



BUSINESS MANAGEMENT IN PROJECTS

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22/11/2023

Table of Contents

Introduction	1
Literature review	3
Navigation into the project life cycle	3
Project Structure	5
Leadership against managers.....	7
Poor leadership	9
Influence of a leadership.....	10
Leadership models	11
Critical evaluation	12
Methodology.....	13
SWOT analysis	13
PESTEL	15
Results.....	20
A better company structure	20
Conclusion.....	24
References.....	25
Appendix	28
Appendix 1	28
Appendix 2	28

Introduction

The purpose of this report is to analyse Smoothie Fruits, a UK-based company aiming to expand its sales operations in Europe. Despite having a commendable production system and strong supplier relationships, the company faces challenges related to increased demand, resulting in issues like missed deliveries and lapses in quality control. The main causes of these problems are attributed to inadequate communication, a lack of organizational structure, and ineffective change management.

The author is tasked with providing insights and recommendations, evaluating the feasibility of relocating to new premises, and diversifying the product line. The report highlights a journey encompassing challenges, opportunities, and strategic considerations that will influence the future of this small business.

Effective project management, involving the proper application of knowledge, skills, techniques, and tools, is crucial for coordinating project activities efficiently and aligning them with project requirements. The initial five steps that the Smoothie company should consider, as outlined by Guide (2001), include (Guide, 2001) :

- **Initiating:** Identifying stakeholders and establishing project purposes and objectives.
- **Planning:** This phase is crucial, focusing on defining project scope, objectives, schedules, and resource allocations.
- **Executing:** With the plan in place, the project team proceeds to implement it, emphasizing effective communication and management skills.
- **Monitoring and Control:** Consistent monitoring is essential to ensure adherence to the plan and promptly identify any deviations.
- **Closing:** This phase involves a thorough review of final deliverables, resolution of outstanding issues, and the conduct of a post-project review.

A successful project management approach, as emphasized by Kerzner (2017), requires (Kerzner, 2017):

- Timely completion
- Adherence to the budget
- Comprehensive risk assessment
- Integration of technological advancements
- Progressive planning and pricing updates

In this report, the literature review explores the challenges of the project life structure, project organisation, and the crucial influence of leadership and managers. Moving into the Methodology section, the attention shifts to conducting SWOT and PESTEL analyses. In the results section, a better understanding of how this small firm can have a better organizational structure is discussed.

In the conclusion, the author will highlight the crucial points which the smoothies company should follow to ensure a successful project.

Literature review

Navigation into the project life cycle

Within the business-focused strategic approach, a crucial step involves redefining the concept of project success. Shenhar (2015) advocates for adopting a multi-dimensional framework for planning and evaluating project success, departing from the traditional Triple Constraint. This comprehensive framework considers factors such as efficiency, impact on the customer, impact on the team, business results, and preparation for the future, demanding a long-term perspective beyond immediate metrics (Shenhar, 2015).

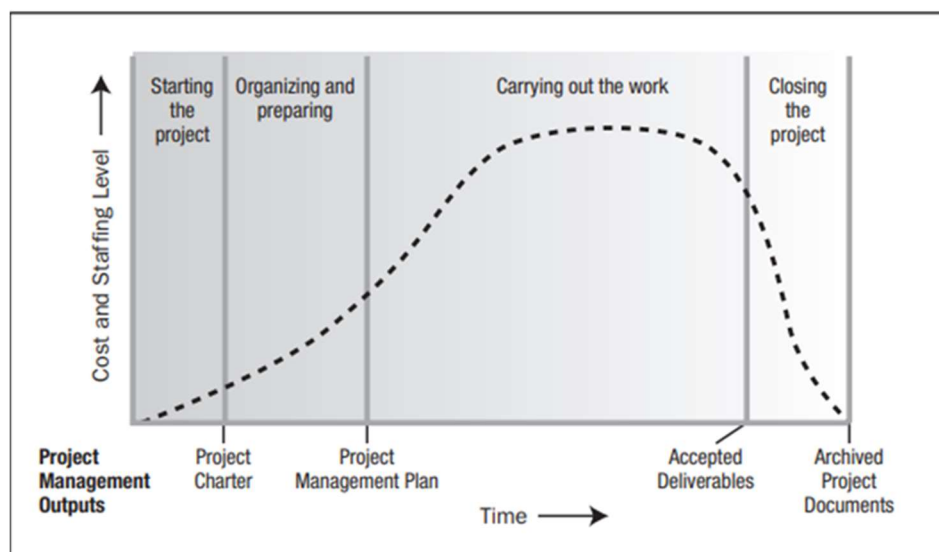


Figure 1. The life cycle of a project (Guide,2001,p.16)

Figure 1 illustrates the range of project size and complexity. Regardless of a project's scale, whether simple or intricate, a standardized framework can be employed to structure all projects. This framework encompasses the following key phases (Guide, 2001):

- Project Initiation: Initiating the project.
- Organization and Preparation: Structuring and preparing for project activities.
- Execution: Carrying out the planned work.
- Project Closure: Concluding and finalizing the project.

