

University of Wales Trinity Saint David

EMPL 4009

Project Planning

Relocation and Expansion of a Charity Shop

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Introduction

Our society today is a mix of people with different financial status. There are poor and rich people living in cities and countryside. Contribution and responsibility make the earth a better place to live. There are lots of people who need help and lots of kind humans who intend to donate. There must be some organization, groups or NGOs to connect the donators to people who need help.

Charity organizations are playing key roles in this connection procedure. They can connect with people and encourage them to donate their extra stuff to others who need them more. Charities are divided to several types. There are wide range of charity organization running today. Charity hospital, child care, animal care are only the examples of charity organizations.

The following is a project to relocate a charity shop to Kennington area in London and expand it to have better performance and connect with more people.

Explanation

The first step to open a charity shop is to register a charity company. The sources of income, the income rate dedicated to charity, the trustee or trustees and the goal of the charity must be clear before register it. There is a possibility to register the charity online via the government website called “charity commission”. Diehl (2013)

The project here is to relocate a charity shop to a crowded area like Kennington and expand it in the new location. Therefore, we assume we have already registered the charity organization.

The project starts when we decide to relocate our shop and expand it to a bigger one. In fact, the reason for this relocation is to locate our small charity shop in a convenience area due to have contact with more donators and consumers and more income as a result.

The project needs an initial plan which clarifies different stages, stakeholders who involved in each phase and how to deal with any of them, the aims, goals, objectives, the risk management and finally the sustainability. It also needs a time schedule to dedicate a time for each step.

The aims and objectives

Having a goal gives the motivation to carry on even when there are lots of barriers in both personal life and business. Haughey (2014)

Nowadays, SMART methodology is a hot subject among all managers and leaders who intend to lead a successful team to achieve victory in their projects. Flores (2017)

One of the earliest published articles that used S.M.A.R.T objectives as we know today, is published by Doran, George T. in November 1981. Morrison (2010).



Fig1. SMART objectives. Barret (2017)

As it mentioned above, the aim of the project is to relocate a small charity shop to a greater one in Kennington in order to achieve the goal to increase the income up to 10% at the end of a period of 12 months.

According to SMART objectives technique, our aims are specifically shows that we need to achieve 10% more income by 12 months.

It is measurable because the amount of income is calculable now and at the specified time.

Our goal is achievable by planning an accurate time scheduled project and accurate implementation of the plan.

The relocation process is real and calculable and we do not go through imaginative aspects.

Every single step has a dedicated time.

The phases of the project

1. Planning the goals and objectives
2. Researching and analysing the new area, the cost , the budget
3. finding the best place
4. Advertisement about the new shop and set an event date.
5. Design , decoration and preparation of the shop
6. Opening the shop , event date
7. Running the shop for the period of one year
8. Calculate the amount of income and compare it to the same period in the year before.

Time schedule

- Planning the whole project for one month
- Researching and analysing the area for 2 months
- Finding the best place based on our researches during a month
- Designation and decorating the new shop for about a month
- Advertisement meanwhile

- Find and employ new staff for a month meanwhile with the decorating procedure.
- Create an event day at the first day of opening new shop, run and test the shop for one month
- Achieve 10% more consumers and donators at the end of a period of 6 months of running the shop which is equivalent to 10% more income.
- Calculate the amount of income for one month

