

Applied Leadership and Management in the Workplace

Module Assignment Submission

Student Name:	Abigail Williams McCann
Student Number:	2430838
Module No:	BMSK5014
Module Title:	Project Management

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources, they have been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

Table of contents

Project Definition	3
Project Management Methodology	4
Project Initiation and business case	6
Environmental Analysis	8
Work Breakdown Structure and planning	9
Stakeholder Management and Communication	9
Risk Management	10
Monitoring and Project Close-down	11
Self-evaluation, PDP and conclusion	12
Appendix A	13
A1: Project options appraisal	13
A2: Preliminary Financial Appraisal of Preferred Option	14
A3: Funding comparison	14
Appendix B	15
B1: PESTLE Analysis	15
Appendix C	16
C1: Work breakdown structure	16
C2: Gantt Chart	17
Appendix D	18
D1: Risk register	18
Appendix E	19
E1: PDP	19

Project Definition

LaserX is a teeth-whitening business I opened four years ago. Since that time, it has grown, and I have had the pleasure of treating hundreds of clients. The business operates from a private treatment room within Faded Bridgend. We provide teeth whitening treatments at a price of £120 for a single session or £180 for two. One of the principles of laserX is bringing sought-after premium services to the local community at an affordable price. The business has a five-star rating on Google, is top of the page when you search Bridgend teeth whitening and has over four thousand followers on Instagram; however, due to an increase in personal responsibility and competing laser businesses in Bridgend and the surrounding area, the last year has shown a decline in business. I now see between 8 and 10 clients per month. One challenge identified is that Laserx needs to attract new business and does not have frequent repeat appointments. The business has been designed with the intention to expand into laser hair removal and laser tattoo removal. The project I have selected is Laser tattoo removal as a new treatment at LaserX. This includes removal of tattoos, fading for cover-ups, and cosmetic or semi-permanent makeup. This project supports my vision of expanding LaserX into the go-to laser treatment facility in my local area. I believe there is a gap in the market locally for this type of service, like there once was for laser teeth whitening, and this type of service could take off as it is not commonly offered locally. Additionally to this it provides me with an opportunity to collaborate with

Jessica, who works alongside me in Faded doing tattoos. Our businesses remain independent, but we have the ability to share clients, refer people and collaborate on deals.

The definition of a project, as outlined by the Association of Project Management (APM), is a unique and temporary undertaking designed to achieve planned objectives distinguished from ordinary business operations Association for project management (APM,n.d) The implementation of a laser tattoo removal service would meet these criteria because it requires a period of research and planning. Training, procurement of equipment, financial investment, regulatory compliance, risk management, marketing and eventually the launch of the product itself. Once successfully implemented, this will become part of the day-to-day operations of the business. The overall aim is to investigate and plan the implementation of a safe, compliant and financially viable laser tattoo removal service at LaserX, diversifying its existing services and supporting future collaborative opportunities.

Objectives

1. Investigate the training, regulatory, insurance and safety requirements to provide this service
2. Evaluate suitable laser equipment and establish the total financial investment required
3. Assess local competitors and collate market research to define pricing structures and USP's (Unique selling point) of Laserx
4. Develop an implementation plan covering training, equipment, compliance, risk, marketing and launch
5. Introduce a pricing and package structure capable of encouraging repeat treatment programmes and generating additional revenue
6. Develop a collaborative referral strategy with Jess while maintaining the independence of both businesses
7. Establish measures for evaluating the performance and success of the service following its implementation

The scope will be limited to implementing tattoo removal, tattoo fading for cover-ups, and the removal of semi-permanent make-up within the existing Laserx premises. Other potential future services such as Laser hair removal, additional premises and recruitment of new staff will remain outside of the project scope. It is important to clearly define these boundaries to manage our scope effectively.

Project Management Methodology

It is important to select an appropriate management methodology. Different methodologies offer varying levels of structure and flexibility, and the chosen approach can influence how a project is planned and controlled throughout its lifecycle. **Kerzner (2025)** explains that project-management approaches should provide an appropriate structure for controlling project activities. The most appropriate approach should reflect the size and complexity of our project. To successfully execute the implementation of Laser tattoo removal at LaserX, I have considered Waterfall, the Project Management Body of Knowledge (PMBOK), PRINCE2 and agile approaches before I determine how the project should be managed.

