



Managing Engineering Projects ACEA7009

Business Management in Projects

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Abbreviations

- JIT - Just in Time (deliveries)
- UK - United Kingdom
- PMBOK - Project Management Book of Knowledge
- EU - European Union
- OoH - Out of Hours (working)
- VR - Voluntary Redundancies
- BoE - Bank of England

1. Brief

To provide a consultancy service to a small firm who is considering moving to new premises to expand their product range of fruit smoothies. The firm consists of three directors who met at university.

The firm sales have been phenomenal and is continuing to rise; the firm wants to take advantage of this and would like to move to a larger premise on an industrial estate.

The firm currently supplies two major UK supermarkets, due to their continued success then another supermarket is keen to sell their products. The firm has a number of dedicated suppliers of fresh fruit who grow and sell directly to them from farms in the UK predominantly and Europe. One of many reasons for their success is down to the strong relationships formed with their suppliers and transportation companies but with success comes the downfall, in this case as the demand continues to grow then there have been several missed deliveries, poor quality and lack of communication has resulted in poor management and customer service.

2. Question 1

Fundamental principles of project management – what are the key points of project management that need to be considered in this case study?

There are various principles of project management that would benefit this project greatly. Key elements of effective project planning is all in the detail, it is essential to emphasise basic goals and milestones. Project Planning for this case study is highly desirable as it allows the project to progress smoothly and according to the plan, it assists the projects to be delivered on time and to budget, all stakeholders / members will be involved and clear of their roles and responsibilities. Deviations or risks will be identify in advanced, it is highly important to highlight quality control and to reduce costs.

The author has researched various methods of project management and has identified the titles below as the most specific.

- 1) Project Scope / Goal
- 2) Schedule
- 3) Quality
- 4) Budget
- 5) Risk
- 6) Identification of Stakeholder Needs

(Lean Scape, 2023)

2.1 Project Scope / Goal

The project goal for this case study is to provide expert consultation to this particular fruit smoothie company. The project goal for the firm is to increase their production capacity, which will allow them to expand and grow internally & externally. The firm who specialises in fruit smoothies aims to expand their catalogue to provide flavoured waters e.g. coconut water, children's juice, healthy soups, and yogurts-based drinks. It is essential to have clear objectives from the beginning; a good project management tool would be to use SMART goals.

Specific – The specific goal would be to achieve relocation successfully without losing sales and damaging their reputation.

Measurable – Each goal should be measurable, the author believes that each goal should be broken down into phases.

Achievable – The main objective is to relocate premises successfully, the author will advise on whether moving location is achievable without causing any harm to the business.

Realistic – To achieve their goal then the three directors will need to decide whether it is realistic given their resources, knowledge and experience.

Time – The time element is relatable to Measurable, there must be a realistic but ambitious end date to clarify task prioritisation and increase motivation. (Smartsheet, 2023)

This case study aims to develop a strong understanding of the requirements that will enable the firm to consider relocation to a new larger premise on an industrial estate. This start-up firm has been extremely successful to date; this is evident in their popularity amongst their target market. Currently they supply their products to two major UK supermarkets, as their sales have been phenomenal then another UK supermarket is keen to sell their products.

The project plan elaborates what the goals are, such as maintaining strong relationships with their suppliers and transportation companies, producing high quality products at affordable prices. The firm needs to address the delivery and collection issues as these have slipped recently due to high demands and poor communication.

The key points would be to emphasize the fact that the firm consists of three directors who are close friends who met at university. They produce a healthy and nutritious product and want to branch out in new products; their sales have been phenomenal so by moving to a new larger premise then it will enable the firm to grow significantly.

It would be good practice to produce a project charter for this case study as it addresses the purpose, objectives, stakeholders, risks, resources and dependencies during the project planning stage. The project charter is beneficial to support the business case; the firm will need to complete a business case to execute the plan. The business case will enable the firm to see what the benefits are for moving to a new premise, such as investment returns, growth and progress

but also highlight the risks involved. Another project management tool would be to use The Project Lifecycle breakdown, this can be seen in Appendix 1.

