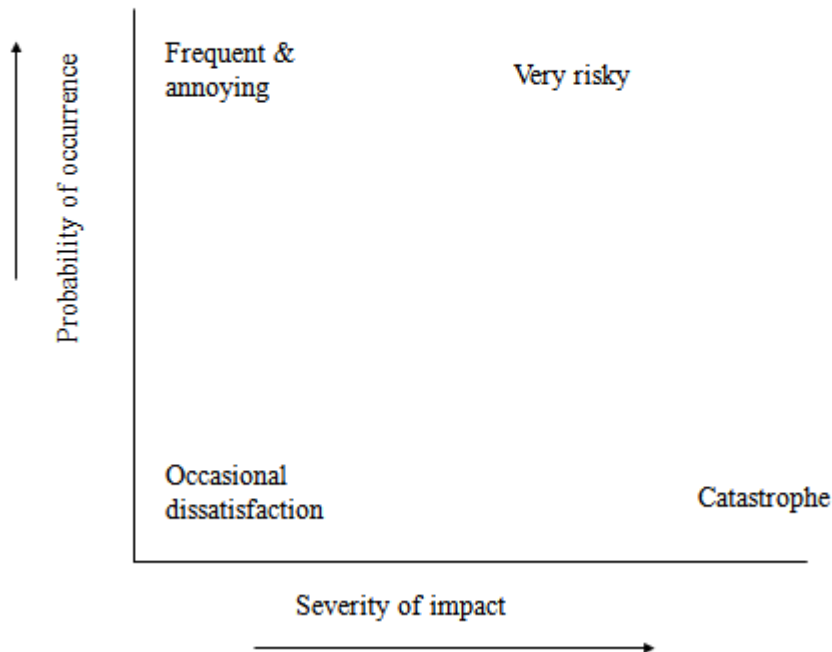
Quality planning is focused on setting objectives and specifying operational processes and resources to achieve the project objectives, quality control is focused on complying and fully achieving the defined project requirements, quality assurance is focused on verifying compliance with defined plans, procedures, and standards, and quality improvement is focused on the effectiveness, efficiency, and traceability of all project.

2.5.Risk Management: The project faces potential missing deliveries, supply chain issues, and operational delays. Establishing contingency planning is essential, particularly for issues that may facilitate a smoother transition to the new location. Risk is the amalgamation of the likelihood or frequency of a certain hazard's occurrence and the severity of the resultant repercussions.

Three primary actions

1. Risk Identification
2. Risk Assessment
3. Risk Control

Criticality Concept



(Source: Self-developed; Influenced from Lecture: Risk Management.pptx, slide 11)

In the process of production planning, farmers have to choose among different alternative activities associated with different risk levels. Alternatives with minimal risk usually generate a smaller profit. However, the alternatives with higher risk could generate higher profits, but they may be riskier than the farmer is willing to accept. The desired and optimal choice needs to balance the potential for profit and the risk of loss ([Bećirović, E., Bajramović, S., Stamenkovska, I.J. and Žgajnar, J., 2019](#)).

2.6. Managing stakeholders: The company's directors, workers, suppliers, and customers are all important stakeholders. For the growth strategy to succeed, effective communication and collaboration among these groups are essential. All of these criteria align with established project management methodologies and will be crucial

for the company's expansion. When an organisation is in trouble, stakeholder emotions include how people or groups feel about it and how they react to it. These emotions usually involve fear, worry, doubt, and anger. Yadav and Hung (2025) say that leaders need to understand these emotional dynamics so they can deal with stakeholder issues correctly. When leaders recognize and address these feelings, they can cultivate a sense of connection and involvement, which is essential during difficult periods.

3. PESTLE and SWOT Analysis

3.0. SWOT Analysis:

Agriculture is a big part of the economy and the health of people in many nations, including Indonesia (Pinatik, H.F2025). Agricultural extension agents have a crucial role in enhancing the empowerment and productivity of Indonesian farmers (Rosada, I., Rasyid, et al., 2024). The term "agroindustry" denotes an industrial enterprise that primarily utilizes agricultural products as raw materials for processing, aimed at producing value-added goods that benefit business stakeholders and bolster the local economy in the agroindustry's vicinity (Austin, 1992). Agroindustry is characterized as an industrial endeavor, conducted either individually or collectively, that utilizes raw materials derived from agricultural products to generate outputs in the form of semi-finished goods or food products possessing economic value, thereby fulfilling the nutritional and alimentary needs of living organisms. Pinatik et al. (2024) contend that a professional player in the agroindustry assumes three interpersonal roles: decisional, informational, and interpersonal. An added advantage of agro-industrial activities is their potential to generate employment opportunities for local populations near the establishment (Arifin, 2016). The proliferation of stores and cafes within mall structures, supermarkets, and other conveniently accessible urban locations dedicated to the production, service, and sale of fresh fruit juices and beverage products at competitive prices represents a burgeoning sector of agro-industry among urban dwellers. The burgeoning agro-industry of fresh fruit juice beverages, manifested through stores and kiosks in mall environments and pivotal economic zones in Manado, the capital of North Sulawesi Province, exemplifies the creative economy, regarded as a primary catalyst for regional economic development. The Indonesian government regards this potential with utmost seriousness at both national and regional levels, which has resulted in the formation of various creative economy MSMEs within society, facilitated by the utilization of local knowledge resources. This program not only gives the community a real way to help its economy recover from the COVID-19 epidemic, but it also helps families' economies grow in the time after COVID-19.