The comprehensive life cycle structure, as outlined by Guide (2001), exhibits distinct key characteristics:

- In the initial project stage, costs typically start at a low level, increase during the work, and then rapidly decline as the project nears its conclusion.

- Stakeholder risks and uncertainties are inherently higher at the project's initiation but gradually decrease over the project's life cycle.
- Project costs peak at the earliest stage and diminish as the project progresses towards its conclusion.

Contemporary project management requires adherence to specific criteria for ensuring project success (Kerzner, 2017):

- Adherence to the designated time frame.
- Compliance with the project budget.
- Achievement of optimal performance levels.
- Acknowledgment and incorporation of customer feedback.

Seamless execution without disrupting the primary operational processes of the organization is fundamental.

Many projects undergo modifications to their original scope, a nearly inevitable phenomenon that has the potential to impact not only the morale of the project team but the entire project itself. It is imperative to minimize scope changes, and any necessary alterations should receive approval from both the project manager and the customer.

Crucially, project managers must ensure effective project oversight without disrupting the company's workflow. It is not uncommon for project managers to adopt an entrepreneurial mindset once a project commences, aiming to separate their project from the day-to-day operations of the parent organization (Kerzner, 2017).

In this case study, the author recommends adopting the Waterfall model as the primary life cycle model due to its several advantageous features (Balaji & Murugaiyan, 2012) .

- It operates as a sequential development model with a comprehensive plan, ensuring detailed planning for each phase and dependencies on tasks.
- Each task or activity is completed before progressing to the next stage, and development phases proceed sequentially without overlap.
- Continuous project monitoring is facilitated, with each step frozen before transitioning to the subsequent one.

On the other hand, the Agile Model, known for its emphasis on moving quickly, also provides advantages. However, challenges such as missed deliveries and the assessment of effort and time needed for the project within a software context may arise (Balaji & Murugaiyan, 2012)

Project Structure

A meticulously structured business plan stands as a crucial factor for the success of a new business venture. This plan serves as the guiding document that delineates the company's route, outlines strategies for goal achievement, and provides a means to monitor progress. A comprehensive business plan should encompass key elements such as a detailed product or service description, market analysis, short and long-term objectives, and a thorough analysis of competitors. Successful planning in project management presupposes a deep understanding of project fundamentals, including objectives and constraints (Kerzner, 2022).

The evolving landscape of project management is reflected in contemporary standards for Project Management, acknowledging that projects yield not only outputs and artifacts but also meaningful outcomes. The primary goal of a project manager is to deliver projects that generate value for the organisation and its stakeholders within the broader context of the organisation's value delivery system. Key definitions in this standard include (Lyandau, 2022):

- **Outcome:** Refers to the end or consequence of a process within a project. It encompasses outputs and artifacts but emphasizes a broader intention by focusing on the benefits and value that the project aims to provide.
- **Project:** Describes a temporary aim undertaken to create a unique product, service, or result. Projects possess a temporary nature with distinct beginnings and endings or phases of work.
- **Project Management:** Involves the application of knowledge, skills, tools, and techniques to manage project activities and meet appropriate project criteria. It encompasses guiding project work to achieve intended outcomes, with project teams employing a range of approaches, such as predictive, hybrid, and adaptive.
- **Project Manager:** The individual designated by the performance organisation to lead the project team responsible for achieving the project's objectives. Project managers assume various roles, including overseeing the project team's efforts to attain desired outcomes and managing processes to deliver specific outcomes.
- **Value:** The assessment of the worth, significance, or utility of something, subject to diverse interpretations among stakeholders. Clients may derive value from the capacity to use specific features or functions of a product, while organisations often focus on business value, quantified by financial indicators like net benefits derived from subtracting costs. Social value encompasses the positive influence on groups of individuals, communities, or the environment.

