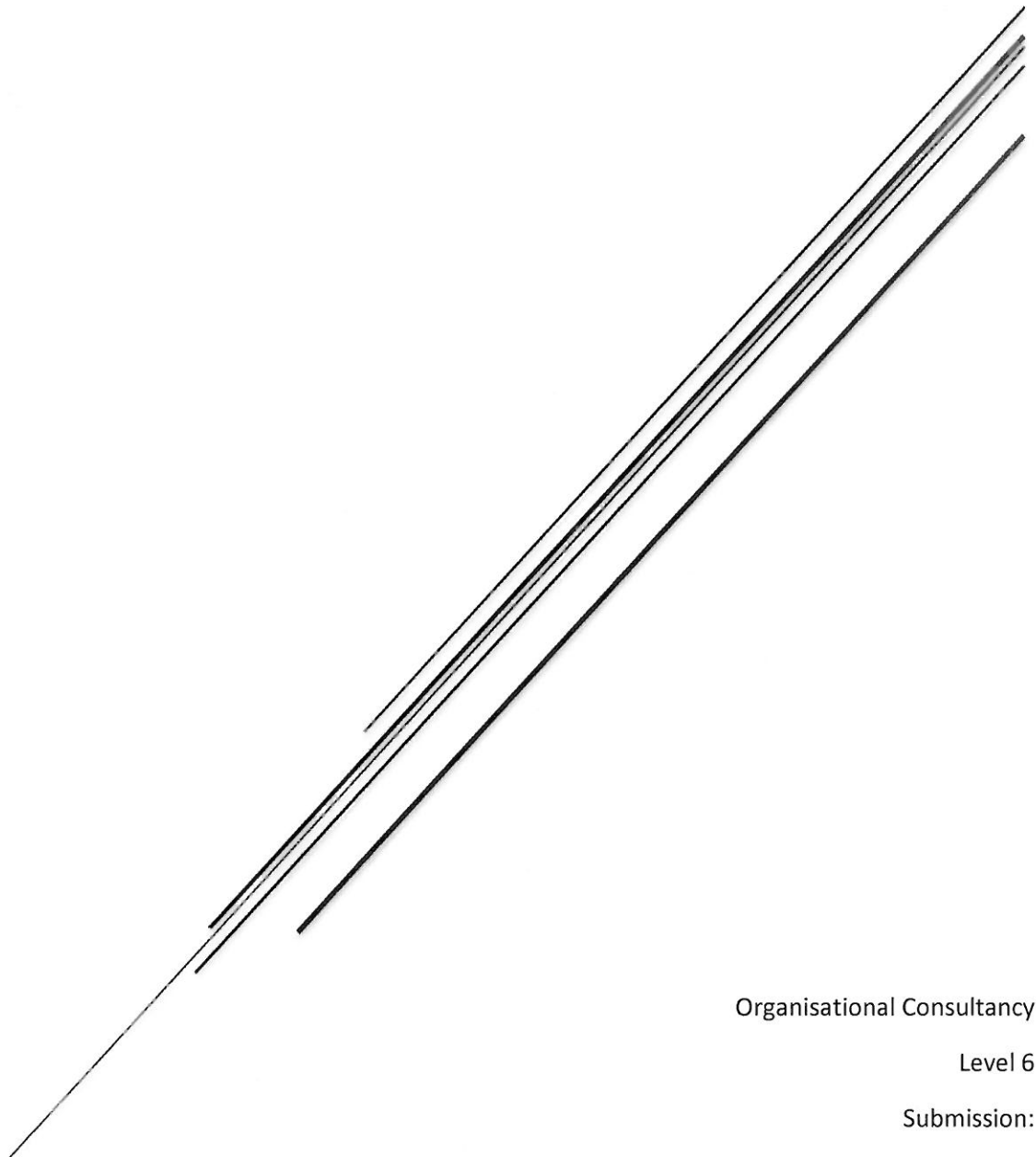


# **PROJECT INITIATION DOCUMENT**

Dimbola Museum & Galleries



Organisational Consultancy

Level 6

Submission:

Word count: 5042

# Contents

|                                                    |           |
|----------------------------------------------------|-----------|
| <b>Executive Summary .....</b>                     | <b>2</b>  |
| <b>1.0 Project Justification .....</b>             | <b>3</b>  |
| <b>2.0 Business Case &amp; Approach .....</b>      | <b>5</b>  |
| <b>3.0 Project Management Team Structure .....</b> | <b>6</b>  |
| <b>4.0 Communication Management Strategy.....</b>  | <b>8</b>  |
| <b>5.0 Quality Management Strategy.....</b>        | <b>9</b>  |
| <i>5.1 Risk Management Strategy .....</i>          | <i>10</i> |
| <b>6.0 Project Plan .....</b>                      | <b>11</b> |
| <b>7.0 Project Controls .....</b>                  | <b>13</b> |
| <i>7.1 Set Tolerances.....</i>                     | <i>13</i> |
| <b>8.0 Project Reporting.....</b>                  | <b>15</b> |
| <i>8.1 Meetings Schedule and Attendants.....</i>   | <i>15</i> |
| <i>8.2 Evidence of Communication .....</i>         | <i>15</i> |
| <i>8.3 Reviews.....</i>                            | <i>16</i> |
| <i>8.31 Review Schedule .....</i>                  | <i>16</i> |
| <b>9.0 References: .....</b>                       | <b>17</b> |
| <b>10.0 List of Appendices.....</b>                | <b>17</b> |

# Executive Summary

## PROJECT AIM:

To improve the events management program at

Dimbola Museum & Galleries

## PROJECT OBJECTIVES:

- To explain to Dimbola Museum & Galleries the importance and benefits of events and correctly planning events within leisure attractions
- To identify strengths and weaknesses of the current event system in place and determine areas that need improvement
- To make recommendations that ensure the efficient and successful organisation of events within Dimbola and suggest a suitable events system.

## RATIONALE:

- Expertise in event theory and practical experience
- Events are an extra source of income that is not being fully utilised within the charity
- Events can be used to celebrate a community heritage, culture or traditions
- High return on investment in successful events

## BENEFITS

- Increased business contacts and awareness of the building/ charity & museum
- A more efficient events team and organisational structure with specific expertise in events
- Increased revenue for the charity
- Possibility of more sponsorships

**This project has been authorised by:**

### ***The consultant:***

Sign: .....

Print: .....

### ***The organisation:***

Sign: .....

Print.....

## 1.0 Project Justification

The project aim is to improve the events system at Dimbola Museum & Galleries. The importance of it is rationalised in the advantages events can provide to an organisation.

- Events can be used to celebrate an occasion as well as boost economy within a business and the community
- All sizes of events can generate repeat visits to such an attraction
- High return on investment (ROI)
- They can also attract audiences outside of the normal target market and thus provide further promotion of the charity and organisation to potential consumers, local businesses and larger groups
- Competitors within the vicinity of Dimbola are already fully utilising their facilities and benefiting from an effective events system.

Dimbola Lodge was originally the home of famous portrait photographer Julia Margaret Cameron who lived there during her time on the island. Saved from demolition in 1990's, Dimbola is currently owned by the Julia Margaret Cameron Trust (JMCT) and managed by a board of trustees. Within the museum there are numerous galleries including permanent collections by Julia and of the original Isle of Wight Festivals as well as many changing exhibitions. There is also a tearoom, a gift shop and outside space, with maximum capacity of 100 in the entirety of the museum. Open to the public all year round, the museum has support from regular custom as well as long term sponsors such as Solo Agency, Olympus, Southern Vectis and various others. This project is externally dependant on financial support for this project- although the project itself does not need extensive finances, if the organisation is under general strain due to sponsor pull out or reduced sponsorship, then so will the project be. As a charity they also benefit from discounted promotions, sponsored exhibitions and tax exempt event profits. At present Dimbola has on average between 10-20 events on a yearly basis with attendants ranging between 20-60.