3.1. Strengths:

There is a lot of demand: Sales have been strong, which shows that there is a big need for discreet things.

Strong ties with suppliers: The company has built strong relationships with its suppliers, which makes it easier to get reliable fruits and improve quality control.

Brand Image: The company gets an edge over its competitors by marketing the smoothies as healthy foods, which draws in health-conscious customers.

Weaknesses:

Problems with logistics: Missing deliveries and problems in the supply chain have caused inefficiency.

Limited Scalability: The current production facility can't handle more demand, which limits the company's ability to grow.

Communication Deficiencies: The firm, suppliers, and transport providers have been unable to effectively communicate, resulting in delays and quality issues.

3.3. Opportunities:

Product Diversification: You can attract more customers by adding healthy juices, soups and yogurt-based drinks to your product line.

Market Expansion: Interest from another grocery chain gives you a chance to get a bigger piece of the market.

Using technology: Using modern supply chain management methods and industrial technologies will make operations more efficient and cut costs.

3.4. Threats

Supply Chain Disruptions: Relying on only a few suppliers makes it more likely that there may be problems in the future.

More competition: Other brands might start selling healthy drinks, which could cut into your market share.

Economic Factors: Changes in the economy, including inflation or shifts in how people spend their money, can affect how much people want to buy high-priced goods.

4. Analysis of PESTLE:

PESTEL analysis is a strategy framework employed by organizations to evaluate their operational environment and identify external macroeconomic factors influencing their business. PESTEL analysis is an effective instrument for strategic planning and management as it aims to cultivate a comprehensive understanding of the many aspects of the company environment. Analysis of PESTLE, S.A.



PESTEL Analysis (Professional Academy s.a)

PESTEL analysis, when paired with other market analysis frameworks like Porter's Five Forces and SWOT analysis, is a potent tool that helps companies better understand the present market and stay ready for the future while sustaining a profitable business. When introducing new goods or services and breaking into untapped markets, the framework can also be utilized. The six interrelated components of PESTEL analysis are the following: political, economic, social, technological, environmental, and legal (PESTLE Analysis 2022).

Political elements:

Political factors are issues that governments drive and have an impact on companies and economies. These issues involve different laws, rules, and policies of the government. (2022)



PESTEL Analysis Political factors (Free management e-books s.a).

Economic:

To understand market trends, customer purchasing behaviors, and the financial condition of an economy, firms must assess these factors. Economic considerations directly influence all levels of a company's operations by affecting investments, demand for goods and services, and overall profitability. Due of the dynamic nature of these variables and their enduring impact on organizations Inflation, interest rates, disposable income, economic growth, credit accessibility, currency rates, unemployment rates, and international trade are examples of economic factors (PESTLE Analysis 2022).

Social:

Social variables analyze the social context and quantify the societal elements that influence markets and enterprises (PESTLE Analysis 2022). Since social elements are first linked to consumer behavior and purchasing patterns, firms must comprehend them. Additionally, it's critical to recognize new social contexts and trends and adjust corporate strategy accordingly. Social aspect analysis aids firms in understanding cultural differences and societal conventions in addition to consumer behavior and market demands. In terms of marketing and understanding how to act tactfully in international markets, this is crucial. One example of current consumer trends is the use of eco-friendly and health-conscious products. (Yes, 2022a.)

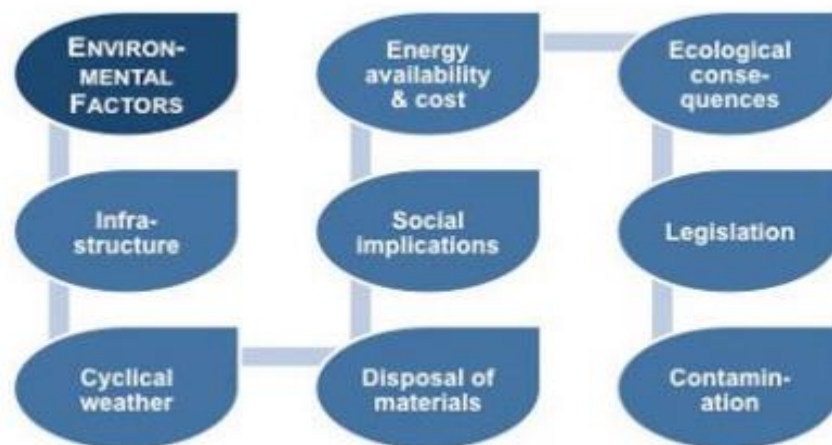
Technological:

The technological dimension focuses on the impact of innovations and technological advancements on organizations and industries (PESTLE Analysis s.a). Businesses may understand the impact of technical advancements on the market for existing goods and services by examining technological factors. It involves assessing factors such as the pace of technological progress and the expenditure on research and development.