In order for the firm to grow and increase sales then they need to develop the infrastructure of the company. Currently they are producing their products in a small business unit with offices but as sales have been phenomenal then they need to increase production and staff levels, this is the driving factor behind moving premises to a larger unit on an industrial estate.

2.2 Schedule

The author is of the opinion that a schedule allows the business to define which task can be achieved successfully. A good way to keep on top of each tasks is by using a project management chart called a Gantt chart. The Gantt chart allows the user to see the start and end dates for each task. This could be the given date to start and anticipated completion date for the move. It is worth noting that the schedule will change over the duration of the move, the majority of schedules / programme over the course of a project. The author informs the directors that they will need to inform the stakeholders of the initial schedule and if there are any revisions through the timeline from start to completion. The schedule will highlight sensible milestones, these will be flagged up before and post achievement.

In order for them to set milestones then they will need to create a project plan, which will enable the firm to identify and define realistic deadlines for completion. By creating, a project plan then it will help project the directors and senior managers break down the work structure more accurately. It is advisable for the directors to take into consideration how the move would affect their workforce.

The project schedule informs all stakeholders what the expected delivery time will be, and helps project managers and team members to keep the project progressing in the right direction, at the right speed. The Project schedule includes the deliverables, tasks for each deliverable, start and due dates for each task and deliverable, and who will complete them.

2.3 Quality

It is important to perform quality assurance activities throughout the course of this project to identify and fix any defects before they cause problems for the company. The company has built-up such a great reputation in the industry then it is vital that this is not tarnished by not being able to meet quality standards and deadlines. As the case study states that as *“demand as grown then there have been several missed deliveries and quality has slipped in several areas such as delivery to customers and collection of fruit from growers”*. There is a tolerance in the quality of the product but also in the delivery of the product. As the business has been successful, then their tolerances have been minimal and their quality criteria is high.

Control quality is the process of monitoring and recording results of executing the quality to assess performance and recommend necessary changes. The key benefits of this process include (1) identifying the causes of poor process or product quality and recommending and/or taking action to eliminate them. (PMBOK, 2023).

2.4 Budget

The three directors will need to consider the expense of relocation and weigh up the potential of the upscale to the initial loss for the move. There will be a time in the early stages of the move where sales will drop but it is down to the management team to ensure that they do their utmost to make sure the loss is minimal. The amount of money allocated to the move is determine by the directors and major stakeholders, once the budget is confirmed then it will be the responsibility of the project manager to disperse these resources appropriately. There needs to be a contingency of funds where if the budget slips then the directors have a 10-15% percent of funds to cover slippage in the programme or works.

2.5 Risk

Risk management is the process of identifying, analysing and responding to risks that could potentially influence the success of a project. There are many different types of risks that can occur during a project, so it important to carefully consider all potential risks before making a decisions.

In terms of risk to this scheme then there are few things to consider, such as estimating errors, cost escalation, delays in works and performances, employee negligence and new technologies. The greatest risk is the gamble on whether upscaling to a new larger premises will pay off, however if the scheme is run correctly then there is potential that the move.

The current risk of the company not moving to the new premises has the potential for it to fail and fold. The company has built up a good reputation and is known to deliver high quality products. If they cannot meet the high orders then it will damage the relationship they have with the suppliers, distributors and most importantly their clients. The company will need to confirm and communicate with their stakeholders, and communicate with the shareholders to inform them of the move. It is important that mitigation strategies are implemented for risks that are most likely to occur or have high costs associated with them.

2.6 Identification of Stakeholders Needs

There is a way to identify the stakeholders' needs for this project; it is advisable for the directors to consider the interest, influence, knowledge and level of support for their stakeholders.