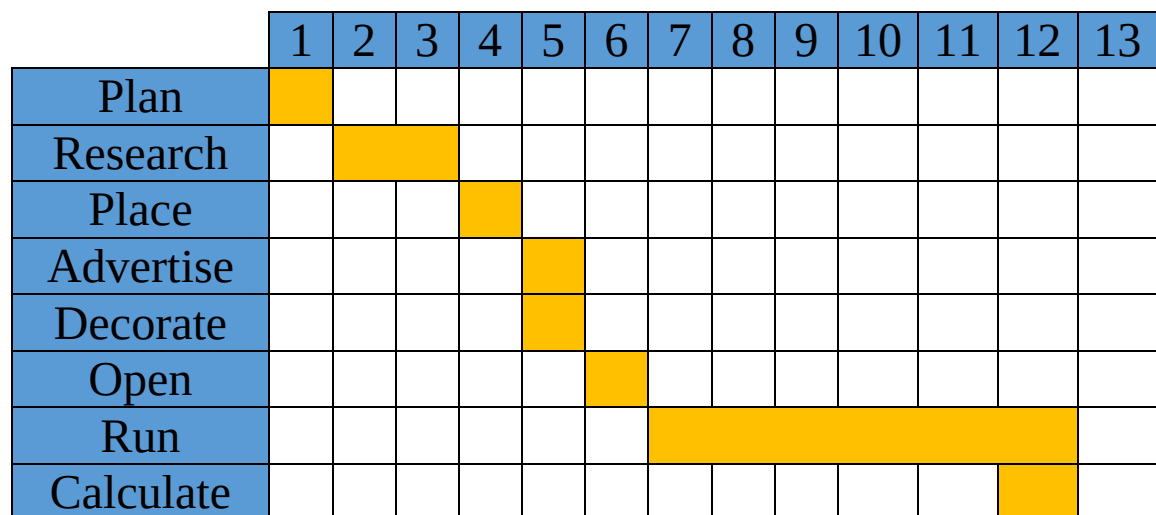


Fig 2. Gantt chart based on month .Rouse (2007)

Methodology

Methodology defines what a project needs from start to end. Based on the Prince 2 methodology, a project should have following stages: Bonnie (2014)

- Initiation
- Planning
- Control
- Execution
- Closure

Or

- Strategy
- Preparation and design
- Testing
- Launch
- closure

We define our project based on this methodology. The following charts show our project methodology:

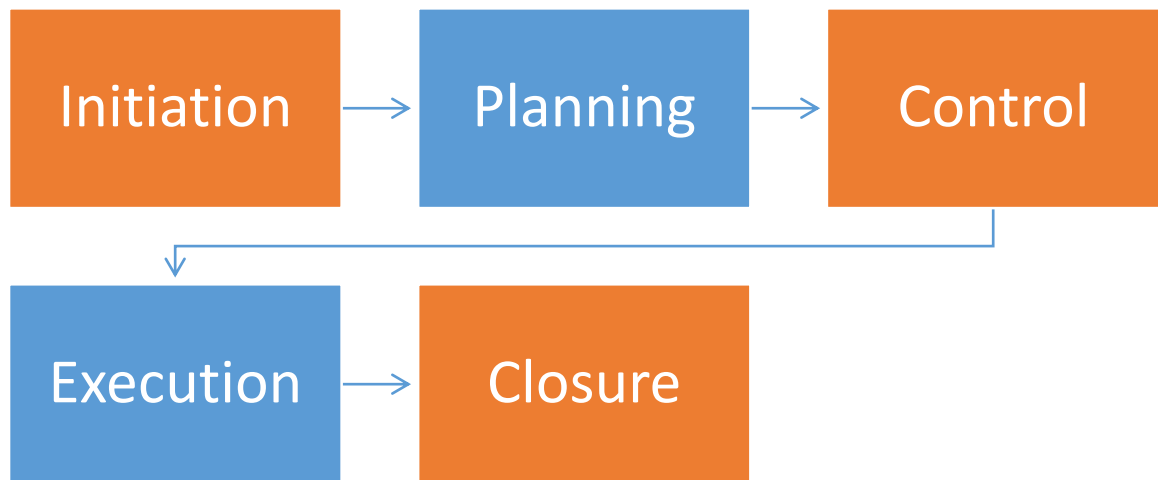


Fig3.Methodology

Initiation	Work in a team to define a project to relocate a charity shop to Kennington
Planning	Research and analyse the area, Find the place, advertise, design and decoration , employ staff
Control	Open the shop, event day and test for one month
Execution	Run the shop for 6 months
closure	Calculate the income , compare it to the year before and look for possibility to expand the shop further

Fig 3. Phase management

Stakeholders involved in each stage

Different people or organization might be involved in our project during our stages as stakeholders.

The stakeholders based on the phases of the projects are as follows:

In the first stage of planning the goals and objectives we have to identify an organization to donate the charity income. In this case we found an organization which supports children who are suffering from cancer. So, the most important stakeholder in the first stage is the child care association manager. We found “children with cancer UK” a suitable organization to donate a part of our income. “Children with cancer UK” is established in 1987 by Eddle and Marlon O’Gorman with help of, Diana, princess of Wales. (source : children with cancer UK website)

We also need sponsors and funders to fund the initial budget to relocate and expand the shop. So the sponsor is the other internal stakeholder.