Companies must recognize existing technologies and advancements that can enhance their products and services. In addition to helping businesses create and improve their plans, companies must also adapt to these changes to keep their operations from becoming outdated. Technology is moving forward quickly, and it can have both good and bad effects. Research and development, technical obsolescence, the speed of technological advances, and the state of technology infrastructure.

Envuironmental:

Pereira (2023) contends that environmental issues include the effects of ecological and environmental challenges on corporate operations and industries. Companies need to think more about how their actions affect the environment because of growing public pressure and worries about the environment. This means keeping an eye on their carbon footprint, how much they utilise of resources, and if they follow environmental rules. Companies need to think about how their actions affect the environment as well as the risks that come with changing customer tastes and environmental rules.



PESTEL Analysis Environmental factors (Free management e-books s.a).

Governments have the power to punish businesses that break environmental laws or engage in economic activities that are not sustainable. As people become more interested in eco-friendly items and behaviours that last, environmental factors significantly influence consumer behavior. This presents an opportunity, as the adoption of eco-friendly practices may enhance a brand's reputation. Regulations pertaining to energy use, waste management, carbon emissions, societal attitudes towards the environment, and the impacts of climate change exemplify environmental variables. It also encompasses prevalent environmental issues such as the repercussions of climate change and natural disasters. PESTLE Analysis 2022; Indeed 2022a.

Legal:

Legal considerations are the laws, regulations, and legal frameworks that directly influence organizations and their activities within a certain sector or location (Pereira 2023).

To ensure adherence to evolving rules and regulations, firms must be knowledgeable about the legal environment. Violating these legal frameworks can damage a company's reputation and incur governmental consequences, such as fines and legal battles.

A key component of risk mitigation is comprehending and adjusting to these variables, which help companies function morally and legally. (Pereira, 2023)

Regulations pertaining to employment, products, copyright, competition, antitrust, import and export, and health and safety are examples of legal factors (PESTEL Analysis 2022).

Better use of technology and company structure:

The corporation should use modern technologies and a stronger organizational structure to make things run more smoothly and make it easier for people to talk to each other.

Company Structure: The company should use a matrix organizational structure to make it easier for manufacturing, logistics, and sales to work together. A stronger leadership team and clearer roles and duties would make it easier to make decisions.

Technology for Communication: The company should use Enterprise Resource Planning (ERP) software to bring together all parts of its business, such as managing inventories, the supply chain, and customer connections. This will make it easier for departments and outside stakeholders to share information.

Supply Chain Management Software: By combining automated supply chain management tools, you can keep track of inventory, delivery, and supplier performance in real time. This will help with logistical issues.

Cloud-based Platforms: Cloud-based platforms will make it easier for directors, suppliers, and logistics teams to work together, no matter where they are. This will speed up communication and cut down on delays.

Changing locations and styles of leadership

There are logistical, financial, and operational problems that come up while moving to new premises. But the change can go smoothly with the correct styles of leadership.

Problems with Moving:

Cost: Setting up additional premises, which includes buying or renting the property, making improvements, and putting up new manufacturing lines, will require careful financial preparation.

Logistics: The shift itself could cause manufacturing and delivery to be temporarily stopped. To keep downtime to a minimum, a phased approach should be adopted.

Staff Transition: Some employees may not be happy with the changes, so there needs to be a clear plan for how to communicate with them and possibly retrain them for new tasks.

Different ways of leading:

Transformational Leadership: A transformational leader may inspire and encourage workers by sharing a strong vision for the future, encouraging new ideas, and getting people excited about change.

Transactional Leadership: This approach is helpful for making sure that tasks are done as planned, defining clear goals, and giving rewards or punishments based on how well someone does their job. This could help with the more organized.

Situational Leadership: Changing your leadership style to fit the needs of the team and the situation will help employees through the shift. For instance, you might require a more directive style when you're moving, and a more supportive style .

Results of the SWOT and PESTLE analyses: Use technology to make things more clear and fix problems with communication and logistics.

Use contracts and better coordination to build stronger ties with suppliers.

Technology: Use cloud-based communication tools and ERP software to make things run more smoothly, cut down on delays, and make sure you work better with suppliers.

Leadership: Use a transformative leadership style to motivate workers and encourage fresh ideas as you move to a new location. Situational leadership can assist solve problems as they come up, especially during the logistics phase.

5. Conclusion

This is a crucial period for the business to expand. Relocating to new premises and expanding the firm will be both challenging and thrilling. The company may ensure successful expansion by employing fundamental project management principles, conducting comprehensive analyses utilizing SWOT and PESTLE frameworks, selecting the appropriate organizational structure and technology, and implementing effective leadership styles. The firm may expand its operations, enhance communication, and meet the rising demand for healthy goods by making astute judgments and engaging in strategic planning.

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