The project will be completed for JMCT to benefit the community and those living on the island with relevant events that people want to attend. The user will be the museum- both trust and trading, and would interest all parties planning, organising and promoting events within the building. The project will specifically relate to the facilities within the building and the specific industry and can therefore not be replicated and used by other organisations. Other heritage attractions may wish to adapt the project to their own situation however the project will be unique to the location, facilities, capacity, employment structure and budget.

In the past few years Dimbola has also undertaken other projects to benefit the organisation. The gift shop was expanded as hope that it would attract more customers and thus higher expenditure and more sales. The tearoom was also re-decorated to the theme of 'Alice in Wonderland' and was changed to the Mad Hatter at Julia's tearoom. Both these projects were completed mainly by volunteers and teamwork to achieve the result- in 2013, Dimbola won an award for 'best volunteer based project' for these efforts. There have also been previous attempts of improving the events system at Dimbola by employing an events coordinator, which is now extremely relevant to why this project is so important as more events are being introduced. They also attempted to improve communication within the organisation by introducing diary syncing sessions, more regular meetings and monthly event plans, but their attempt ended in failure when the initiatives were not long term. It is hoped that this consultancy project will outline the route of the problem in the events system so that a long term solution based on both theoretical and industry methods can be introduced. The consultant will not make assumptions, as this will constraint the organisation from carrying out an accurate plan.

## 2.0 Business Case & Approach

The financial resources needed for this project will be minimal, and any costs incurred will be substituted by successful events planned as a result of an improved system. Determining exact costs is impossible at this stage, however some of the possible outcomes are outlined below:

- Improving the events team would require training, teamwork, communication and possibly the employment of new staff. Costs for this would be either internal or local recruitment, internal training from the consultant or other skilled staff- all minimal or possibility of zero costs.
- Improving the marketing strategy might require new promotion and marketing methods which in turn cost the organisation if wanting to use more effective promotion to a larger audience. Time given to a new marketing plan would be cost free from the consultant as part of a university project. An improved marketing strategy would benefit the organisation with increased awareness of events and improved/ new methods of promotion.
- Hosting fewer, bigger events could mean an increase in planning and employment costs, however a higher return on investment with more attendants. These events would come at a higher financial risk as a higher input would be needed, however a larger audience is made aware of the organisation.
- Improving work communication would not require any direct costs, but time and teamwork would be needed indirectly costing the organisation an increase in wages for the extra time that employees are meeting and communicating information. In the long and short term however, improved communication will benefit the organisation with fewer mistakes, professionalism, knowledge and understanding of all that is happening.

Based on questionnaire primary research that has already been undertaken, one weakness can be outlined above others. It seems that some events are poorly attended, suggesting the lack of passion for these events or lack of marketing to make people aware of these events. To further support the approach, visitors also suggested that the size of the market reached through promotion was minimal and that marketing needed to be improved. A solution to this, if still outlined when all research is completed, is to complete a new marketing plan for the organisation and events. If this was the solution to be carried out, then the consultant must consider the lack of finances the museum has available, the employees available to incorporate this solution, pricing approaches and the competitors marketing to a similar target market.

### 3.0 Project Management Team Structure

In basic analysis, a project needs a person for each of the following:

- Someone to come up with the idea
- Someone to benefit from the project
- Someone to manage the project
- Someone who undertakes the work

*(Buttrick, 2009)*

Within the organisation, there are both trust and trading employees and both a paid and volunteer workforce. Although the trust board needed to give the go ahead for the project, they do not need to be involved in every aspect of the project. Alongside the consultant, there will also be managers and coordinators assisting in the change process and research. With the project being events based, those that are normally a key part of events at Dimbola will play important roles. Those that will have a degree of responsibility within this project will include: the administrator, finance, marketing, volunteer coordinator, exhibitions and collections coordinators, trading company manager and tearoom supervisor. Each individual however will have different levels of involvement, with some more connected than others. *(See appendix 1 for the employees noted position in organisational structures- positions highlighted in green are those involved in the project)*. The organisation as an entirety will benefit from the success of the project, and for this, the majority will be involved and undertake the work.