Below stakeholders are involved in phases 2 and 3:

- The estate agent (external stakeholder)
- The landlord (external stakeholder)

And in phase 4:

- Web designer (external stakeholder)
- Local magazine editor (external stakeholder)
- Ad designer (external stakeholder)
- Interviewer for employing new staff or volunteers (internal stakeholder)

Phase 5:

- Interior designer (external stakeholder)
- Decoration team include leader, workers, electrician, carpenter etc. (external stakeholder)

Phase 6:

- Neighbours in new area (Kennington). They could be both donators and consumers.(internal stakeholder)
- Sales assistant , customer service staff (internal stakeholder)
- Supervisor (internal stakeholder)

And phase 7:

- All staff working in the shop (internal stakeholder)
- Consumers and donators (internal stakeholder)

Phase 8:

- Accountant (internal stakeholder)

stages	stakeholders			
Plan	Child care association manager	sponsor		
Research	Estate agent	landlord		
Place	Estate agent	Landlord		
Advertise	Web designer	Magazine editor	interviewer	Ad designer
Decorate	Interior designer	Decoration team		
Open	Sales assistants	supervisor	Consumers	Donators
Run	All staff	Consumers	Donators	
Calculate	Accountant			

Fig 5: stakeholders involved in each phase

Dealing with each stakeholder in any stage is a part of project planning. We should communicate with each stakeholder based on their priority to the project.

Each stakeholder has power to affect the project. They also have interest in our project. Dealing with stakeholders is different regarding their level of power and interest. The following chart shows how to deal with stakeholders: Thompson (2017)