Royce (1970) presents a sequential approach to project development in which activities progress through defined stages. The waterfall approach follows a linear sequence; stages of the project need to be completed in a particular order before progressing to the next stage. The implementation of tattoo

removal does indeed need to be carried out in a particular order; the regulatory and insurance requirements need to be established, suitable training undertaken and the procurement of appropriate and affordable equipment before it can be successfully rolled out. **Royce (1970)** also recognised the difficulties created when changes or problems are identified later in a sequential development process. This approach would provide structure and reduces the risk of the project progressing prematurely, however, the waterfall methodology can be restrictive if the circumstances of the project change at a later date, the earlier stages of this project will effect the original budget and schedule and it would be particularly relevant to the project at LaserX as the information we gain from regulators, insurers or trainers may require the original implementation plan to change.

The **Project Management Institute (2022)** identifies project-management process groups covering initiating, planning, executing, monitoring and controlling, and closing. The PMBOK project cycle gives us a broader framework of initiation, planning, execution and monitoring before project completion. The requirements of the project at LaserX are to establish the business case and its feasibility, then to plan how we will acquire training and financial backing, the procurement of equipment, adhering to regulations, risks and scheduling. The execution of the project would involve completing these activities and preparing to launch the new treatment. Followed by monitoring to compare the progress against the budget, time and scope. Once the service has been successfully implemented into the normal operations of LaserX, the project will reach its completion. This lifecycle is particularly relevant to a small business due to its simplicity because it provides clear stages without unnecessarily complicating the process.

PeopleCert (n.d.) identifies continued business justification, defined roles and responsibilities, management by stages and management by exception among the principles underpinning PRINCE2. PRINCE2 gives us more control than the first two mentioned approaches; it uses principles such as justification, defined stages, and risk and quality management. This particular methodology uses stage assessments to determine whether a project should continue before further resources are committed. Being a small business, the procurement of equipment, the expense of training and adhering to compliance is a significant investment which requires continued justification to undertake. Rather than assuming that tattoo removal would be a beneficial investment, this theory should remain viable throughout the project and be continually tested to ensure it is meeting all of the outlined requirements. However, the application of PRINCE2 in its entirety would be disproportionate because LaserX is a sole-trader Micro business and I will be undertaking the majority of the project management myself. The additional roles and documentation required to fully implement PRINCE2 into our structure could therefore create unnecessary administration which could take away from the success of the launch.

An Agile approach would offer a greater deal of flexibility by allowing the project to respond to feedback and changing requirements. **Beck et al. (2001)** emphasise responding to change rather than rigidly following an original plan. This approach could be beneficial to certain elements of this project, such as marketing, pricing and treatment packages and incorporating a collaborative approach with Jess in regard to referrals and offers, as these could be adapted in response to client feedback after the launch. It is important to consider that Agile may not be suitable for the safety and regulatory elements of the project; these components cannot be regulated through trial and error once clients are being treated. They have defined standards that need to be satisfied before we progress the project to launch.

Research by **Gemino et al. (2021)** found that hybrid project-management approaches can achieve comparable outcomes to traditional and Agile approaches, while allowing practices from different methodologies to be combined according to project requirements. Considering all of these approaches, I think the best way forward for the addition of laser tattoo removal to LaserX would be to adopt a hybrid approach, using the PMBOK life cycle and predominantly linear planning as the main structure while incorporating selected PRINCE2 controls and Agile principles where appropriate. This is particularly appropriate because **Costantini et al. (2021)** argue that hybrid project management can combine the discipline of predictive approaches with the flexibility required to respond to uncertainty. Stage gates would be an appropriate way forward to evaluate whether the project should continue as planned, adjustments should be made or if the project is no longer viable. For LaserX, these gates would include confirmation of the business case, verification of the training and equipment for regulatory, compliance and insurance purposes, ensuring that the assigned budget for this project is achievable and beneficial for the business as a whole, and finally the approval of the introduction of the new service.