**Consultant:** The consultant is the person to come up with the idea and identifies the need for the project. The consultant also becomes the manager of the project.

**Administrator:** The administrator will oversee many of the decisions that arise during the project on behalf of the organisations and trustees board. The administrator and consultant will be the two key members of the project management structure. As part of this, they will be the main liaison within the project and report the status to the trust through board meetings.

**Trading Company Manager:** If any changes that need to be made overlap into the trading company or tearoom, then the consultant will need to liaise with the trading manager as well as the administrator. If recruitment or training is needed, there is a high percentage chance that they will fall under the trading sector, as many trust employees are volunteers and therefore permission for this will need to be gained from the trading manager.

**Finance:** Any financial decisions that need to be made will be done so between the consultant, the finance department and the administrator, with the possibility of the trading company manager if

the departments overlap. If finances are needed, then this department will create the invoices and payments for this.

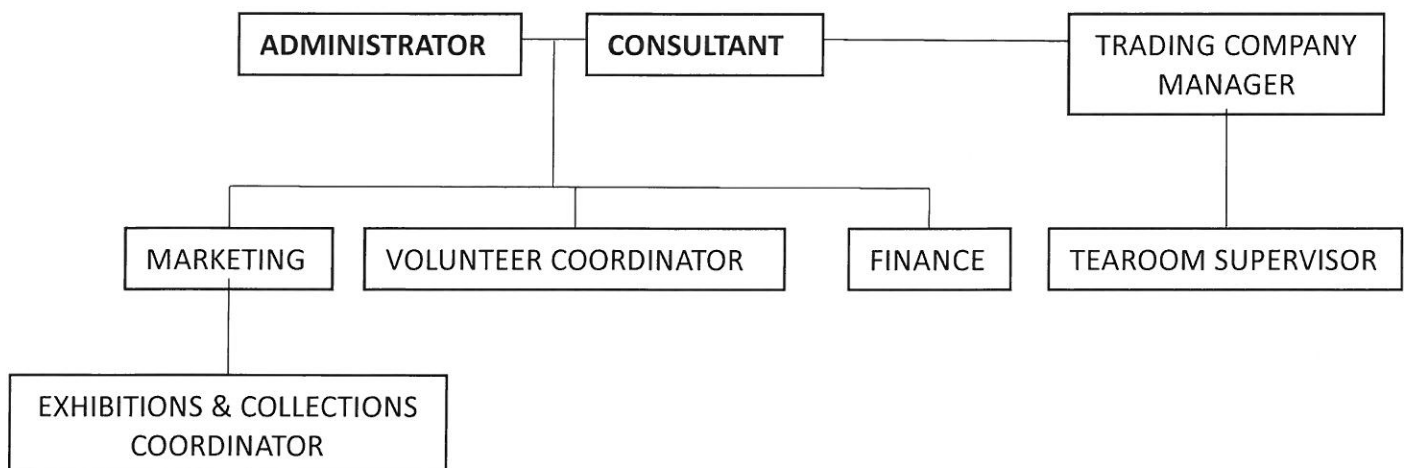
**Marketing:** The marketing position within Dimbola is currently appointment pending, which creates a weakness within the events system. It could be found that this is the area of the system that needs to be improved as a result of this. Marketing are key for attracting an audience to the events put on during the project, any new marketing ideas will need to be explained to the new candidate.

**Exhibitions and Collections Coordinator:** The events system is important for the launch of new exhibitions. The coordinator can provide the project with detailed analysis of the events system from the museum point of view and currently provides events with updates on the organisations website for upcoming events. If marketing is the key to improve, then an enhanced page on the website could be considered.

**Volunteer Coordinator:** Volunteers are an important part of Dimbola and support the organisation every day. They therefore need to be informed of any decisions that might affect them, and they can also input ideas from an internal perspective. The volunteer coordinator can relay information to the entire group of volunteers and thus save the consultant time when communicating.