In the field of project management, numerous initiatives are often undertaken in environments that are unfamiliar or challenging. These projects frequently require untested designs and complex organisational structures. Given the intricate organisational demands that necessitate meeting strict deadlines and cost constraints, it is not surprising that many projects face challenges in achieving their objectives. Consequently, the primary objective of a project manager is to navigate the complexities inherent in project organisation and fulfil demanding requirements within specified temporal and financial boundaries (Harrison & Lock, 2004). The project manager assumes a pivotal role in steering the project toward its goals and wielding organisational resources effectively.

As the key figure accountable for the project's success, the project manager shoulders the responsibility of aligning project objectives in the face of inherent risks. Furthermore, the project manager takes on a leadership role throughout the entire project management process, leveraging organisational resources to achieve project goals. The effectiveness of a project manager in handling conflicts within the project, is contingent upon their adeptness in identifying and managing both constructive and destructive roles within the project team (Fall, 2005).

Leadership against managers

A leader is an individual who provides guidance, use influence, and takes a proactive role in directing both subordinates and followers toward specific objectives. Additionally, a leader serves as an inspiration, motivating individuals to willingly fulfil their assigned tasks. Crucially, the essential components of the leadership process include the leader's behaviour and attitude toward their subordinates or followers (Kayemuddin, 2012).

It is imperative to recognize that leadership challenges the notion that the qualities of leadership are universally applicable. In some situations, individuals may naturally emerge as leaders, while in others, they may not. For example, Winston Churchill demonstrated exceptional leadership during wartime but was not considered the most effective leader during times of peace. Additionally, an integral aspect that leadership must take into account is the group. Examining leadership closely reveals three primary elements (Adair, 2007):

- The Leader: Encompassing qualities and personality.
- The Situation: This can remain constant or vary.
- The Group: Consisting of followers with their needs and values.



Figure 2. Task overlapping needed to be considered (Adair,2007,p.14)

Figure 2 highlights the importance of building a cohesive team when tackling crucial tasks. Managing team dynamics is a challenging responsibility, often regarded as the most formidable, as it involves the team's resilience against external threats causing disintegration and internal disruptions stemming from disruptive individuals or conflicting ideas.

Individuals will need to originate from inherent aspects of human life and can lead individuals to either gravitate towards or distance themselves from any given group (Adair, 2007).

On the other hand, the project manager is the individual designated by the performing organisation to lead the project team responsible for achieving the project's objectives (Lyandau, 2022).

In the field of project management, the emphasis is primarily on employing tools and techniques. Notably, Jeffrey Pinto and Dennis Slevin (1987), as cited in Muller & Turner (2017), delineate the ten success factors for a project, as illustrated in Table 1, which the smoothies company should consider (Muller & Turner, 2017).

Table 1. List of Success Factors (Muller & Turner, 2017,p.2)

Success factor	Description
1. Project mission	Clearly defined goals and direction
2. Top management support	Resources, authority and power for implementation
3. Schedule and plans	Detailed specification of implementation process
4. Client consultation	Communication with and consultation of all stakeholders
5. Personnel	Recruitment, selection and training of competent personnel
6. Technical tasks	Ability of the required technology and expertise
7. Client acceptance	Selling of the final product to the end users
8. Monitoring and feed back	Timely and comprehensive control
9. Communication	Provision of timely data to key players
10. Trouble-shooting	Ability to handle unexpected problems

Poor leadership

Leadership holds a pivotal role in any collaborative project or activity involving groups of individuals. Within the context of leadership, it is defined as the process of inspiring and guiding individuals to comprehend tasks, and methods for accomplishing them, and effectively organising and motivating diverse team members' efforts to deliver a successful project outcome. Therefore, the undeniable significance of leadership in project success revolves around the fundamental concept of inspiring and motivating people (Buba & Tanko, 2017).

Numerous studies indicate that various negative personal traits can lead to leadership ineffectiveness. According to McCall and Lombardo, as cited in Toor & Ogunlana (2009), a leader's attitude can result in ineffectiveness, and "derailment" generally involves actions detrimental at both individual and organisational levels. These behaviours encompass a lack of essential management skills, challenges with strategic thinking, and diversion of attention away from work responsibilities. Additionally, Lombardo et al. (1988), cited in Toor & Ogunlana, have highlighted specific managerial weaknesses, including (Toor & Ogunlana, 2009)

- Struggling to establish a unified team
- Oscillating between excessive micromanagement and inadequate oversight
- Displaying overly ambitious tendencies
- Maintaining unsatisfactory relationships with staff

Influence of a leadership

As noted by Stogdill, cited in Northouse (1999), defining leadership is as diverse as the number of individuals attempting to articulate it. Similar to words like democracy, love, and peace, which are intuitively understood by each of us, leadership can have various meanings when interpreted by different individuals, creating a spectrum of interpretations.