Project Initiation and business case

Project initiation is important to determine whether a proposed project is achievable and provides sufficient value to justify the investment required. According to the **Association for Project Management (n.d.)**, a business case considers the justification for a project by assessing its expected benefits, costs, risks and alternative options.. This stage is particularly important for a smaller business such as LaserX, because adding an additional service to its offers requires significant investment both of time and financially. The main reason for undertaking this new project is to diversify the services offered by LaserX and get closer to the final outcome wanted for the business, to be the go-to place for a range of laser treatments rather than teeth whitening alone. Although the last four years of trading have shown considerable success, there are competitors for the same treatment appearing in the local area, and teeth whitening offers a very limited repeat client cycle, meaning that maintaining revenue and appointment numbers relies on continually reaching new clients. The introduction of tattoo removal provides an opportunity to offer a service that the majority of clients who book will need multiple appointments. It also provides an opportunity to work more closely with Jess (Tattooist), and refer clients between ourselves to further profits for both of us while continuing to run our businesses independently.

In order to select my preferred approach, I have completed an options appraisal * **Appendix A1** comparing four options;

1. Continuing with the existing business model (Do nothing)
2. Introduce a low-cost machine, training included
3. Introduce a mid-range machine, external specific training
4. Introduce a premium service, Training included but would need further qualifications

Including the option to do nothing, provided a baseline against the additional costs and benefits so that introducing a new service could be properly assessed. The **Association for Project Management (n.d.)** recognises alternative options as an important part of establishing project justification. Continuing to only provide teeth whitening would involve no additional expenditure, and therefore presents the lowest financial risk; however, it does not address the current issues with the business

model that are aforementioned. The lowest cost option would reduce the financial investment needed to add a new service to the business, however, the potential limitations that are associated with entry level equipment and supplier provided basic operation training has reduced its suitability to carry out the project, LaserX is a well established company with a good reputation for providing good results and client care, and the clients past, present and future would expect a quality service in line with this. Considering this point, the higher-end premium machine offers considerably higher specifications, much more in-depth and conclusive training, but at a price of £16,500; this would be a disproportionate investment considering the size of LaserX, and the demand for the service has yet to be established. The preferred option for LaserX was therefore the Defender YAG Pico, currently priced at £3,600 by **UK Beauty Machines (n.d.)**. and acquire additional Training from **Matrix Beauty & Aesthetics Academy (n.d.)** costs £750 and includes Anatomy and Physiology Level 4, Core of knowledge, Full in-depth knowledge of the skin anatomy, Fitzpatrick scale and how to recognise the correct laser to use, Correct aftercare, Correct consultation technique, Benefits of carbon and how it works, Health and Safety, Wavelengths for tattoo removal, how to tell the difference between YAG and other lasers, Different laser techniques, practical training, Home learning theory training, and ongoing support once the service is added to the offerings by LaserX; this would mean that I would gain a fully accredited CPD qualification to ensure that insurance is achievable.

This creates a balance between affordability and training quality rather than procuring the highest specification, or the lowest cost. The next step once the machine and training had been selected was to create a preliminary financial appraisal * **Appendix A2** to understand the wider costs of choosing this option. The machine and training alone would cost £4,350; however, the true cost would be higher. The service would not be ready to operate unless there were additional regulatory and compliance services. Guidance from **Healthcare Inspectorate Wales (n.d.)** identifies independent services using Class 3B/4 laser equipment within its registration framework. The HIW initial registration fee is £500 (Healthcare Inspectorate Wales, n.d.), treatment protocols and professional support at a cost of £300, insurance is £300 per annum, laser safety equipment £250 and the initial cost of marketing is £200. This takes the project cost to £5,950. Funding for this project is an important consideration because £5,950 currently exceeds the amount that I would be prepared to personally invest in LaserX. Exploring funding options has therefore been necessary to include in the business case. The Bridgend business start-up fund initially seemed like a plausible option; **Bridgend County Borough Council (n.d.)** states that the fund can contribute up to 50% of eligible project costs, with grants ranging from £250 to £4,000. However, LaserX is not eligible because the business has been trading for around four years; the cut-off for this type of grant is under three years of trading. Unless I were to open a new business entirely focused on Laser tattoo removal, this has removed one potential option of funding. Therefore, I have explored alternative funding, or greater personal investment in * **Appendix A3**. As this would need to be considered as the project progresses, and should form part of the financial decision at the project stage gate, rather than assuming that selecting the preferred equipment automatically results in procurement and progression of the project.