**Tearoom Supervisor:** If part of the project is to include more events, then the use of the tearoom is likely and the supervisor should be liaised with for availability and staffing. The tearoom supervisor can also provide the consultant with key information about past events.

Below is the project team structure: the consultant will work closest with the administrator to lead the project, however the trading manager will also assist in the management if trading events are specifically affected. This project team has been established specifically for the project to provide the skills needed, and will cease to exist once the project is complete. Below is the organisational structure dedicated to the project:



## 4.0 Communication Management Strategy

This project will benefit the entirety of Dimbola Museum, however the interested parties whom will communicate with the consultant, will be the administrator, tearoom manager and exhibitions curator. These employees have the management decisions, experience and professionalism to complete this project alongside the consultant.

Key communication channels will be:

- Email- confirmation updates weekly with research findings
- In person meetings- monthly and weekly dependent on the stage: more during March
- Over the phone- if urgent information is required

During meetings, it is important for the consultant to gain audience attention and get them involved. A few of the methods used to do this will be; addressing people by name to grab attention, listening to people to demonstrate willingness to adapt ideas, posing a question to get people problem solving and being proactive by shocking people (*Blundel, 1998*). As a largely volunteer based organisation, it is also likely that the volunteers will want to be involved. To keep them informed, the consultant will also hold a meeting once a month where all volunteers interested in the project can come and put forward opinions and be told about stages of the project. The quality of internal communication is also thought to affect customer retention and thus profitability. Research conducted in the past 20 years or so suggests:

- communication results in employee satisfaction
- Higher satisfaction results in lower staff turnover
- Higher retention of staff creates higher customer satisfaction
- According to management consultancy firm- Bain and Co., higher customer retention results in increased profitability (*Quirke, 2008*)

Many people that are involved with Dimbola are not aware of the underlying issues that are perhaps more apparent to an external view. With such a close workforce, a form of conformity may occur as a barrier, possibly resulting in 'group think'. This term was created by Janis, a researcher in the 1970s to explain conditions such as illusion of invulnerability and collective rationalisation that can be apparent in cohesive groups separated from the reality of a situation (*Blundel, 1998*). This could be possible at Dimbola as communication is poor- to overcome this problem weaknesses should be seen as obstacles and overcome before they reach a fatal level.

## 5.0 Quality Management Strategy

A quality management strategy is *'a formal record of an organisations method of managing the quality of its products or services [...] an independent certification body that it has established an effective system for managing the quality of its products or services'* as defined in Beckford (2002, p.6).

A strategy to address quality management, is to use the ISO 9000 series. Published by the International Organisation for Standardisation (ISO) the standards within the series act as tools for companies to ensure they are consistent in meeting customer requirements and continuous improvement (ISO, 2013). One of the series- the ISO 9000:2000, based on an original system created in 1994, allowed increased customer focus, wider approach and reduced bias. This system could be used as a strategy for bench-marking (Beckford, 2002).

Benchmarking, a quality management strategy, will be the means of testing the project's success by comparing the outcomes with other organisations and competitors. A definition of bench marking would be *'a comparison of processes and systems with those of other organisations as the basis for improvement'* (Beckford, 2002, p.10). Depending on the outcomes of research results from the questionnaires and interviews, benchmarking will be used to test operational factors in the individual department which is found to be lacking to examine against competitors. Reasons for benchmarking as given in Oakland (2003) if aiming for industry best practices, thus an efficient events system are the variety of options and the high level of performance it provides. Without benchmarking, an organisation has few solutions and is constantly catching up within the industry.

Examples of benchmarks for the improvement of the events system could be: the amount of people attending events, the amount of promotional material used for marketing, the audience reached through marketing, feedback from customers, the profits from events or the standard of the overall event. These benchmarks will be monitored throughout the project based on feedback from customers and reaching objective goals.

Objectives will also be set during the project- depending on the outcome of the original research as to what they will be based upon. For example if marketing was a weakness of the events system then an objective might be to source an amount of new marketing methods by the end of the project- 2 per month or similar. If teamwork and communications was a weakness of the events system an objective could be to attend training sessions every other week.