The directors need to communicate clearly and frequent with early engagement with the stakeholders, they need to understand and fall back on the principles of the organisation that relationships they have built to date are key and fundamental to its already success. The directors need to hammer home the idea of moving to the primary and secondary stakeholders. The primary stakeholders are the employees, shareholders and investors whereas the secondary stakeholders are for those who may affect relationships with primary stakeholders i.e. UK or local government bodies & authorities, legal authorities, social groups, business partners, competitors and the media press to name but a few. The author advises the directors to gain full support from the most influential stakeholders, by doing this then it will help sway the decisions of the other stakeholders into relocating.

It is not to be underestimate how powerful the stakeholders are. Stakeholders have always been involved in businesses but just was not really recognised and account for, however today's stakeholders are more sophisticated, informed, vocal and influential.

3. Question 2

Detailed analysis of the case study using SWOT and PEST analysis

3.1 SWOT Analysis

Strengths	• The brand name is now a household name. This means that customers trust the name, they trust the product, they understand what they are buying and what to expect from it. • The company spotted a gap in the market back in 1998/9 and through hard work; dedication and good marketing then they grew from strength to strength. They sell a product, which was not out in the market to the extent where the product is made from pure ingredients (natural fruit) and not additives, concentrates and preservatives. • The company has colourful logos and fun type packaging; this is attractive to look at and makes the consumer think that they are putting something in their body, which is “innocent” and healthy. • In order for the company to be successful then it shows that they have great employees who they have respected and treated fairly since starting up, the company has got a good reputation as an employer. This is vital to recruitment and retaining staff. • Communication is key in getting the message across about the product. The brand has been successful in self-promoting their product, which has enhanced their sales phenomenally. This resulted in the product being sold directly in two major UK supermarkets with another leading supermarket expressing a keen interest in selling their products. The company was sold to the Major global brand – Coca Cola this in its self is a huge achievement and recognition from the business world. • The company champions’ sustainability, their packaging is 50% recycled plastic and 15% plant plastic. From 2025-2030 the company is aiming for their packaging to be 100% recycled. (Innocent drinks, 2023).
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	• The company is planning to build one of the world's most sustainable (carbon neutral) healthy drinks factory. • The company has a number of dedicated suppliers of fresh fruit. The company monitors the fruit by which is grown in the suppliers farms. By doing this then they can keep on top of the quality control from their suppliers. • They (the company) have developed strong relationships with their suppliers and transportation companies. This helps them in Just in Time (JIT) deliveries as all they all work well together.
Weaknesses	• As the company has expanded then it has put added pressure on their suppliers and distribution companies. By adding pressure to these companies to meet JIT deliveries then it has led to several missed deliveries and quality has slipped in several areas such as delivery to customers and collection of fruit from suppliers. • The company championed their self's on great communication in the early stages but as they continue to expand then the communication levels have dropped by all parties and a lack of effective organisational structure and poor management of change. This will need to be addressed immediately prior to moving to the new premises. • As the company was setup by three friends (Directors) from University then this could lead to discontent from each other if each decisions is not agreed mutually. The author raises the issue that mixing business and friendship can be difficult. • Reading from the background history of the three directors then the author believes that the directors lack the business experience from having a small successfully company to a large global brand. Upscaling involves many elements to align and synchronize, this requires expert knowledge on how to successfully move to a larger premises. • The company will need to set as side a tolerance of income, there will be a loss in quality and production for when they move to the industrial unit. They will need to notify their supply chain of the new