This would be a significant financial investment for LaserX; however, the potential financial benefits for the business in the long term increase. It creates an additional revenue stream, increases the range of treatments available and provides greater opportunities for repeat appointments. The business case supports progressing with the mid-range option, subject to compliance requirements being achieved. The proposed investment of £5,950 is substantial for a business of LaserX's size, but offering this service will benefit the business by diversifying its treatments and creating the potential to have repeat customers and collaborative referrals. The initiation stage has therefore provided a clearer basis for

progressing into detailed project planning, with compliance and affordability remaining as the central considerations.

Environmental Analysis

Before the launch of laser tattoo removal, it is important to consider the external environment. I have conducted a PESTLE analysis * **Appendix B1** to consider the potential effects of political, Economic, Social, Technological, Legal and Environmental factors on the successful delivery of this new project. **Whittington et al. (2020)** identify PESTLE as a framework for analysing the macro-environmental factors that may influence an organisation. Before the launch, we should be aware of external risks. The most significant factors that could affect this are legal, economic, social and technological. In Wales, independent healthcare services using Class 3B/4 laser equipment can fall within the regulatory framework of Healthcare Inspectorate Wales (**Healthcare Inspectorate Wales, n.d.**). Therefore, HIW registration, insurance, treatment protocols and safety requirements must be addressed before it becomes available to the public. Adherence to these requirements has the potential to delay or incur additional costs, meaning that compliance must be treated as an important part of the schedule, rather than an operational issue after launch.

Technology has the potential to affect the project because there is a significant price and capability difference between entry-level, midrange and premium equipment; this can be confusing as there is not necessarily a benefit to this business in choosing a premium machine due to quality, or choosing a low-cost option to save money. Both of these options have benefits and issues, the only option that solved our initial problem was to choose a mid-range machine, so that the project can meet the requirements of the business case, while realistically reflecting the current capabilities. Conducting a PESTLE analysis is useful because it identifies real external conditions that could affect the implementation, so that these matters can be considered. One limitation of using this method is that it provides a broad overview rather than measuring the likelihood or impact of individual risks. The risks identified through the PESTLE analysis will need consideration later within the project risk assessment.

Work Breakdown Structure and planning

According to the **Project Management Institute (n.d.)**, the purpose of a Work Breakdown Structure is to visualise a project by breaking it into smaller, more manageable activities. For LaserX, I have developed a WBS ***Appendix C1** uses a predominantly bottom-up approach because laser tattoo removal is a new service for LaserX and several of the implementation activities are unfamiliar to me. The project has been divided into six key areas: Compliance, Training, Equipment, Service Development, Marketing and Launch. There are considerably more steps to ensuring the successful launch of this business than simply purchasing the equipment and turning up to training, and the WBS shows us this clearly. All of the steps outlined in the WBS must be completed to ensure a successful launch. The WBS is particularly useful for LaserX because it will be I who undertakes all of these projects independently. Dividing the project into work packages makes it easier to manage for a sole trader and reduces the likelihood of important activities being missed; it has also provided a foundation for estimating the amount of time it will take to bring this project to completion.

It does, however, have limitations because it identifies what needs to be done but does not clearly demonstrate when activities should be completed. **Kerzner (2025)** identifies scheduling as an important part of project planning and control, so this is shown in a Gantt chart ***Appendix C2** to establish the sequence and proposed timeframe of the project's individual steps. The Gantt chart demonstrates several steps that need to be completed in sequence. The funding must be confirmed before committing to the procurement of equipment, whilst training and compliance must be completed before the service can be successfully launched. Other activities such as Booksy preparation and marketing can be completed alongside other activities. Viewing the project through the Gantt chart is useful because it can be used to monitor progress during the implementation stage. It is important to note that the ten-week estimate given from this chart is only an estimate and is subject to real-world variables as the project progresses.