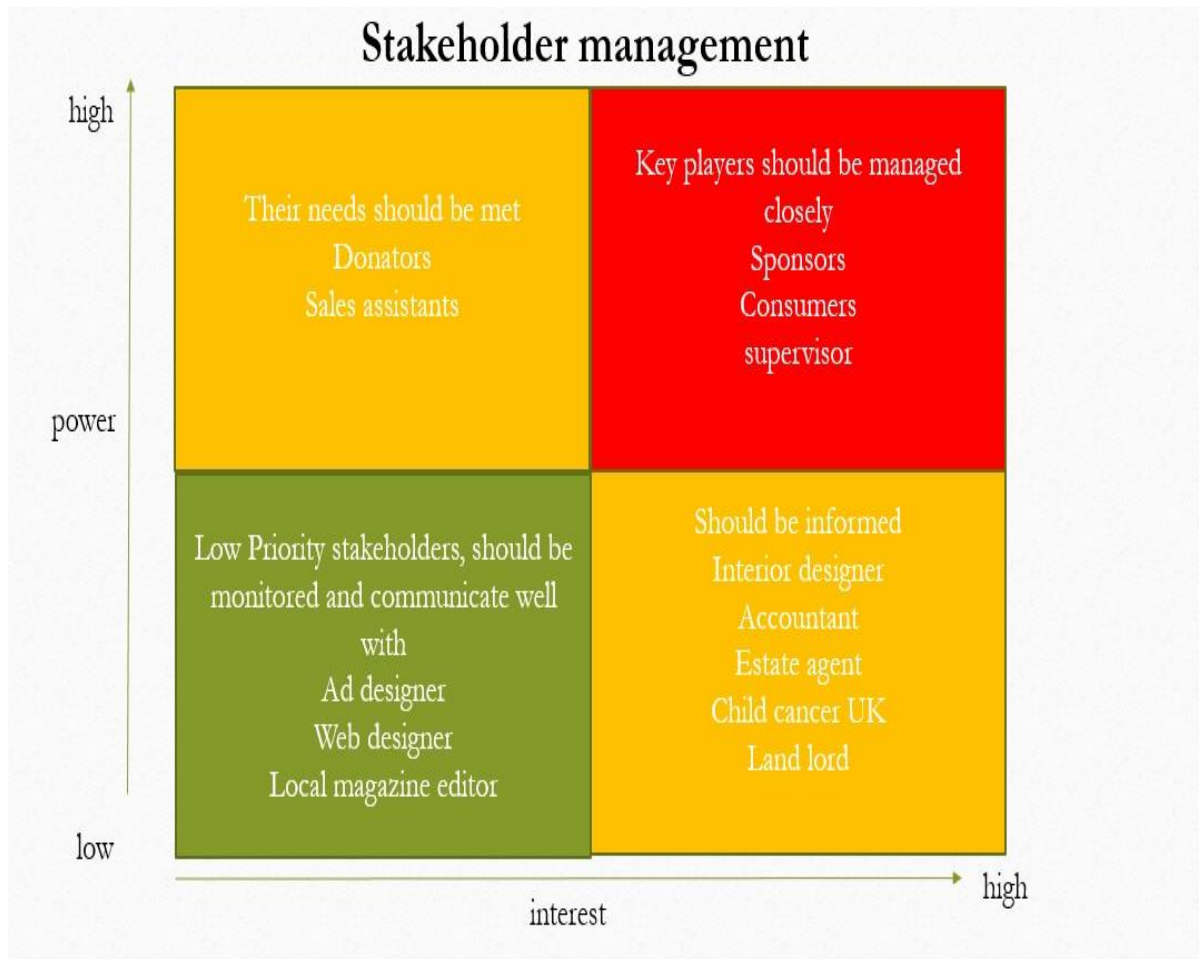


Fig 6.Stakeholder management

Life cycle

The amount of money that should be spent is different based on the stages. Finding and renting or buying a new shop in an area like Kennington costs the most in the project. A simple chart can show the lifecycle of the project. We assign about 40% of the budget to buy or rent a shop. We also assign 20% of total budget to run the shop for a period of 6 months. Plan, research, open the shop and calculate the amount of income money are assigned 5% each. Advertisement and decoration cost about 10% of the budget each. Below diagram and chart show the phases and the cost for each phase.