In any organisation, relocating to new premises is a significant event for a project, just as the leadership style can significantly impact the project's success (Northouse, 1999). The traditional approach, which overlooks the importance of leadership, presumes that vision and inspiration are exclusively within the purview of top executives.

For this case study, a major issue is the increasing demand leading to several missed deliveries and declining quality due to poor communication. Introducing new leadership can complicate matters by challenging established assumptions and relationships. Additionally, management costs become a significant challenge, encompassing expenses associated with acquiring, setting up, and operating (James, 2011).

Viewed through the lens of House, cited in the literature, leadership commonly involves an element of vision irrespective of how it is defined. Therefore, a leader with multiple visions for the future is crucial for helping the company achieve its goals successfully (Ali, 2012). The changing style and behaviour associated with new leadership and premises can impact employees in pursuit of organisational goals. Implementing a transactional leadership style, especially in the initial phase when employees are new and less experienced, contributes to timely and efficient goal attainment for both employees and the organisation (Khajeh, 2018).

In fact moving into new premises can have a few downsides for the small firms such as (Cruijssen, 2006):

- **Logistical challenges:** The process of the physical relocation due to the numerous logistical stocks, can include difficulties in the relocation of the inventory, and impact on the equipment and on the personnel.
- **Cost implementation:** The relocation of new premises incurs extra expenses related to the setup, logistics, and financial oversight.
- **Employee Concerns:** As the new premises is located in a new environment, that can affect in the routine of the employee which can cause anxiety or resistance.

Rather than constantly changing leadership, which can significantly impact cost management, logistics, and planning for the company, finding the right leader is crucial for this case study. The author suggests a leader like Mr. Tata, cited in Bhattacharyya (2006), who served as an inspirational leader for both his

management team and the workforce. He actively attended meetings and listened attentively to senior executives' input regarding accomplishments, anticipated obstacles, and required interventions. Moreover, he offered pragmatic, perceptive, and innovative solutions to challenges while placing complete trust and confidence in his executive team's ability to deliver. In summary, he optimized a role model and stood as one of the most revered and highly respected business leaders worldwide (Bhattacharyya, 2006).

Leadership models

The leadership model can be categorised into four main groups: self-leadership, managing others, psychological factors, and environmental factors.

- **Self-leadership** encompasses elements such as emotional intelligence, personal values, cognitive style, and adaptability to change. These factors significantly influence various facets of success, including team performance, decision-making, continuous learning, and development.
- **Managing others** is a critical aspect of any project, given that people are the primary resource. To establish and oversee a high-performing team, a leader must begin by assembling the right individuals. Moreover, the leader should actively contribute to ensuring that the team possesses an optimal mix of skills and can collaborate cohesively as a unified unit. In the words of John Adair, as cited in Redick, Reyna, Schaffer, & Toomey (2014), "Leadership and motivation are like brother and sister. It is difficult to think of a leader who does not motivate others" (p.5) (Redick, Reyna, Schaffer, & Toomey, 2014).
- **Psychological factors** are crucial in the early stages of team development. Leaders should focus on defining precise goals for both the overall group and individual members. A clear understanding of the objectives provides the team with a sense of direction during the initial phase of development. It is noteworthy that if stress is not effectively addressed, it can severely undermine productivity, safety, and cost considerations.
- **Environmental factors** play a significant role in leading a highly productive project team. This necessitates a continuous focus on strategic alignment. According to Meredith & Mantel (2009), as cited in Redick, Reyna, Schaffer, & Toomey (2014), there is an increasing emphasis on using projects to achieve broader strategic goals. This involves scrutinizing existing major projects to ensure that their objectives align with and support the organisation's strategy and mission (Redick, Reyna, Schaffer, & Toomey, 2014).

Critical evaluation

In the current scenario, leadership is tasked with devising strategies to motivate individuals and prevent a recurrence of the delivery shortfall experienced by the smoothie company. Moreover, the success of any undertaken project relies heavily on the leader's ability to tailor the chosen model to the unique requirements of both the project and the team.

Additionally, the project management team must deliberate on and incorporate the five fundamental steps: initiation, planning, execution, monitoring, control, and closure. This systematic approach is crucial for ensuring the comprehensive management of project dynamics.

In conclusion, a continuously evolving assessment and adjustment of leadership methodologies throughout the organisational lifecycle are pivotal factors that can lead to a successful project culmination.