Stakeholder Management and Communication

It is important to effectively manage stakeholders because different individuals and organisations have different levels of influence over a project and therefore require different levels of communication. I have applied the Power-Interest Matrix as a way of determining which stakeholders require the most attention to ensure a successful launch of this new service. **Mendelow (1981)** proposed stakeholder analysis based on levels of power and interest, allowing stakeholders to be prioritised according to their potential influence. The stakeholders who have the strongest influence over the project include myself, regulatory bodies and the insurance provider. They require the most attention because if regulatory or insurance requirements are not met, the project can no longer compliantly progress. It is important to create a record of communication from these stakeholders; communication should be limited to email so that it can be confirmed if required. Jess has a high interest in the project; however, she has low power over it. She works independently from LaserX but will be collaborating to provide offers and referrals. Communication with Jess should be informal and focus on referral opportunities and marketing rather than making any decisions. Clients also have high interest in the project but low power. Clients of LaserX certainly should be consulted on whether they have an interest in the new service, and they should receive information formally around its pricing structure and dates of launch, through LaserX's Instagram or Booksy.

Stakeholder management is subject to change depending on the stage of the project. In the beginning stages, the equipment provider and trainer will have more influence; the middle stage of implementation will require greater communication with regulatory bodies and insurance providers, finally ending with the marketing and clients. The power-Interest matrix is useful because it allows us to prioritise how and when we should communicate with external stakeholders. The matrix should be reviewed throughout the project because the classification of external stakeholders is subjective. Communication with clients will be particularly important during the marketing and launch stage. With an established existing Instagram audience of 4,000 followers, there is already a platform to introduce the service and communicate with clients about the new treatment. Potential clients will be directed to Booksy to find information surrounding the packages, pricing and consultation. As most clients will require a package of treatments, communication during consultation should be clear and formal, clearly explaining the process, aftercare and managing client expectations. The service will operate under a size-based pricing structure, with prices starting at £55 for small tattoos and increasing accordingly, with packages available to encourage clients to book in a number of sessions initially. A 15% discount will be offered to existing clients of Jess and LaserX, to encourage referrals

between the two businesses; this offer will continue for the first three months of launch, or until LaserX has treated 30 clients. Following this introductory offer, if any of Jess's clients are receiving cover-up work, they will be referred to LaserX on a dual package, with at least one session of tattoo removal offered to them at a discount of 15%. This offer will remain permanently and be available to all cover-up clients referred from Jess.

Risk Management

The launch of a new service comes with a great deal of uncertainty surrounding the cost, timescale and safety. According to the **Association for Project Management (2018)**, risk management involves identifying, assessing and controlling uncertainty that could affect project objectives. To assist with identifying these risks, I have developed a risk register * **Appendix D1** using likelihood and impact scores to identify and prioritise the main risks. Risk scoring provides a structured method of comparing risks; however, it is based on personal judgement and priorities, so it should not be treated as fixed. The risk register uses likelihood and impact scores to identify and prioritise the main risks, reflecting the probability-impact approach described by the **Association for Project Management (2018)**. The highest priority risks for LaserX relate to compliance and client safety. If delays or issues arise with regulatory registration or insurance, this could prevent the service from launching on schedule. These risks can be mitigated by confirming requirements early and maintaining written evidence, with the final launch being dependent on satisfying requirements. Although client injury or adverse reaction is less likely to happen than compliance issues, the consequences are far more serious for the project and LaserX as a business than a schedule delay. To address this risk, preventative actions such as comprehensive training, consultations, and aftercare will form part of LaserX's business operations. Another substantial risk identified from the register is financial risk. The estimated £5,950 investment is substantial for LaserX; therefore, funding and affordability will remain a stage-gate decision before equipment is purchased. There is risk that demand for the service will be lower than anticipated. We can address this by offering introductory pricing and utilising the referral strategy; this should continue to be monitored rather than assuming that the offers and referrals will guarantee clients. Developing a risk register is a useful tool for prioritising threats and planning responses, although it is important to note that risks are subject to change as the project progresses, with the most important stages to review being before procurement and final launch.

