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Introduction

Project management is the structured application of knowledge, skills, tools, and processes used to plan, coordinate, and control activities to achieve defined objectives (Larson & Gray, 2018; PMI, 2006). When applied effectively, it strengthens project planning and execution, ensuring consistent progress and alignment with organisational goals (Kerzner, 2023). A recent example of weak project planning in London's hospitality sector is the redevelopment of The Chancery Rosewood, where the rooftop-bar design failed to include a dedicated lift for public access — an oversight that prompted objections and exposed shortcomings in early access planning and stakeholder coordination (Ian Visits, 2023).

This report examines the relaunch of Sabine Rooftop Bar, located within the Leonardo Royal Hotel St Paul's and recognised as one of London's leading rooftop venues. The project aims to reposition Sabine as a top destination for both hotel guests and external visitors through a refreshed brand concept, contemporary design, enhanced service quality, and innovative food and beverage offerings. The reopening is expected to attract strong customer interest due to Sabine's established reputation, while inspiration from Odette Rooftop Bar & Mezze—renowned for its panoramic views and elevated guest experience (The Hotel Magazine, 2023)—can further strengthen Sabine's distinctiveness in London's competitive rooftop bar market.

The relaunch is anticipated to enhance the visibility of the Leonardo Royal Hotel, support revenue growth, and align with the organisation's long-term strategic goals. It will introduce updated operational protocols, prioritise service excellence, improve efficiency, and incorporate sustainable practices to meet increasing demand for unique hospitality experiences. The following report outlines the project's aims, scope, timeline, and the critical components required to deliver a successful relaunch.



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Aim, Objectives, and Scope of the Project

Aim

The primary aim of the project is to relaunch Sabine as a premium rooftop venue offering a vibrant atmosphere and distinctive guest experience. The relaunch will revitalise the venue's concept, elevate service quality, and support long-term profitability. Positioned as both a standalone destination and a venue aligned with the Leonardo Hotels brand, Sabine can leverage this association to create a rare and inimitable competitive advantage within London's hospitality market. Together, these factors are expected to strengthen Sabine's market presence and contribute to sustained revenue and profit growth.

Objectives

1. **Concept Development:** Redefine the rooftop experience with a modern, elegant, and sustainable concept reflective of London's vibrancy.
2. **Service Excellence:** Establish a new "Steps of Service" protocol to ensure consistency, efficiency, and memorable guest interactions.
3. **Menu Innovation:** Introduce a curated cocktail list with signature serves, premium ingredients, and visual presentations paired with a modern European-inspired food menu.
4. **Team Appearance:** Redesign uniforms to align with the new brand identity, balancing sophistication and comfort.
5. **Operational Efficiency:** Improve staff training, stock management, and service flow to optimize profitability and minimize waste.
6. **Marketing and Launch:** Develop a pre-opening marketing campaign, including influencer previews and soft-opening events, to build anticipation.

Scope

The scope of the project encompasses:

1. Brand repositioning and concept redesign to elevate the venue's identity.
2. Interior adjustments and ambience improvements, including lighting, music, and décor, to enhance the guest experience (Harrison and Lock, 2017).
3. Menu development focused on innovative cocktails and modern European cuisine.
4. Staff training is included to ensure alignment with new service protocols and standards.
5. Procurement of uniforms, barware, and service tools (Harrison and Lock, 2017).
6. A pre-launch marketing campaign will be designed to generate anticipation and attract early visitors.



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Exclusions

The project does not involve any structural changes. The structural alterations may not be feasible as the building is already designed and built, so any structural change can create major complications (Fewings and Henjeweile, 2019). It will also exclude operations or change outside the Sabine venue. So, no hotel wide renovations will be implemented.



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Project Outputs

The project aims to deliver a number of outputs. The first output is to finalize the concept book. A detailed concept book will be created for the brand. It will contain the story of the brand. Also, the visual identity of the brand will be included in it. (Nicholas and Steyn, 2020) It will provide a blueprint for all design and branding elements. The mood boards, colour palettes, and layout suggestions that reflect the modern and vibrant feel of the venue.

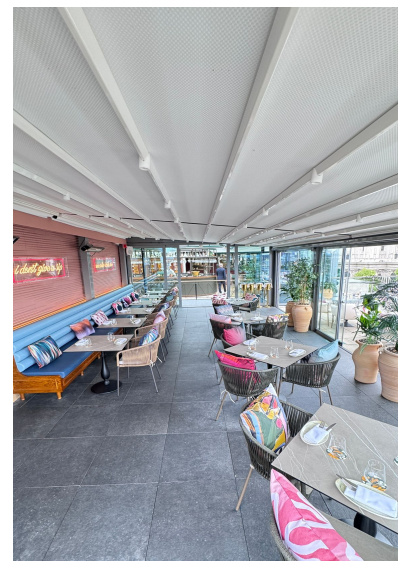
Another project output is the completed cocktail and food menus. These menus will feature a curated selection of signature cocktails that are made from premium ingredients. It will be paired with an innovative food menu that is inspired by modern European cuisine (Nicholas and Steyn, 2020). Each item will be designed with a strong focus on visual presentation. Also, seasonality

factors will be taken into consideration. A detailed costing sheet and supplier list will be created that will be needed to design the menu.