Methodology

SWOT analysis

In the modern business landscape, many organisations often struggle to meet their predetermined objectives within set timeframes, primarily due to their inability to correct and realign their business strategies. This shortfall is frequently linked to the organisation's insufficient application of SWOT analysis models within the business framework. Inadequate implementation and a failure to accurately interpret the information derived from SWOT analysis can hinder the organisation's ability to effectively act upon the analytical insights (Namugenyi, Nimmagadda, & Reiners, 2019) . Figure 3 illustrates the SWOT analysis conducted by the author.

The Swot analysis has a 4-box strategy analysis and a strategy of development model. The acronym of Swot is delivered by (Sarsby, 2016):

- Strengths
- Weaknesses
- Opportunities
- Threats

SWOT

Smoothies Analysis



Figure 3. Swot analyses of the author for the small firm

PESTEL

PESTEL is a combination of political, economic, social, technological, environmental and legal factors that are analysed (Çitilci & Akbalık, 2020).

Table 2 illustrates the PESTEL analysis.

Table 2. Pestel analysis of the author related to the small firm

 P : POLITICAL	
Meaning	Political factors can include tax legislation, government regulations, political instability, and trade restrictions.
Smoothie company	Within the fruit smoothie industry, the taxation policies of different countries, such as Spain with an existing tax rate of 25% (Martínez, 2021), can influence the valuation of fruit (Martínez, 2021). The fragility of global supply chains, highlighted by the COVID-19 pandemic, has accentuated existing challenges, including food insecurity for expanding urban populations. Political decisions, such as Brexit and instability in Ukraine, compound supply chain issues, leading to escalating food prices, creating additional obstacles for the industry needs (Gulyas & Edmondson, 2023). As shown in Appendix 1, the United Kingdom heavily relies on food imports from the European Union. The anticipated increase in vegetable prices, according to Freund & Springmann (2021), adds complexity to this dynamic (Freund & Springmann, 2021).
 E : ECONOMIC	
Meaning	That can include aspects such as monetary policies which are set by the bank, fiscal policies, economic growth, interest rates, and exchange rates.
Smoothie company	Nowadays, the ongoing health crisis is impacting global economies and industries on a large scale. Despite some nations still dealing with the

	recovery of the 2007 economic downturn, a noticeable growth in the global economy is already underway. Crucially, the company must consider the influence on consumer behavior (Gulyas & Edmondson, 2023). Creating an effective marketing strategy requires more than knowledge and experience; it demands significant effort, and precise timing for optimal outcomes (Mothersbaugh, David, & Hawkins., 2016). Additionally, the firm must carefully assess and potentially adjust its pricing strategy. Any modifications to pricing should be communicated meticulously to the end consumer to mitigate potential negative impacts (Keast, 2013).
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 S: SOCIAL	
Meaning	Social factors encompass demographic and population trends, where the presence of non-governmental organizations (NGOs) and the state of health and insurance systems, with other factors.
Smoothie company	The European legislation, particularly in certification and labelling systems, has the potential to initiate positive changes in consumer behaviour. As noted by Koszewska, cited in Sillani & Nassivera (2015), contemporary consumers demonstrate heightened awareness of health and an increasing interest in the crucial role of food in sustaining and enhancing human well-being. Furthermore, the evolving landscape of environmental concerns requires ongoing scrutiny of consumer behaviour, prompting numerous companies to adopt sustainability practices and highlight the environmental and safety attributes of their products. Importantly, end consumers, especially those expressing preferences for minimally processed vegetables, are notably influenced by health considerations and environmental consciousness. Consequently, this paradigm is expected to extend to

	environmentally sustainable alternatives, incorporating the utilization of an Ecolabel. The incorporation of such a label, designed to succinctly encapsulate relevant information, bears the potential to exert a significant impact on consumers' purchasing decisions (Sillani & Nassivera, 2015).
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 T : TECHNOLOGICAL	
Meaning	As the name suggests, it involves computer systems along with the copyright protection.
Smoothie company	In this context, the predominant technology is the adoption of Radio-Frequency Identification (RFID) technology. Numerous retail companies, including industry giants like “Wal-Mart”, have embraced this technology to eliminate or reduce inaccuracies in inventory management within the supply chain. Specifically, Wal-Mart implemented RFID-based tracking systems at both pallet and case levels as early as 2005, requiring its top 100 suppliers to attach RFID tags on cases and pallets. Following this initiative, other major corporations such as “Tesco” and “Metro” have subsequently adopted and implemented a similar approach (Fan, Tao, Deng, & Li, 2015).