Monitoring and Project Close-down

Throughout the implementation of this new service, it is important to monitor progress and ensure the project stays within its proposed timescale and budget. The **Project Management Institute (2022)** identifies monitoring and controlling as a key project-management process used to track performance and identify where changes may be required. The progress will be monitored against the Gantt chart and estimated cost of £5,950, allowing any delays or overspending to be identified throughout the project. The main monitoring tool to ensure the project is completed on schedule and within the scope will be stage gates. **PeopleCert (n.d.)** supports the use of controlled stages and continued business

justification within PRINCE2. Stage gates are a formal decision point where the project can be reviewed before it progresses. The first significant gate for this project will be ensuring that there is an available budget either through funding or personal investment. Then, once equipment has been purchased and training is complete, we can progress towards the second gate assessing compliance, regulation and insurance. Only once these steps have been completed can we progress to marketing and client engagement. The final gate will be the launch, depending on passing all stage gates previously. If the required stage gates are not met, the project can be delayed or amended. The stage gates will provide greater control, but too many could result in delays, so it is important to limit them to only necessary steps.

Financial performance will be monitored against a break-even point. **OpenStax (2019)** explains that break-even analysis determines the level of activity required for total revenues to equal total costs.

Average treatment price:

$$(\pounds55 + \pounds75 + \pounds110 + \pounds160 + \pounds220) \div 5 = \pounds124$$

Room rent cost is £20 per client, so using that as the known variable treatment cost:

$$\text{Contribution per treatment} = \pounds124 - \pounds20 = \pounds104$$

Then:

$$\text{Break-even treatments} = \text{Initial investment} \div \text{contribution per treatment}$$

$$\pounds5,950 \div \pounds104 = 57.2$$

The average treatment price will be £104. To produce the break-even point, the initial investment of £5,950 is divided by £104. This provides a break-even point of approximately 58 sessions. This number is only an estimate, due to the varying pricing structure. Performance once the service has launched will be monitored through enquiries, consultations, bookings and client feedback. The project will close once the break-even point has been reached and the service has been fully integrated into the normal operations of the business. A final review will then be completed to determine actual cost, timescale and outcomes for the business, which will be useful when considering the next step for the business of implementing Laser hair removal.

Self-evaluation, PDP and conclusion

To effectively assess my project management capabilities, I have created a PDP ***Appendix E1**. My experience of independently operating LaserX has given me strengths in decision-making, client communication and marketing whilst completing the project. Areas for improvement have been identified as formal project planning, financial control and regulatory knowledge. My PDP is focused on developing these areas throughout implementation. The project has indicated that tattoo removal is

much more achievable for LaserX than previously assumed and would support long-term diversification for the business and solve its current issue of repeat business; however, implementation should only progress where the established stage gates can confirm compliance, financial viability and public safety. This structured approach will also inform how future projects are conducted at Laserx.

Appendix A A1: Project options appraisal

Criteria	Do nothing	Low cost option (Canta Esthetic Q-Switched ND: YAG)	Mid-Range option (UK Beauty Machines Defender YAG Pico)	Premium option (UK Beauty Machines Pico Flash V)
Approach	Continue offering teeth whitening only	Introduce tattoo removal with the lowest cost possible	Introduce tattoo removal using a mid-range machine and Matrix training for an additional £750	Introduce tattoo removal using premium equipment
Initial equipment cost	£0	£2000 all in	£3,600 + £750 external trainer	£16,500 all in
Training	None	Basic supplier/ Training	Matrix professional training	Specialist training
Financial exposure	Low	Low	Moderate	Very high
Diversifies LaserX	No	Yes	Yes	Yes
Repeat treatments	No	Yes	Yes	Yes
Supports collaboration	No	Yes	Yes	Yes
Equipment capability	N/A	Entry level	Mid-range	Premium
Risk	Low financial risk	Lower financial exposure, possible limitations	Moderate investment	High financial exposure
Main Benefit	No additional expenditure	Lowest entry cost	Balance between affordability and risk	Highest specification
Main disadvantage	Does not address current business limitations	Cost saving could compromise longer-term suitability	Represents significant investment for LaserX	Disproportionate investment
Decision	Reject	Reject	Preferred	Reject