	premises, it could be a case that the transportation company would be willing to travel further afield for collection and distribution. If they do then this could lead to extra charges.
Opportunity	• By moving to a new larger premise, then this will lead to many opportunities for the company. • The larger premises will allow the company to expand their products, provide them more space to store ingredients in a controlled environment. Some products & fruit can be stored for longer periods. This will assist the company to store larger amounts and reduce wastage. • The company can expand into new products, to offer the consumer a large variety of products. • By expanding then they will need to carry out a recruitment drive, which will provide the local community and economy a welcomed boost. • The company can expand their offices to make it more appealing for their current & future staff. • By expanding then they can improve their infrastructure from top to bottom, they can install new manufacturing technology, which may help to reduce waste and increase productivity. The company has never owned a manufacturing / production factory so this could be an opportunity. • The company will need to research where their competitors are based and if they are local to the new location. There could be an opportunity to undercut their competitors by using local transportation companies. • There is always an opportunity to increase the press / media marketing coverage of the brand.
Threat	• The company has many competitors such as Tropicana, Britvic J20, Ocean Spray, Ribena, Capri-Sun to name but a few but their main competitor is the supermarket's own brand. Even the supermarket's they supply too are their competitors. Supermarkets produce every

	product each brand sells. They offer their own products at a discount price to the consumer than the brands. However, due to the company's global reputation then their brand can continue to grow. The company uses ingredients that quite possibly the supermarket cannot offer at a discounted price. • Some fruits preserves better than others do and some need to be stored at specific temperatures. This could be a threat to the storage capacity of the existing premises, this will add weight to moving to a larger premises. • Fuel prices is always a threat to any business. As the fuel prices continually increase then the transportation companies overheads will increase which will have a knock on effect to the company. • Transportation companies pass the cost of wear and tear off their vehicles onto their clients; if the new premises is, further afield from what they are used to then their rates will increase. • The location of the premises could be a threat, even though the industrial unit is larger and more practical it could be in a location which is difficult to get to, the area could be laden with heavy traffic, it could be in location which is has high flood percentages etc. • As the company has taken a bit of hit with the several missed deliveries to customers and from fruit growers then this could have a knock on effect with fruit not being collected and possibly going waste and the customers not being able to sell their products.
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Political Factors	• There is a possibility that the company could suffer a political risk in the instability of the UK's government politics. This could come from a change in government leadership where policies might change as well. A new government could introduce higher taxes to larger companies who have a heavy carbon footprint. • The corporation tax that the company may have to pay can be determined by the size of its profits (NetWallet 2023). As the company grows in stature and increases its turnover annually then there will be higher taxes to pay. These need to be included in the business plan to make sure that they can pay the rates. • Monetary policy is action that the UK's central bank can take to influence how money is in the economy and how much it costs to borrow. (Monetary Policy 2023) This is relevant to the case study as the company may need to borrow money from the government in order expand and move premises, they might have to borrow a large sum and pay back over a set timescale. As it reflects the UK economy then it is hard to predict what the future financial climate will be. • International trade restrictions and tariffs are important to the company, as it wants to export their products to EU and further afield. Trade tariffs will affect the company as the country they want to export to may charge them a tariff. The company's account / finance department will need to make a firm assessment on exports, also to factor in imports of fruit and vegetables from various countries. • Since the UK opted out of the European Union then it has affected the UK trade significantly. Relationship with the EU in regards to imports & exports will need to be considered, there may be additional tariffs to be paid or re-negotiated. • Legal Factors – employment laws, discrimination laws, health & safety, copyright protection, consumer safety. • Employment laws have changed over the years so there are important issues to note such working hours, holiday & sickness entitlement, night / overtime / OoH working etc. As the company wants to relocate
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	then they need to take into considering their employees, how far extra they would have to travel, would they get reimbursed travel allowance for a set period / or would the company offer a severance package and allow for natural wastage (Voluntary Redundancies (VR) etc.). • As well as the employment laws the company would have to considered discrimination laws, these look at the equality act 2010 which look at treating employees fairly and equally. The other laws to consider would be copyright protection and consumer safety. These laws protect the business from threats uncontrolled threats. “The Copyright, Designs and Patents Act 1988 gives the creators of literary, dramatic, musical and artistic works the right to control the ways in which their material may be used” (Copyright Law, 2023). This will prevent competitors copying the company’s packaging and creative design / wording. The Consumer Safety Act 1978 is an “Act to make further provision with respect to the safety of consumers and others”. (Consumer Safety Act 1978, 2023) • There are many environmental factors to consider such as the weather and climate change. The quality and growth of the fruit relies on the certain type of weather to be guaranteed, some fruit grow in hot climate and but they also need to be nurtured and watered. The company could look at growing and sourcing their own continental fruit in the UK but the UK weather is very temperamental and there is no guarantee of sunshine. • Environmental policies - The country’s withdrawal from the European Union has forced it to develop a new environmental framework, enshrined in the ambitious Environment Act 2021. This includes a goal of net zero carbon emissions by 2050, with an emissions reduction of 78% compared to 1990 levels by 2035. (Environmental Policies, 2023) • Recycling is a keen dominator to the business; they champion themselves on their sustainability qualities and goals. The company uses 50% recycled plastics for their bottles and use reusable cardboard for their packaging. (Innocent Drinks, 2023) • By the company, championing sustainability then it enhances the company’s reputation and encourages their customers to recycle and
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	be part of the process. The author believes that there is a positive physiological advantage for the company to advertise their sustainability's aims and goals; the consumer is under the influence that by purchasing this product then they are contributing to a more eco-friendly environment.
Economic Factors	• Inflation can have an effect on the company by the Bank of England's interest rates if they increase or decrease. If interest rates inflate then it puts pressure on other businesses connect to the company. This will have a knock on effect to the company i.e. the suppliers rates will increase, salaries increase which means that their rates will increase. It is all part of the chain that goes from one supplier to another and at the end always returns to the client. • The UK Government tax / fiscal policy directly affects the business, in some cases if taxes are reduced then this would boost the company's profits however this is unlikely as taxes are normally increased not decreased. If the company needs to borrow capital from a lender then this will depend on how much they have to pay back due to the Bank of England's rates. • The company sold 20% of shares to Coca Cola in 2019 and then in 2013 they took full ownership. Coca Cola heavily invested in the company as they realised the potential that the company and its brand has. The company were fortunate enough to have investors during the start-up stages.
Social Factors	• There are many social factors to be considered for the company and their target markets. • Health & Well-being is a very topical subject in this current climate, people are becoming more health & fit conscious, they want to keep fit and active and have a healthy diet so the client's products are very much in demand. • People these days are more eco-friendly minded and they want to recycle, this will be a driving factor for the company as their ethos is sustainability and they pride themselves on contributing to reduce the