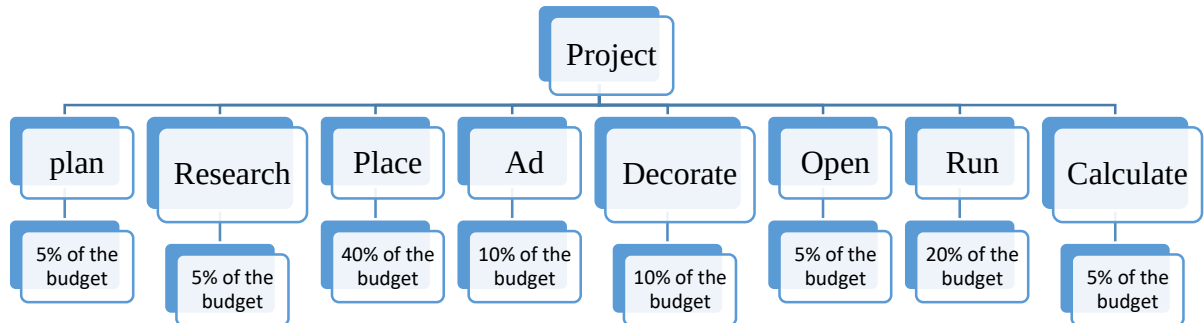


Fig 7: phases and cost of each phase

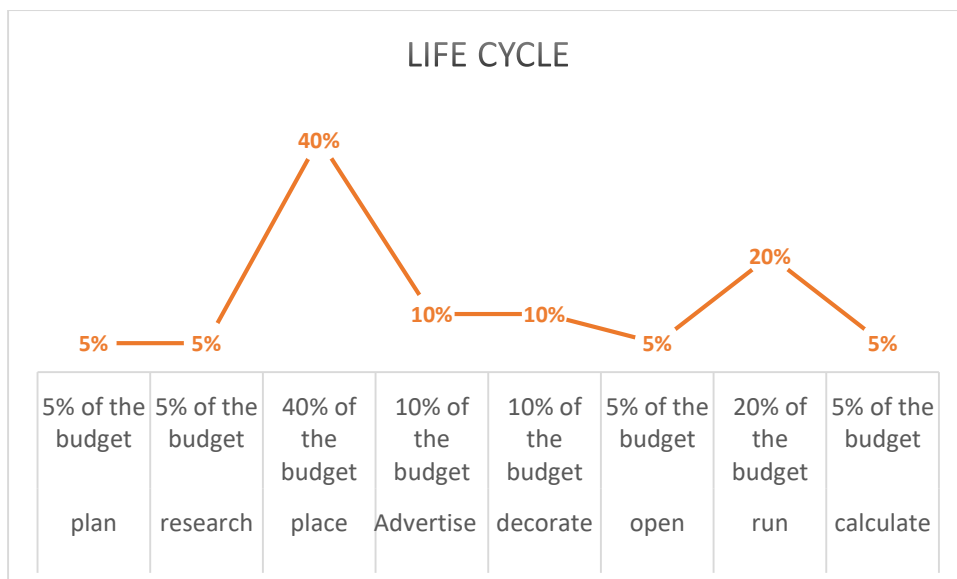


Fig 8: life cycle of the project

Risk management

The risks exist in every project that can put the project in danger, the types of risks are different from project to project and from situation to situation. The most important point for a project manager is to predict the risks and be ready to take proper action. The followings are our project's risks and action to overcome the probable risks:

- Shop is not located in mixed income area

At the first and second stage, the project manager and the team is supposed to research and gather information about the area of the targeted shop. As we need enough donator and enough consumer normally at the same level, the shop should be located in an area with people of different range of income. The project manager and the team is to deal with the case to avoid locate the shop in an inappropriate area.

- Shop is not safe and secured enough

Project manager is to analyse the area to make sure it is safe enough to open a charity shop. Some security guards or security systems like CCTV may need to be prepared in the case of unsecure area.

- The volunteers and staff do not perform well

The volunteers and staff should completely understand their key role in shop. It is the manager and the interviewer to make them aware in interview session.

- Shop is not located in an area with a car parking space

It is important especially for donators to have access to car parking near the shop. It must be predicted in the stage of researching and analysing.

- Shop does not have a good footfall

It is also important for the shop to be located in an area with good footfall. It is again must be considered in the very first stages.

- The neighbours are not interested to donate goods to the shop

There should be enough advertisement to encourage people to donate their goods. It might be necessary even to contact them house-by-house and explain for them. The time and cost of the action should be predicted.

- There are not enough customer who are interested to buy goods in the shop

Reasonable prices and advertisements are the ways to persuade people buy goods from the shops. The analysing and implementation of the appropriate action is the duty of the project manager