A2: Preliminary Financial Appraisal of Preferred Option

Component of project	Estimated Cost	Basis
Defender YAG pico laser Machine	£3,600	Preferred equipment
Matrix tattoo removal training	£750	Selected training route
HIW initial registration	£500	Registration of proposed service
Treatment protocols/ Professional support	£300	Planned allowance
Insurance policy	£350	Planned allowance
Laser safety equipment	£250	Required
Initial marketing costs	£200	Necessary for advertising costs
Total estimated cost	£5,950	

A3: Funding comparison

Funding option	Criteria / Suitability	Decision
Bridgend Business Start-up fund	Up to 50% of funding but limited to first three years of trading	Not eligible
Bridgend Business Development Grant	Supports diversification/Capital investment. Minimum £5,000 project cost	Project may be too small to meet criteria
SMART Capital Equipment Fund	Minimum £100,000 eligible capital project	Disproportionate to the project cost
Development Bank of Wales Micro Loan	Suitable for equipment/business growth but repayable with interest	Available but would create unnecessary debt
Personal Investment	No criteria, interest or repayment	Preferred option

Appendix B

B1: PESTLE Analysis

Factor	External issue	Impact on project	Response
Political	Independent laser services in Wales operate within a regulated healthcare environment	Could affect the ability to launch if not approved	Include HIW registration within plan
Economic	£5,950 initial project investment, spending and demand cannot be guaranteed	Risk of investment taking too long to break even	Use mid-range rather than premium equipment and competitive pricing
Social	Existing tattoo market, sharing clients with Jess	Creates potential demand and referral opportunities	Promote full removal, fading and cosmetic, develop referral strategy
Technological	Large variations in equipment quality	Poor equipment selection could result in under- or over-investment	Mid-range defender YAG pico selected
Legal	HIW registration, treatment protocols and operating requirements	Non-compliance could prevent launch	Compliance completed before launch
Environmental	Treatment creates consumable, Clinical waste	Requires appropriate management	Incorporate appropriate waste management into procedures