The new Service Standard Operating Procedures (SOPs) will provide a detailed guide for staff operations. It will cover both the opening and closing procedures (Kerzner, 2025). The daily routine will be included in it. Also, the best practices to deliver excellent service will be mentioned that will act as a guideline for the employees. These will be helpful to ensure consistency and excellence in the service delivery.

A uniform catalogue will be developed to be able to align with the new brand identity. This catalogue will include design concepts and supplier contracts (Kerzner, 2025). Also, the cost estimations will be included in it. These will come into play to ensure that the new uniforms are functional as well as stylish.

The final output will be a successful soft-opening event, which represents a crucial milestone in the project. This phase will involve invited guests—including influencers, VIPs, and selected media—aimed at generating anticipation and positive publicity around the relaunch. The controlled environment of the soft opening will enable the team to refine operations and address any service or logistical issues (Kerzner, 2025). It will also provide an opportunity to gather valuable customer feedback. Following this, a post-launch performance review will be conducted to assess outcomes against the project's objectives and success criteria.



Images by author

Activities Required to Deliver Outputs

A number of activities will be needed to deliver the outputs of the project. The first one is concept development and brand repositioning. It will include market research. The current trends in London's bar and hospitality scene will be analysed in this part (Meredith et al., 2017). This will support the identification of successful brand strategies and preferences of the target audience. Additionally, a brand strategy has been developed that will contain a number of elements like brand story, logo, colour schemes, etc. In terms of interior adjustment and ambience enhancement, the focus will be placed on the designers to finalise the layout (Meredith et al., 2017). Furthermore, source the necessary furnishing and décor to transform the rooftop space. In terms of menu development, a number of signature cocktails will be designed, and menu costing will be prepared. In terms of staff training, a SOP will be designed that will focus on ensuring quality and efficiency. In addition to that, a training session for all staff will be conducted (Kerzner, 2018). It will ensure that they understand the procedures and expectations of the customers. The marketing will focus on a number of aspects. A detailed marketing plan will be created that will focus on influencer partnership as well as social media campaigns. Additionally, event coordination will be organised for soft opening of the event.



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Work Breakdown Structure (WBS)

(See Appendix for Stakeholder Planning, Risk Management Plan, and Communication Plan)

1. Concept Redesign and Brand Repositioning

- Task 1: Conduct market research and competitor analysis
- Task 2: Develop concept and visual identity (Kerzner, 2023)
- Task 3: Finalize branding elements (logo, colours, fonts)

2. Interior Design & Installation

- Task 1: Select new lighting, décor, and furniture
- Task 2: Install and arrange the interior design

3. Menu Development & Sourcing

- Task 1: Curate cocktail menu
- Task 2: Design food menu (modern European)
- Task 3: Sourcing suppliers for ingredients and materials

4. Staff Training & SOP Finalization

- Task 1: Develop training materials
- Task 2: Staff involvement in training design – an advantage of this approach is increased staff ownership and motivation.
- Task 3: Conduct staff training sessions (Kerzner, 2023)
- Task 4: Finalize service protocols (Steps of Service)

5. Marketing and Media Engagement

- Task 1: Develop pre-launch marketing strategy
- Task 2: Organize influencer previews and soft-opening events (Kerzner, 2023)
- Task 3: Execute marketing campaign and media engagement

6. Soft Opening & Performance Review

- Task 1: Run the soft-opening to test real service conditions
- Task 2: Gather feedback and identify any operational issues
- Task 3: Refine SOPs and procedures before the official launch