	carbon footprint. Consumers will acknowledge this and want to be associated with the brand. • In some cultures, certain types of food and drink is prohibited or not approved, however this is not the case for the clients product as it is a healthy juice drink. That is not to say that the product is suitable to everyone, as some people may have dietary concerns, which could be triggered by certain fruit. • The product is popular with the younger generation due to its health incentives, fast food giant McDonalds trailed the brand in their Happy Meals, which is aimed at young children. By doing this then it enhanced McDonald's reputation with parents, as they were comfortable with their children having fast food but with a healthy drink.
Technology Factors	• The company does not own a manufacturing unit so there is no need for automation, however as technology is so advanced then automation would be a positive choice to increase production and at a lower cost. • New technologies allows consumers to research the product in-depth, this benefits the company because they become more accessible. The company communicates via all types of social platforms through networks. New technologies allows orders to be processed quicker, they allow the suppliers to contact and communicate with the client easily. • Communication is key for the company to continue; new technologies allow the company to communicate with all stakeholders, suppliers, transporters, investors and the consumer. • There is a possibility that automation could provide the company's manufacturer with an option to reduce its work force, the automation would do the job / task quicker, efficiently and accurately. • As technology develops then incentives, increase to use automation as it reduces the amount of waste / errors. However, there can be a downside to automation if it breaks down for a period of time then that means that production would stop, resulting in loss of money.

	• Research and development can be undertaken through e-commerce technologies, this affects how the company operates, sales and gathers information customers, suppliers and competitors. • Cybersecurity is important to the company, as it will protect them from hackers and cyber threat. It would be beneficial to the company to invest in their cybersecurity.
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4. Question 3

A discussion of how the company could be structured better and how new technology can be utilised to improve communication between growers, transport providers and the company.