 E : ENVIRONMENTAL	
Meaning	That includes the consideration of climate, weather, and natural resources.
Smoothie company	In conjunction with the growing international trade and the decreasing shelf life of products, there is a notable emphasis on the environmental impact and corporate responsibility of companies. The internet and social media, in particular, have transformed the way information is shared and how people interact. An example of this change is the common practice of capturing and sharing images of meals online before consuming them, a

	trend that was previously unheard (Johnsen, Marte, Karoline, Andreas, & Pål, 2016). Another crucial consideration highlighted by the author is the necessity for companies to explore eco-friendly packaging options in response to increasing environmental concerns. Online meal kit companies, in particular, are proactively adapting to this shift by increasingly offering packaging solutions that are fully recyclable, including insulation liners. According to research by Jones and Kashanchi (2019), cited in Yoon, Gao, & House (2022), 81% of consumers express a preference for consuming food in-store rather than opting for online delivery. However, a notable drawback associated with the adoption of new packaging practices is a reduction in order quantities, a measure often implemented to offset the cost of providing free shipping to consumers (Yoon, Gao, & House, 2022).
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 L : LEGAL	
Meaning	The legal factors include elements such as laws, and legislation that can affect the business along with consumer rights and laws.
Smoothie company	Flanagan's 2006 research indicates that, during the third quarter of the twentieth century, countries with open trade policies generally demonstrated better labour conditions than those with closed trade policies. However, it's crucial to note that the quality of labour conditions varied among the assessed countries, influenced in part by political and economic disparities (Johnsen, Marte, Karoline, Andreas, & Pål, 2016). In the context of the growing market for smoothie companies, characterized by a variety of ingredients and vegetables, it's imperative for the company to ensure compliance with the correct European labelling legislation before entering a new market. According to the World Health Organization (WHO), as cited in Silva-Mojón, Pérez-Lamela, & Falqué-López (2023), inadequate labelling of fruit and vegetables can lead to adulteration and fraudulent

	practices, including mislabelling or misrepresentation (Silva-Mojón, Pérez-Lamela, & Falqué-López, 2023).
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Results

A better company structure

The supply chain encompasses all entities, whether directly or indirectly involved, collaboratively working to fulfil customer requirements. It extends beyond manufacturers and suppliers, incorporating transporters, warehouses, retailers, and even consumers. In any organisation, whether it is a manufacturer or a smoothie company, the primary function of the supply chain is to receive and meet customer requirements. Noteworthy examples of successful supply chain management are evident in companies such as Walmart, Amazon, and Seven-Eleven Japan, which have achieved their success through exceptional design, planning, and operation of their supply chains (Chopra, Sunil, & Meindl, 2001)

Table 3. Supply chain Performance: Achieving strategic fit and scope (Chopra, Sunil, & Meindl, 2001,p.36)

TABLE 2-1 Impact of Customer Needs on Implied Demand Uncertainty	
Customer Need	Causes Implied Demand Uncertainty to . . .
Range of quantity required increases	Increase because a wider range of the quantity required implies greater variance in demand.
Lead time decreases	Increase because there is less time in which to react to orders.
Variety of products required increases	Increase because demand per product becomes less predictable.
Number of channels through which product may be acquired increases	Increase because customer demand per channel becomes less predictable.
Rate of innovation increases	Increase because new products tend to have more uncertain demand.
Required service level increases	Increase because the firm now has to handle unusual surges in demand.

Table 3 illustrates diverse customer requirements that influence implied demand uncertainty, allowing for an analysis of how individual customer specifications impact this uncertainty. By aggregating the contributions of these individual requirements, a shared metric emerges, aiding in the differentiation between various types of demand. Fisher, as cited in Chopra, Sunil & Meindl (2001), emphasizes that product uncertainty arises in less mature markets with limited direct competition, resulting in higher profit margins. Furthermore, accurate forecasting becomes more feasible when demand is less uncertain. Various technologies facilitate the sharing and analysis of information within the supply chain, including (Chopra, Sunil, & Meindl, 2001):

- **Electronic Data Interchange (EDI):** Developed in the 1970s, EDI streamlined the processing of paperless purchase orders with suppliers. However, substantial investments were required, and communication often necessitated translations.
- **Internet:** In the early 21st century, the Internet emerged as a predominant medium linking the supply chain to customers, encompassing Supply Chain Management (ISCM) and Supplier Relationship Management (SRM).
- **Enterprise Resource Planning (ERP):** ERP systems offer comprehensive tracking and global visibility of information within a company, integrating technology into the supply chain.