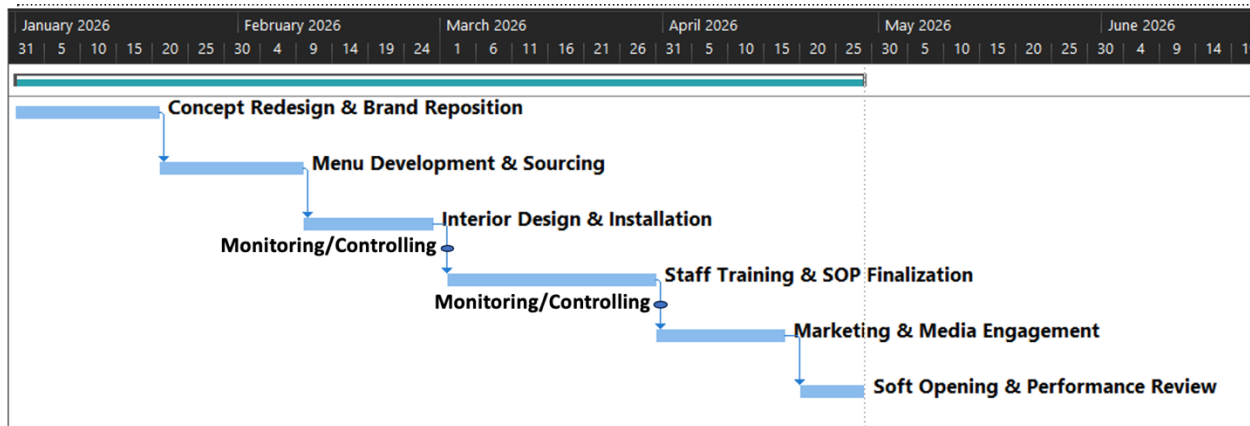


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Deliverables & Milestones

Milestones:

1. **Milestone 1:** Final Concept Book
2. **Milestone 2:** Completed Cocktail and Food Menus
3. **Milestone 3:** SOP Documentation
4. **Milestone 4:** Staff Uniforms Procured
5. **Milestone 5:** Soft Opening Event
6. **Milestone 6:** Post-Launch Performance Review

Each milestone includes a defined completion date, and the resources required for every activity will be pre-allocated, with the project sponsor being the owner of Leonardo Hotels. In addition, each task will contribute directly to the overall progress of the project (Kerzner, 2018). Throughout implementation, adherence to the planned schedule will be closely monitored, and project progress will be evaluated against the established objectives.



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Resources and Timeline

Resources:

1. **Personnel:** Project Manager, Marketing Team, Interior Designers, Chefs, Bartenders, Service Staff, Procurement Staff (Muller, 2017).
2. **Material:** Branding materials, décor elements, uniforms, barware, food and beverage ingredients, service tools (Andersen et al., 2025).
3. **External Suppliers:** Uniform suppliers, food and beverage suppliers, marketing agencies.

Timeline:

Task	Duration	Completion Date
Concept Redesign & Brand Reposition	2 weeks	20/01/2026
Menu Development & Sourcing	2 weeks	09/02/2026
Interior Design & Installation	2 weeks	27/02/2026
Staff Training & SOP Finalization	3 weeks	30/03/2026

Marketing & Media Engagement	2 weeks	17/04/2026
Soft Opening & Performance Review	1 week	28/04/2026

Budgeting and Financial Goals

Year 1 Projection:

Category	Estimated Annual Target (£)	Notes
Initial Investment	£180,000	Includes branding, refurbishment, uniforms, training, and marketing (Boulmetis, 2025)
Operating Expenses	£950,000	Staffing, procurement, utilities, entertainment, maintenance
Revenue Goal	£1,400,000	Based on forecasted average spend per head and occupancy levels
Gross Profit Margin	32–35%	Achieved through premium pricing and efficient cost control (Boulmetis, 2025)
Break-Even Point	Month 9	Expected through steady sales growth and cost optimization

Financial Focus

The financial focus will be put on achieving a 15 – 20% increase in revenue. This revenue will be achieved compared to the pre-closure performance. Furthermore, the focus will be put on maintaining a Cost of Goods Sold (COGS) below 25% of the revenue that the company makes (Andersen et al., 2025). Finally, the project will focus on strengthening profitability. It will be done through menu engineering and seasonal promotions. In addition to that, the strategic supplier partnerships will be utilised to strengthen profitability.

Conclusion

The aim of this project plan is to transform Sabine into one of London's premier rooftop destinations. It focuses on a contemporary concept. Additionally, exceptional service will be provided in this project. A detailed financial plan has also been created that will be implemented in this project. This relaunch will set the foundation for a long-term success. Strategic marketing and operational efficiency will be the key component of this project. It will ensure that Sabine attracts the local as well as international guests. This can enhance the hotel's visibility. Furthermore, it will drive significant revenue growth for the company.

Appendix A – Stakeholder Planning

Stakeholder Analysis (Advanced – DEFINE)

The key stakeholders involved in the Sabine Rooftop Bar relaunch project are outlined below. Each stakeholder is assessed based on their impact level, support level, reasons for their stance, and actions required to manage them effectively.

Hotel Owner (Leonardo Hotels)

- Impact Level: Decision authority
- Support Level: Supportive
- The owner strongly supports the project due to the opportunity to increase revenue and strengthen brand visibility.
- Action: Provide regular progress updates and financial reporting to maintain strategic alignment.

General Manager (Leonardo Royal St. Paul's Hotel)

- Impact Level: High
- Support Level: Supportive
- Supports the project as it enhances hotel positioning and guest experience.
- Action: Involve the GM in operational planning and key decision-making.