Organisations must respond to the demands of consumers if they are to succeed (Oakwood, 2003). As a means of managing the quality for consumers, the project will include questionnaires to gather

opinions and feedback from customers on what needs to be changed and then whether changes have been successful. This quality management should only be tested within the events department; an improvement to the event system does not necessarily mean there will be an improvement to the overall performance of the organisation, therefore questions should only be relevant to the project (*see appendix 7 for a list of questions to be considered*).

### **5.1 Risk Management Strategy**

*(See appendix 2 for risk matrix)*

During the project, the consultant might receive constraints and problems as a result of potential outcomes. If the consultant chose to implement a new marketing strategy, those already overseeing this might be offended by the sudden change and as a result there could be lack of involvement or interest in the project. This same thing, along with a decrease in motivation could happen if any internal employees are not included in the project or decision making. Approaching the organisation for this project was also done carefully as to not offend management, and a detailed explanation of the project plan and importance of events was given to avoid organisational denial and confusion.

Employee training and evaluation could disrupt employees and make them uneasy in their work environment. If employees know there are being evaluated, they could become anxious, and therefore this process will not be made knowledgeable to them. They will however be informed of all changes if any are to take place and also plans during the project- it is hoped this will reduce the possibility of loss of interest. If people are involved and their opinions and ideas are used, then they are fulfilling their potential and as a result are more motivated. According to motivational theories written by Maslow, Alderfer and Herzberg, this is reaching the level of self-actualisation, with growth of potential and good performance as the motivator (*Mullins, 2010*).

Investment into the events programme financially also poses issues if revenue does not increase as a result, or there is other financial return. To ensure any changes made do not effect the organisational financially, all changes will be made with zero or minimal cost implications. Any cost implications that do occur must be agreed upon by both the consultant and organisation before any finances are invested, and a definite return must be calculated. For instance, if new events need a higher amount of finances, then the ultimate price and attendants needed to break even will be calculated, and only if achievable and reasonable will the event go ahead.

## 6.0 Project Plan

The plan for this project will be spread out between presenting the project to the organisation at the beginning of January, to the end of April when the consultation document needs to be completed.

All relevant information and research needed to create recommendations and complete the report will be finished by mid-March. This will then give the consultant over a month to complete the report for the deadline on April 28<sup>th</sup> 2014. The consultant has tabulated a timescale based on one displayed in Buttrick (2009), which clearly shows the time frames in a table and also visually in a graph (*See appendix 3*).

Going into more depth that the project plan regarding each task, it can be noted that some tasks will take longer than others and therefore they have been allocated more time on the project timescale. Some projects may also be undertaken throughout the project opposed to at just one point- the Survey Monkey questionnaires and the SWOT analysis for example will be completed over a month and a half period.

The first step of the project plan is to get in touch with the organisation and communicate with them regarding the outlook for the project and why it would benefit the organisation. This was completed back in January so that the project was confirmed as viable by the organisation and their willingness to get involved.

The second step of the project is to analyse the event system. To do so, the consultant will carry out a facilities audit, PESTLE analysis, competitor analysis, review previous events and look at current job descriptions. These stages will and have been completed throughout the end of January and beginning of February. Once the current system is analysed, the consultant will be familiar with the organisation, and can then start to identify current strengths and weaknesses and consider opportunities and threats. Resource requirements for this step, will include; access to previous financial information from house records, event reviews and job descriptions- all of which will be at zero cost to the organisation.

In this third step of identifying strengths and weaknesses, the consultant will hand out online questionnaires throughout the research stages over a longer period so that as many completed questionnaires as possible can be collected. The more questionnaires, the more reliable and accurate the commonalities of the data will be. Online questionnaires will benefit the consultant with anonymous answers which will encourage people to be more honest when completing them, and it will also prevent the consultant pushing visitors to biased answers. Although it could be argued that not everyone has the internet, in 2013, 73 per cent of Great Britain's population

accessed the internet on a daily basis, and 83 per cent had internet access (*ONS, 2013*). Online questionnaires are also very quick to complete, and data is automatically analysed in percentages and graphs. The consultant will aim to have at least fifty questionnaires completed within this time frame.