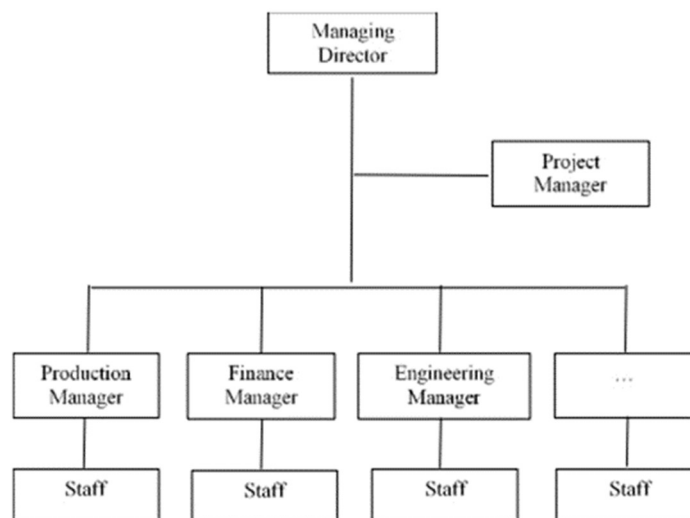
Crucially, determining the organisational structure for a project is a pivotal decision in its development. This structure defines the relationships among project members and apply influence. Table 4 illustrates the critical factors that must be taken into account to establish a successful project organisational structure (Cristóbal, Fernández, & Diaz, 2018).

Table 4. The main factor of a project organizational structure (Cristóbal, Fernández, & Diaz, 2018,p.793}

Factor	Description
Division of labor	Labour should be divided among departments to ensure specialization. Dividing labour into distinct tasks and coordinating these tasks will define the structure of an organization
Background and experience	Previous experience with project organizational forms
Interdependence and interactive management	The number of systems and subsystems that integrate the project, the different methodological and philosophical assumptions across these systems, the cross-organizational and schedule interdependencies between activities.
Concurrent Engineering	Concurrent Engineering breaks down functional and departmental barriers by integrating team members with different discipline backgrounds often known as cross-functional teams
Authority, responsibility, and leadership	Authority and leadership should correspond with responsibility. Vision, strategy, and a cohesive team are also considered key factors
Unity of command	It should be clear who the upper level managers are with a well-established lines of commands. Every member of the project must also know what his obligations are
Personnel	Good selection of personnel with adequate skills and talents, which can lead to objectives accomplishment
Stakeholders	The number of project participants and how the information flows between them can affect the form of the structure
Spans of control	Work processes and systems should be efficient and effective with adequate levels of control
Flexibility	Structures should be flexible and dynamic with the ability to adapt to changing conditions of the external environment
Culture values	Loyalty of workers and commitment to the project
Other factors	Project size and duration, environment and territory, technology

Table 5 outlines the crucial elements of an effective project organisational framework. Due to the small scale of the smoothie company, a functional project structure is considered appropriate. In this structure, temporary teams function within a stable hierarchical system, where project managers are positioned at various organizational levels without a clear subordination.

Table 5. Functional project structure (Cristóbal, Fernández, & Díaz, 2018,p.794)



Rather than adhering to a rigid hierarchy, a dynamic hierarchy emerges, characterized by numerous temporary authority centres distributed across various organisational levels that have the flexibility to shift as tasks are concluded. However, different organisational structures come with their respective advantages and disadvantages, as shown in Appendix 2. The author outlines that for this small firm to have a successful project, a solid Functional structure is going to be the most applicable and manageable for the company.

Complex projects often necessitate overlapping responsibilities and dual roles, rendering both project and functional structures inadequate in managing these intricacies. For instance, while the matrix organisation is effective in integrating projects and disciplinary work, it may also introduce conflicts and ambiguous authority definitions. Kalu, as cited in Cristóbal, Fernández, & Díaz (2018), suggests that organisations grappling with complexity may prefer the matrix structure over purely functional or project-based structures. Arguments against the matrix structure often emphasize factors contributing to conflict or the repercussions of conflict situations.

Conversely, Mishra and Soota, as cited in Cristóbal, Fernández, & Díaz (2018), contend that functional organisations are suitable for continuous and routine operations where coordination is less critical, but this may result in a loss of overall project oversight, thereby impeding decision-making in the project. Moreover, in a pure project structure, many specialists agree that a manager requires multiple staff resources, making it suitable for large projects. Furthermore, a multidisciplinary structure provides a

broader perspective, and streamlined accountability and authority, expediting the overall process (Cristóbal, Fernández, & Díaz, 2018).