Bar Manager

- Impact Level: Affected

- Support Level: Neutral
- Concerned about operational changes and workload implications.
- Action: Offer training, involve them in planning, and communicate benefits clearly.

Service & Bar Staff

- Impact Level: Affected
- Support Level: Mixed
- Enthusiastic about improvements but may fear new expectations.
- Action: Engage staff in training design, provide clear SOPs, and encourage feedback.

Suppliers (Food & Beverage)

- Impact Level: Medium
- Support Level: Supportive
- Likely to benefit from increased business due to the new concept.
- Action: Secure contracts early and maintain transparent ordering processes.

Marketing Team

- Impact Level: High
- Support Level: Supportive
- Critical to campaign execution and brand exposure.
- Action: Coordinate closely on influencer strategy, launch content, and scheduling.

Influencers & Media Partners

- Impact Level: Low
- Support Level: Supportive
- Motivated by exclusive previews and content opportunities.
- Action: Provide structured previews and clear briefing information.

Local Community / Hotel Guests

- Impact Level: Low
- Support Level: Neutral
- May be concerned about noise or increased foot traffic.
- Action: Communicate opening hours and manage guest flow effectively.

Appendix B – Risk Management Plan

Risk Register

The major risks identified for the relaunch project, along with their ratings and mitigation strategies, are summarised below.

Risk Scoring System:

- **Probability** is rated **1–10**, where *1* = *very unlikely* and *10* = *almost certain*.
- **Impact** is rated **1–10**, where *1* = *minimal effect* and *10* = *critical impact on project success*.
- **Risk Rank** = *Probability* × *Impact* (higher = more serious risk).

Risk 0001 – Concept Appeal (WBS 1)

- Category: Design
- Description: The concept may not appeal to the target market.
- Effect: Weak launch performance and reduced customer engagement.
- Probability: 5 | Impact: 8 | Rank: 40
- Response: Conduct market testing and refine branding as needed.

Risk 0002 – Procurement Delays (WBS 2)

- Category: Procurement
- Description: Delays in sourcing décor or furniture.
- Effect: Project schedule may be extended.
- Probability: 6 | Impact: 9 | Rank: 54
- Response: Secure suppliers early and maintain contingency sources.

Risk 0003 – Menu Quality Issues (WBS 3)

- Category: Quality
- Description: Menu items may not meet guest expectations.
- Effect: Negative feedback during soft opening.

- Probability: 4 | Impact: 7 | Rank: 28
- Response: Conduct thorough tasting sessions and revise items.

Risk 0004 – Staff Training Resistance (WBS 4)

- Category: HR
- Description: Staff may resist new SOPs.
- Effect: Service inconsistencies.
- Probability: 6 | Impact: 8 | Rank: 48
- Response: Provide detailed training and involve staff in SOP development.

Risk 0005 – Marketing Underperformance (WBS 5)

- Category: Reputation
- Description: Influencer or media attendance may be low.
- Effect: Reduced visibility.
- Probability: 3 | Impact: 6 | Rank: 18
- Response: Strengthen partnerships and offer exclusive opportunities.

Risk 0006 – Soft Opening Issues (WBS 6)

- Category: Operational
- Description: Operational issues may arise during soft opening.
- Effect: Delay in full opening.
- Probability: 7 | Impact: 8 | Rank: 56
- Response: Run pre-launch simulations and prepare contingency plans.

Appendix C – Communication Plan

Communication Planning

This appendix outlines the communication requirements necessary to ensure coordinated delivery of the relaunch.

Project Sponsor (Hotel Owner)

- Communication Type: Status Report

- Content: Budget, timeline, risk updates, key decisions
- Frequency: Weekly
- Method: Email + short meeting

General Manager

- Communication Type: Operational Update
- Content: Staffing, training status, procurement progress
- Frequency: Weekly
- Method: Face-to-face meeting

Marketing Team

- Communication Type: Campaign Brief
- Content: Influencer strategy, brand assets, launch schedule
- Frequency: Weekly
- Method: Collaboration meeting

Bar Manager

- Communication Type: Training & SOP Update
- Content: SOP development, training progress, staff readiness
- Frequency: Twice weekly
- Method: In-person briefing

Service & Bar Staff

- Communication Type: Staff Updates
- Content: Menu changes, service expectations, training reminders
- Frequency: Twice weekly
- Method: Team meeting

Suppliers

- Communication Type: Procurement Update
- Content: Orders, delivery timelines, product requirements
- Frequency: As needed
- Method: Email or phone

Influencers & Media

- Communication Type: Pre-launch Briefing
- Content: Event details, press pack, brand story
- Frequency: As needed
- Method: Email

Hotel Guests / Local Community

- Communication Type: Guest Communication
- Content: Opening date, operating hours, expected changes
- Frequency: As needed
- Method: Notices / digital signage

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