Another stage is the mystery shoppers, where three individuals will visit either the museum, tearoom or an event, possibly all three and then provide detailed feedback on their experience. This will benefit the consultant with an honest opinion from an outside view, of whom will be visiting specifically to review and critically evaluate their experience. For this, the consultant will provide mystery shoppers with free entry to the museum, cost price in the tearoom and also free entry to events if they are scheduled in the time frame on the project plan. An employee skills analysis will be undertaken to assess as to whether the weaknesses that may arise are as a result of those employed and their lack of knowledge, experience or training. This will determine as to whether new recruitment or training is needed to best improve the system. To summarise the findings from this step, a SWOT analysis will be completed which will present all the strengths and weaknesses found from the above methods. Minimal resources will be required for this step, however if certain weaknesses are outlined as a result of this, then minimal costs may occur in the future as a result. The consultant will need to source three varying mystery shoppers for the research that can provide three opinions from different age groups and backgrounds.

From there, step four will be the consultant summary of strategic recommendations. These recommendations will be made as a result of the research findings, and will be based on the SWOT analysis points. The consultant will not assist the organisation in the actual integration of these recommendations into the organisation, however they will recommend approaches and methods to integrate them into the organisation.

Finally, to complete the project, the consultant will write up the report so that both the university and the organisation can have a copy. The main section of this report will begin once research has been completed in mid- March, however the introductory sections of the report, such as the methodology and the literature review will be completed during the research stage. Both academic and organisational research will be carried out at the same time, benefiting the consultant with possible theoretical solutions that could be implemented as part of the recommendations. To complete the write up, the consultant will need access to academic resources, internet, industry reports and printing facilities.

## 7.0 Project Controls

Within each step of the project, there will be set methods of identifying the projects progress and the levels of control over the project. These control methods will prevent the project from failure, by monitoring slippage and underachievement, through stage boundaries, set tolerances and reporting.

### 7.1 Set Tolerances

If the project is reported as late compared to the set timescale, then a three to five day extra allowance will be made. After this point, if the step hasn't been completed then a review will be scheduled with the consultant and the administrator to assess whether the project has justification to proceed. Extra allowance will not be added, as to avoid clashes between stages within each step. If too much of an allowance is allocated, then the overall project will not be completed on time. The final deadline is strictly set for the end of April and therefore to avoid reducing the report write up time or rushing the end of the project, the overall allowance allocated for the steps two and three of research findings will be 20 days- a completion date for steps one to four of the end of March (*See appendix 6 for Tolerances Timescale*)

Meetings and Reviews will not be allocated time tolerances unless they are reviewing a step in which the time scale has been extended for. This will also prevent the steps of the project from becoming out of sync with each other.

If there are any time lapses, then they will be recorded in the slippage report. For areas of the project that might take longer than expected, this report can focus on where the project has lapsed, by how many days, the new scheduled completion date and how to get back on track. This will prevent the project from reaching the point of no return and still provide time to remedy situations before they delay is too far gone.

### Gates

'Gates' will be used along with reviews to decide whether or not at various stages of the project, it should proceed or not. These gates will; assess the risk level, confirm task priority in relation to each other, agree plans for the remainder of the project and decide on its continuation (*Buttrick, 2009*).

At each step the 'gate' will assess three main points:

- Is the project viable- Yes √ No >
- What is its level of priority High √ Low >
- Is there sufficient funding? Yes √ No >
- Continuation

TERMINATE

If these questions are not fulfilled, then the project will be terminated. All three questions relate to failure if one is not answered correctly to continue. If the project is not viable, then it is a waste of time and resources and could also introduce new hopes and aims that are not achievable, which could in turn decrease employee motivation. If the project is not high priority, then other more affected areas may fail whilst a lesser important area is focused on. If there is not sufficient funding or justification for funding the project step, then the project would strain the organisation opposed to benefiting it. This could result in bankruptcy, employee disagreements, insolvency or loss of money both long and short term.