The author suggests that the structure of the company is vital to make sure the company operates to its full potential. A structure review will help the company work more effectively and efficiently. As the company wants to expand and move to a larger premise to operate the business then they will need to upscale in all areas especially in recruitment. It is advisable for the three directors to delegate a percentage of their duties onto their deputies and assistants; this is why a structural process is essential.

By carrying out a structure process then this will demonstrate the levels of authority and define the roles and responsibilities of each employee, it will encourage clear lines of communications and allow for divisions of functions and specialisation. It is fair to say that not all business are managed the same but they do share the fundamental principles that they need to be well organised with strong communication lines throughout.

Poor communication and lack of effective organisational structure and poor management is something that the company has failed on recently.

As the company grows in stature and business continues to rise then it is useful to review the structure and hierarchies annually, by doing this then it will keep the structure fresh and allow the directors keep on top of the business. The directors will have many decisions to make on a daily basis, if they can recruit correctly and fill roles with the most suitable candidates then the lower scale decisions can be made at a lower level and not 'bog' the directors down.

In order for the company to expand and become a force in the market to which they are striving to be then they need to improve and upgrade the infrastructure of the business, this is achievable if they relocate to the new premises. However in order to do that then the business will have to improve individual teams i.e. develop and improve on customer service, communication with suppliers, distributors and clients.

Organisational structures are important as it shows established patterns of relationships between parts and members of the company. The author has identified four structures that could be useful to the company:

- Pure Project Structure
- Hierarchical Structure
- Flat Structure
- Matrix Structure

However after further investigating into each structure then the most suited ones to the company will be:

- Hierarchical Structure
- Matrix Structure.

4.1 Hierarchical Structure

The hierarchical structure is an organisational structure that contains a direct chain of command from the top of the company to the bottom. "Senior management makes all critical decisions, which are then passed down through subsidiary levels of management. If someone at the bottom of this organisational pyramid wants to make a decision, they pass the request up through the chain of command for approval" (Hierarchical organisational structure, 2023)

The author believes that this is a good choice for the company's structure, as the three directors will be able to step back in some decision-making processes. Their next-in-line managers will make the decisions for them. Hierarchical structure allows for clear management decisions, the employees will recognise the defined levels of leadership within the company. Employees will be

encouraged to develop and progress as there will be a clear career path through the organisation, they will gradually advance through the levels of management.

This type of structure does come with some down points such as; low-level employees might feel restricted and starved of information, which does not filter correctly down from high-level management.

There is no time period to how long an employee would have to wait or be employed for until they reach management level, there could be a case for disgruntle staff not gaining promotion on length of service. The image below illustrates the hierarchical diagram; this is a typical set-up however, in regards to company in question then there will be three directors at the top.



(Research Gate, 2023)

4.2 Matrix Structure

“The matrix organisational structure requires that employees have more than one reporting relationship. This arrangement involves reporting to a manager within a functional organisation, while also reporting to a project manager who is overseeing the work on a project that requires that from multiple functional areas” (Matrix Structure, 2023)

“The main reasons for implementing a matrix organisation involve the organisation’s goals, strategy and environment. With a dual goal of focusing on both efficiency and effectiveness, the matrix configuration is an appropriate choice” (How to get the matrix organisation to work, 2019)

The matrix structure combines functional efficiency with product / project accountability, it develops a tolerance of flexibility and ambiguity. These strengths will benefit the company as it provides a clear line of communication under each discipline. Due to the company's expansion then they will be considering recruitment in the following areas i.e. production, finance, sales, marketing and R&D plus others. These disciplines require managers who will deal with these areas and if further approval is required then it will go to the directors. This is illustrated in the diagram below.