Conclusion

To summarise, the success of the project for this small firm relies on the identification of an initial project scope and potential failure risks. The development and integration of a strategic plan take precedence, emphasizing the critical importance of close monitoring and control. Adhering to a comprehensive project life cycle, which includes initiation, organization and preparation, execution, and closure, is essential. In this context, the use of a Waterfall model is recommended. Leadership assumes a pivotal role, demanding an inspiring figure to motivate the team towards goal achievement. Conversely, inadequate leadership in a small firm can result in team chaos. Consistent changes in premises should be avoided to mitigate additional costs and alleviate concerns among employees.

Performing a comprehensive SWOT analysis, as illustrated in Figure 3, brings to light the primary strengths and weaknesses of the company, along with identifying external opportunities.

Performing a PESTLE analysis is crucial for informing strategic decision-making and involves considering risk mitigation strategies. Key considerations include:

- **Political Influences:** Factors such as Brexit and geopolitical conflicts can significantly impact the supply chain.
- **Economic Factors:** Ongoing global health crises have profound effects on the industry.
- **Social Influences:** Consideration of consumer behaviour trends.
- **Technological Influences:** Emphasis on technologies like RFID systems, used by major brands to optimize inventory management.
- **Environmental Factors:** The increasing environmental concerns are pushing businesses to explore environmentally sustainable packaging alternatives.
- **Legal Considerations:** Adherence to correct European labelling legislation is essential.

This comprehensive and phased approach empowers the small firm to systematically address communication challenges, leverage technological solutions, implement an innovative company structure, and ensure effective change management. The primary objective is to adopt a culture of innovation, adaptability, and continuous improvement, positioning the company for sustained success in the competitive food and beverage industry.

In conclusion, the primary key element for a successful project is having effective leadership capable of motivating and assisting others. Similarly, a proficient project manager who can plan and maintain meticulous records is crucial for the success of a small firm. Therefore, with the appropriate guidance and established procedures, improvements in addressing missing deliveries and poor communication can be improved following this steps above.

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Appendices

Appendix 1

Table 6. *Uk statistic trades (Freund & Springmann (2021), p.503)*

Table 1 UK statistics on food trade, self-sufficiency ratio and tariffs on imports from countries without mutual trade agreements						
Food commodity	Imports		Exports		Self-sufficiency ratio (%)	UK global tariffs (%)
	Total (US\$m)	Share EU (%)	Total (US\$m)	Share EU (%)		
Wheat	319	49	228	89	89	17
Other grains	688	42	430	89	82	4
Vegetables, fruits, nuts	9,539	56	783	78	24	11
Oil seeds	532	36	76	95	72	0
Beef	1,323	92	683	84	71	42
Sheep and goat meat	418	19	588	91	108	47
Poultry	3,803	83	618	73	75	17
Pork	2,983	86	805	55	60	14
Vegetable oils and fats	3,035	53	787	87	59	11
Dairy products	4,064	99	2,403	76	86	33
Sugar	800	60	261	67	69	31

Non-tariff measures associated with customs procedures and product requirements apply to all food trade between the European Union and the United Kingdom. In line with previous analysis, we have assumed they amount to a tariff equivalent of 7.5% (Methods).

Appendix 2

Table 7. *Advantage and disadvantages of other types of structures. (Cristóbal, Fernández, & Diaz, 2018, p.796)*

Structure	Advantages	Disadvantages
Functional	There is no need to negotiate and compete with other areas for resources. Team members are familiar with each other since they work in the same area.	Program areas may not have all of the specialists needed to work on the project. Team members may have other responsibilities in the program unit since they may not be full-time on the project.
Pure Project	The project manager maintains authority over the entire project, which implies strong project control. Centralized lines of communication. Strong sense of project identification and good understanding of project goals by team members.	Costly and inefficient use of resources since several resources may be duplicated on different projects. Limited opportunities for knowledge sharing and professional growth since team members are dedicated to one project at a time.
Matrix	Efficient allocations of specialists, which can be fully leveraged by working on multiple projects. Employees can change from one unit to another without making the change permanent. Effective information flow, which allows team members to share information more readily across the unit boundaries. Strong project coordination and better control.	High administrative costs Shared authority between line managers and project managers which may be cause of conflict Reporting relations may be complex. Some team members might report to a programmatic unit managers while actually working for one or more project managers.