#### Progress Bar Charts

As the project progresses, any differences to the original timescale will be highlighted on a progress bar chart as a means of demonstrating the variances. This will not only organise the project, but will suggest areas that should be allocated more time on future projects and also areas that should be paid more time and attention. This bar chart if needed, will be updated weekly to control and manage the variances in the timescale.

## **8.0 Project Reporting**

### **8.1 Meetings Schedule and Attendants**

*(See appendix 4 for graphic meetings schedule)*

**03/01/14** Present Aims and Objectives to the administrator and trading company manager to confirm with trustees board

**04/01/14** Explain the importance of events to the entire project team and the benefits that they and the project would provide

**08/02/14** Focus group with project team to analyse the current events system and the surrounding environment

**08/02/14** Feedback meeting with Mystery Shopper 1

**20/02/14** Feedback meeting online Skype with Mystery Shopper 2

**03/03/14** Feedback meeting with Mystery Shopper 3

**04/03/14** Meeting with Volunteers to discuss questionnaire points. Focus group on outlining strengths and weaknesses and suggestions for opportunities and threats

**05/03/14** Meeting with project team and all staff within the organisation to outline strengths and weaknesses and discuss questionnaire points

**09/03/14** Meeting with administrator and trading company manager to discuss current employee's skills and the possibility for recruitment or training if needed

**09/03/14** Meeting with finance and admin to discuss the availability of funds for the project if needed before any recommendations are put forward

**31/03/14** Meeting with admin to put forward a summary of findings

**28/04/14** Present organisation, in specific admin, with the consultancy report

### **8.2 Evidence of Communication**

Evidence of these meetings, as well as all other communications between the consultant and organisation will be presented in a meetings log, in which all present will sign, and also all emails will be included in the report appendices. After each meeting, the consultant will also write up a short summary of the meeting to conclude any focus points discussed or decisions made.

### 8.3 Reviews

A review should take place before any important decisions are made and therefore the consultant has scheduled these for after each step of the project and before the next. The review is then able to conclude the success of one step before starting the next.

Reviews are an important part of the project to ensure that:

- The project is still working towards the same objectives
- The quality level wanted is understood
- Continuation of the project is justified
- The project is being effectively managed and on time for completion (*Buttrick, 2009*)

#### 8.31 Review Schedule

*(See appendix 5 for graphic review schedule)*

**10/01/14** Proposal review- this is in part included in this Project Initiation Document, as justification for the project and expected costs is put forward.

**05/02/14** A review of findings based on the current events system. Before further investigation, a review of what is currently in use and the success of it should be considered.

**02/03/14** If the review of the current events system flags up weak points, then the next review will be after strengths and weaknesses have been outlined and a SWOT Analysis has been put forward. This is the review which will state the main areas that need to be improved.

**11/03/14** After recommendations have been listed, the review will analyse the methods that could be used for these recommendations to be carried out. This will be done before the main section of the report has been started, so that a final plan, whether it be marketing, operational or HR based, can be created in the consultancy report.

**28/04/14** Project closure review- this will review the efficiency of the project with regard to time schedules and costs, confirm aims and objectives have been fulfilled and record any lessons which have been learnt during this project that could benefit future ones (*Buttrick, 2009*).

**28/08/14** Post- Implementation Review- between three and six months after the project has been implemented, this review is a formal assessment of the success. The aim of this review is to analyse the benefits achieved in comparison with those expected, assess the project in practise and put forward recommendations to continue improving the project. This review will need to be fulfilled by someone from the internal organisational structure for the project, as the external consultant contract will terminate in April after the project closure review.

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## 10.0 List of Appendices

**Appendix 1:** Project Organisational Structure in comparison to normal organisational structures

**Appendix 2:** Risk Matrix

**Appendix 3:** Project Timescale

**Appendix 4:** Meetings Timescale

**Appendix 5:** Reviews Timescale

**Appendix 6:** Tolerances Timescale

**Appendix 7:** Questions to consider