(Matrix Organisation structure chart, 2023)

The matrix structure does come with some flaws, there is potential for competition (not always a bad thing) and conflict between dual managers. There is a cost of added management later, meetings and maybe wasted time. Another issue could lie with the functional managers can become frustrated with the demands of multiple products. However, in this line of work then the functional managers must be comfortable with dealing with multiple products and ideas.

The author believes that these two structures are important and well suited to the company but consideration is given toward a decentralised organisation structure. Due to the nature of the business, and how reactive the company needs to be within the current market, then it would be beneficial for that this type of structure to could form a partnership with a hierarchical system.

Both the hierarchical and matrix structure are useful to the company, they will allow new technologies to be introduced into the system, which will utilise better communication between the suppliers and transport companies.

The company has already developed strong relationships with their suppliers and transport companies but as these have broken down recently due to the high demand in orders. It is important to “build those bridges” and get back on track, new technologies can assist this by having a faster and clear line of communication, having a direct procurement system, which lets the company place orders with the suppliers, and distributors and they will then in return receive notifications that the orders have been placed and secured. There could be a framework option with both suppliers and distributors so that they can guarantee the work rather than be outpriced by their rivals who would be willing to take a cut just to get the work. This would be beneficial to all parties. New technologies doesn't mean networks and I.T systems but also productions lines as well, new production systems are so sophisticated that they can increase production significantly which will enable the company to keep up with orders.

5. Question 4

A discussion of issues related to moving to the new premises and how different leadership styles could influence the success of the project.

The thought of moving to a new premises but can be exciting but also daunting, the company is relatively successful with what they have had to work with however to meet the high demand of their products then the move is essential for progression and growth.

The company needs to consider the biggest asset they got and that is their staff, it is obvious to see that the product is off a high standard but their key success is down to the marketing and its workforce. The company comes across as a good employer, their staff are highly motivated, talented and enthusiastic, and so the company should do what it can to retain their services.

The three directors are successful in their own right but they do need the help and guidance of their fellow peers. The author would advise the directors to reward their experienced, dedicated staff with incentives (promotion, bonuses etc.) to encourage them to take the move with them; the relocation will also provide a good opportunity for natural wastage. This will allow staff to receive voluntary redundancy if they did not want to relocate. The company will also need to relocate all of their production and office equipment. They will also need to relocate their produce and products safely as this might require specialised transportation.

As the success of the company does depend on the leadership and managerial styles and how effective they are on the staff. There many different attributes between leadership and management, management will always have the final say on decisions whereas leaders encourage personnel to follow. The company champions themselves on being current and having a relaxed attitude, these filters down to the leaders in the organisation. True leadership involves delegation and empowerment this presents staff with responsibility. The three directors are management but simultaneously are also leaders, as they need to create a vision and then communicate that vision to their workforce, they need to energise, inspire and motive the workforce to follow them to the new location.

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8. Appendices

8.1 Appendix 1 – The Project Lifecycle

The Project Lifecycle

Planning			Delivery	Close	Post
Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Scoping & Approval	Project Planning	Start Up the Project	Deliver the Project	Close the Project	Post Project Review
➤ Identify need & scope of project ➤ Write business case ➤ Identify owning HOS/D ➤ Secure planning resources ➤ Agree governance ➤ SMG Research approval	➤ Create project plan ➤ Prepare full bid ➤ Conduct risk review ➤ Plan all resources ➤ Negotiate agreements ➤ Secure SMT approval	➤ Initiate contracts ➤ Secure all resources ➤ Engage PM ➤ Setup finances ➤ Secure funders approval	➤ Execute project plans ➤ Deliver outputs ➤ Manage exceptions ➤ Manage contract delivery ➤ Submit Claims to funder ➤ Project Steering Group control ➤ SMT Monitoring Reports ➤ Project Assurance Review (if requested) ➤ Funder/PWC Audits (if requested)	➤ Close contracts ➤ Close finances ➤ Write Project Completion Report ➤ Release resources	➤ Review benefit delivery ➤ Identify follow-up projects

(Project Lifecycle - APM, 2023)