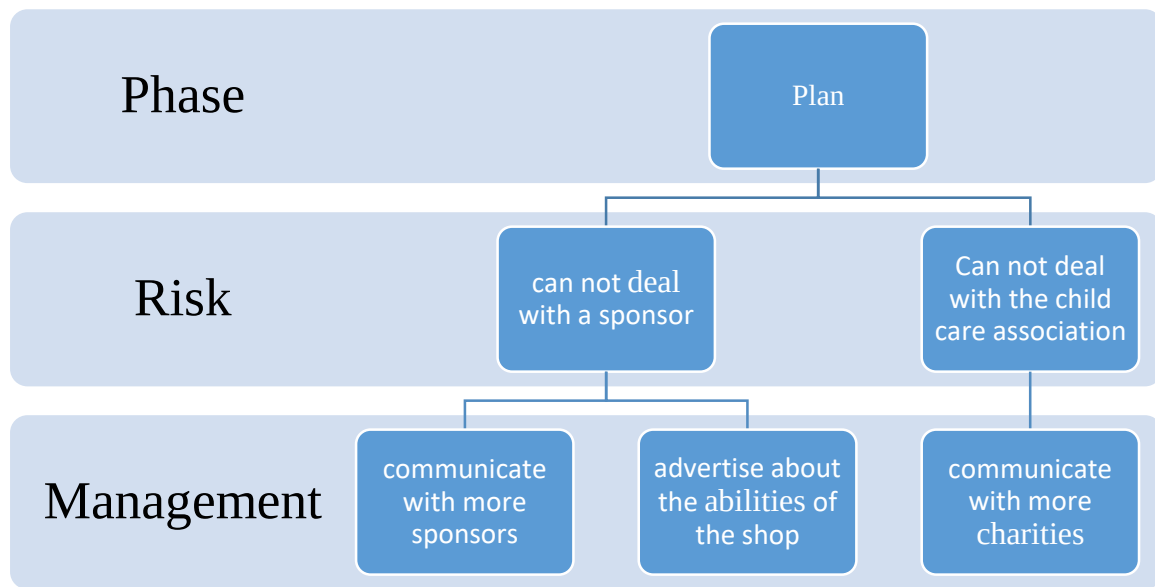


Fig 9: risk management for the planning phase

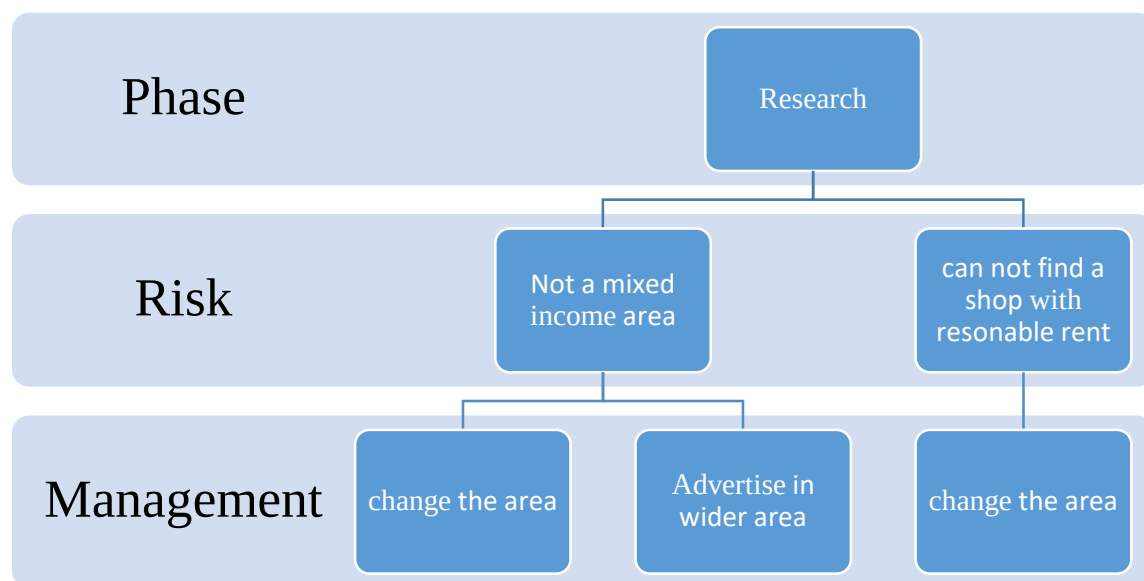


Fig 10: risk management for the researching phase

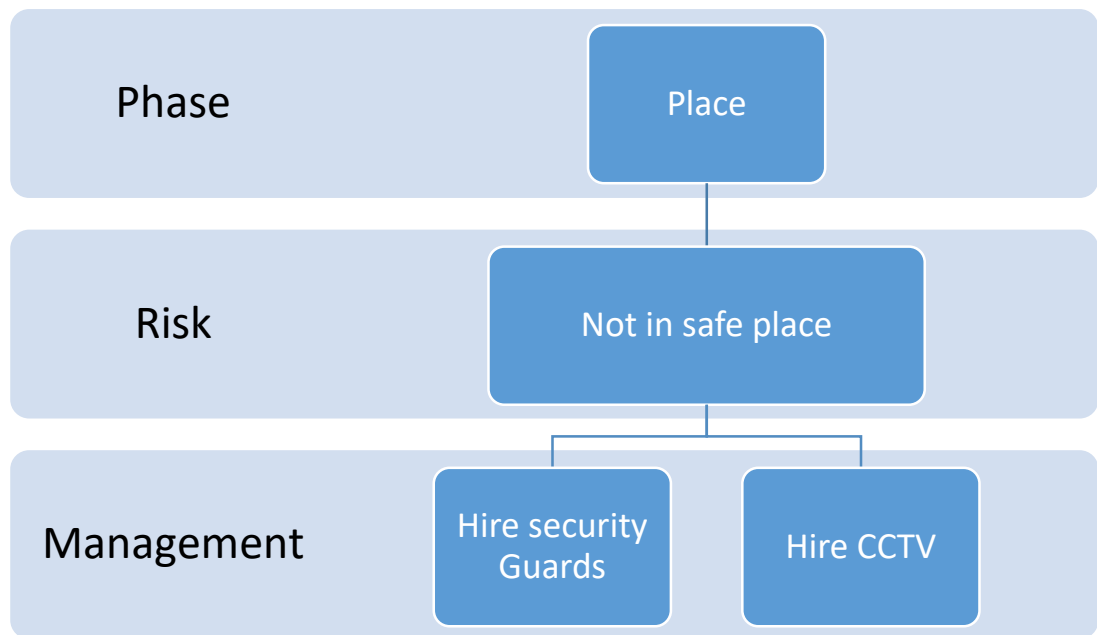


Fig 11.risk management for “place” phase

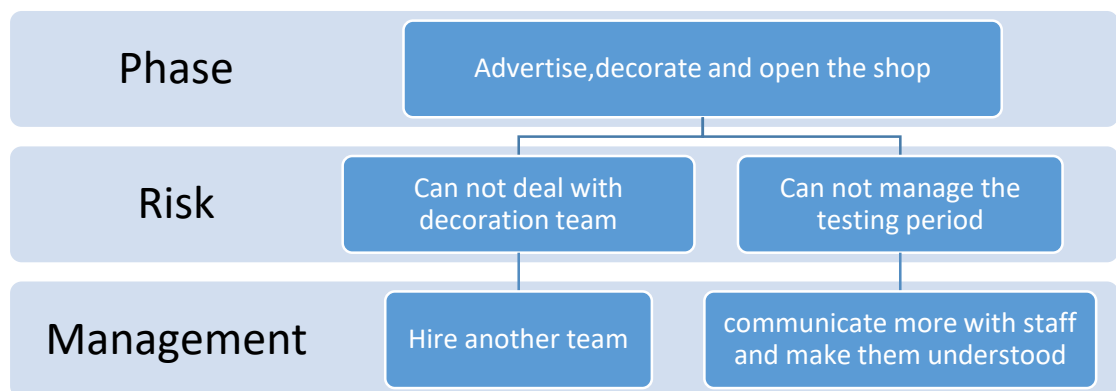


Fig12.risk management for Advertise, Decorate and Open phases

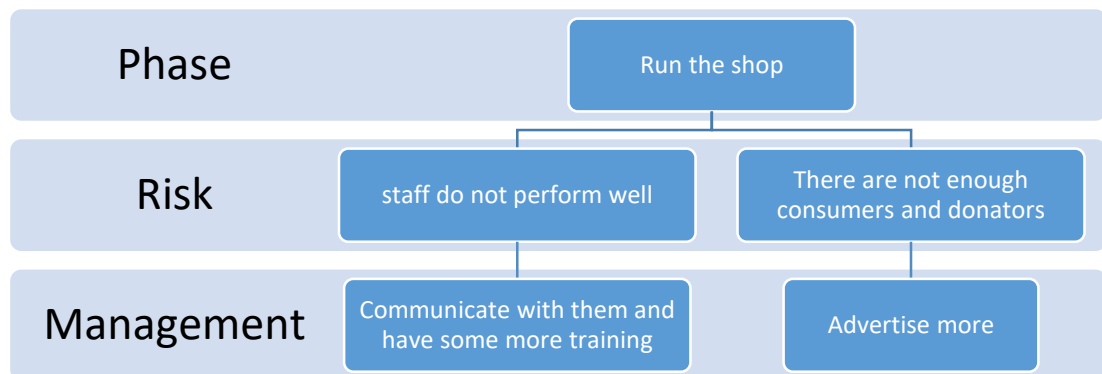


Fig 13.risk management in “Run” phase

Project management triangle

Project constraints or project triangle is a triangle with 3 equal corners. The scope, the time and the cost are three corners that should be equal. If each corner starts to fall from expectation, then the whole project would be in danger. It means that, a project should start and end in specified time with a specified cost to meet the specified requirements finally to deliver good quality. Taylor(2011)

The following pyramid shows our projects constraints.

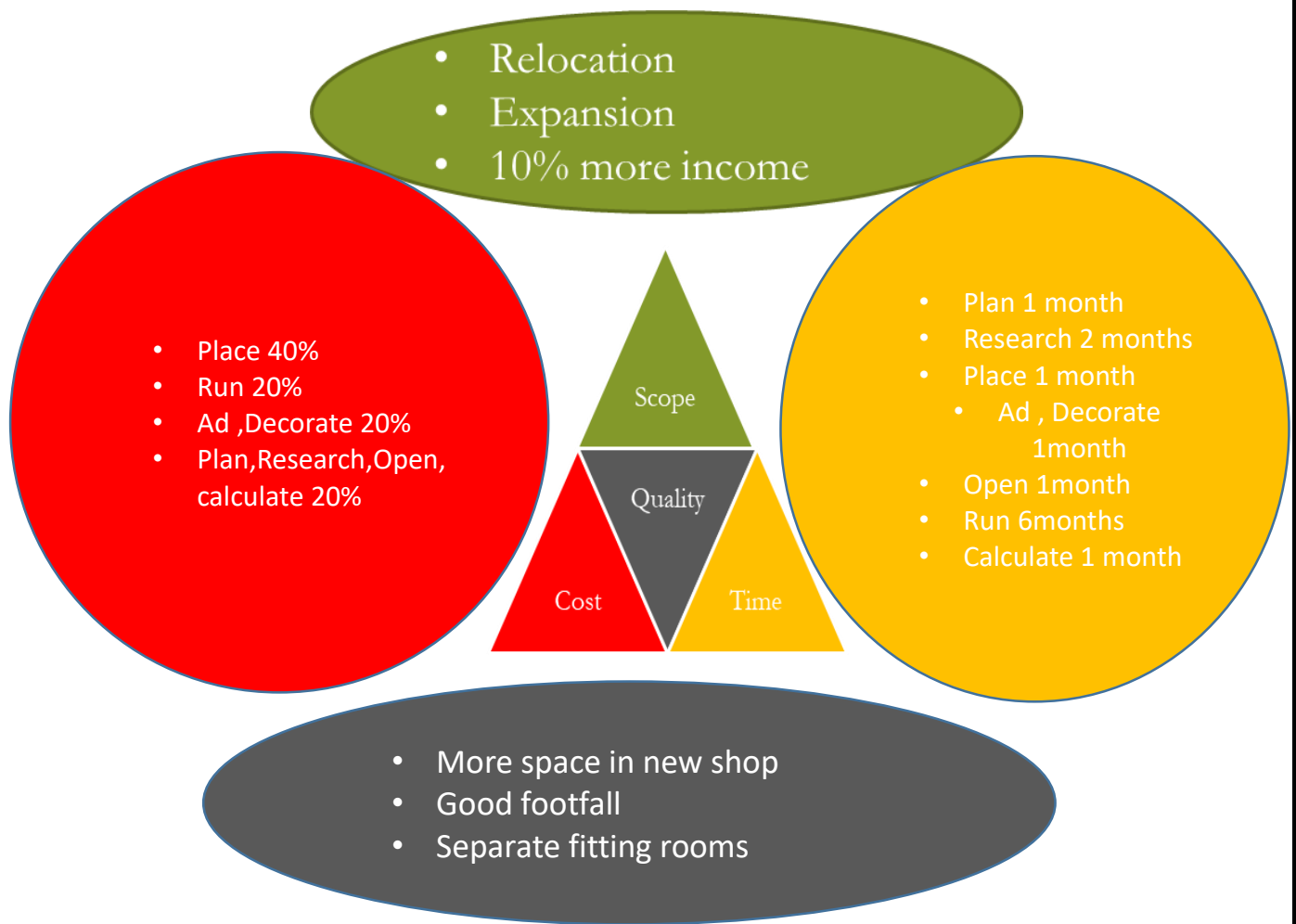


Fig 14.project management triangle

Main reasons of project failure

A project might be failed due to some reasons. The followings are the main reasons that may result in project failure. Lim (2016)

- Poor preparation
- Inaccurate documentation
- Lack of professional leadership
- Inaccurate cost estimation
- Inaccurate time estimation
- Lack of good communication

We have to take appropriate action for each of the above mentioned reasons. We have to

- Plan and prepare our project accurately
- Break down activities, record all of the actions and add them to documents.
- All members of the team should take responsibility in their jobs
- Estimate the cost in planning phase and consider some extra cost
- Estimate the time accurately in planning phase for all phases and activities
- Communicate with all stakeholders in all phases of the project

Sustainability

- Raise the hope for families who have child suffering from cancer
- Spread love and kindness in the environment
- A good way for poor people to buy goods with a reasonable price
- Recycle the non-used goods

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