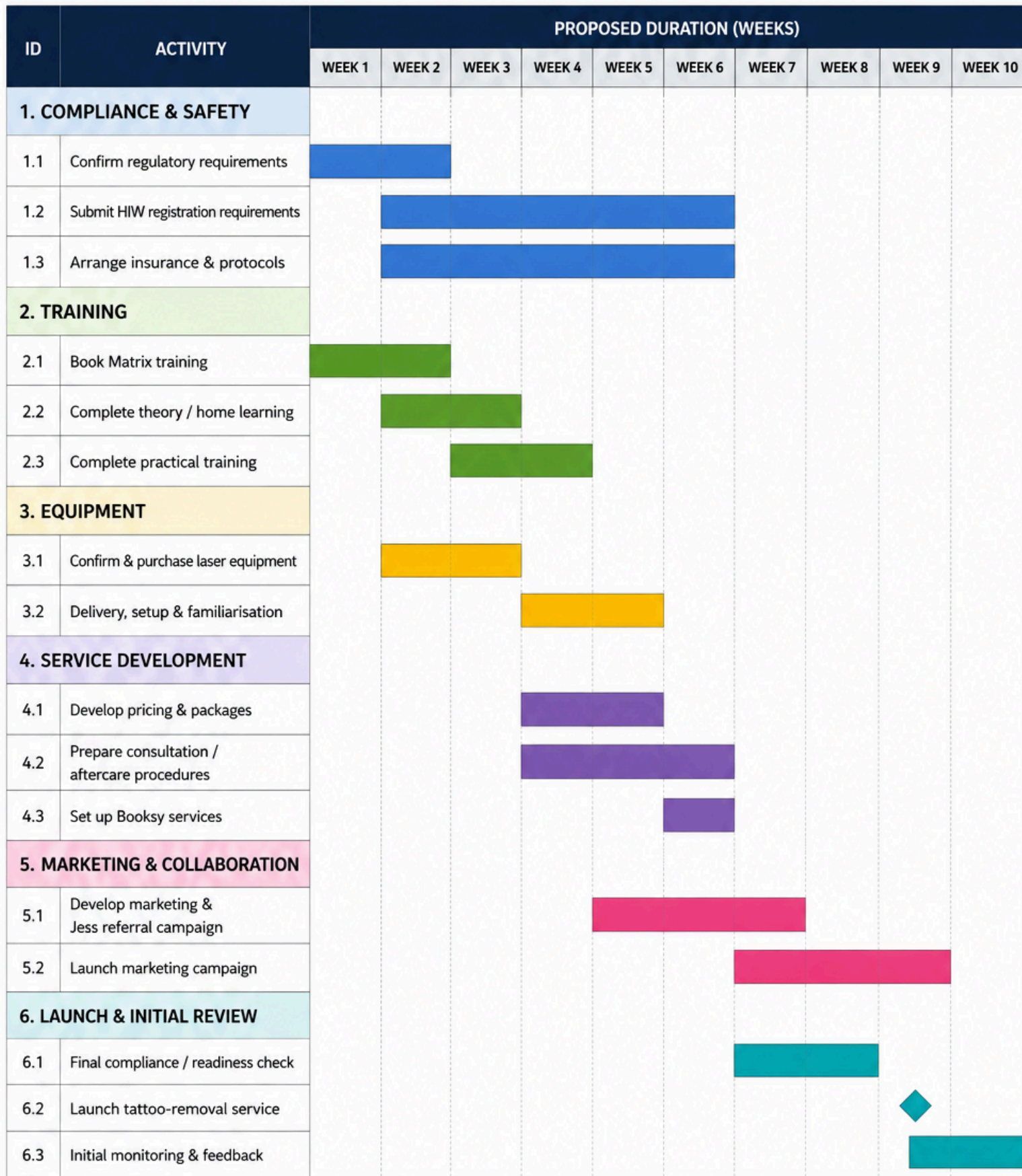
Appendix C

C1: Work structure breakdown

LASERX TATTOO REMOVAL IMPLEMENTATION PROJECT



C2: Gantt Chart



Appendix D

D1: Risk register

Risk	Likelihood 1-5	Impact 1-5	Score	Mitigation
Regulatory delays	3	5	8	Confirm requirements early, delay launch until compliance is complete
Client injury	2	5	7	Training, consultations and patch testing alongside appropriate insurance
Equipment unsuitable	2	5	7	Confirm specification, suitability and warranty before purchase
Training delays	2	4	6	Confirm suitability of training before booking and complete required training before launch
Funding prevents procurement	3	4	7	Resolve funding/personal investment at stage gate before committing to equipment and training
Low client demand	3	3	6	Use existing audience and referrals
Equipment failure	2	4	6	Confirm specification, suitability and warranty before purchase
Implementation and launch delays	3	3	6	Monitor Gantt chart and dependencies

Appendix E E1: PDP

Project management area	Self-evaluation	Evidence from this project	Development action	Target / Review
 1. Business decision-making	STRENGTH	Four years operating LaserX has developed my ability to make independent commercial decisions and identify opportunities for diversification.	Continue using evidence such as costs, competitor research and performance data rather than relying solely on experience.	Throughout project
 2. Client communication & marketing	STRENGTH	Existing experience communicating with LaserX clients through consultations, Instagram and Booksy.	Apply these skills to clearly communicate the new service, pricing, expectations and aftercare.	Pre-launch and ongoing
 3. Project planning	DEVELOPMENT AREA	Formal use of WBS, Gantt charts and stage gates was less familiar than managing normal business activities.	Use the Gantt chart and stage-gate reviews throughout implementation and apply structured planning to future LaserX projects.	Weekly during implementation
 4. Risk management	DEVELOPMENT AREA	The project identified regulatory, financial, safety and implementation risks requiring structured assessment.	Review the risk register at each major stage gate and update controls when circumstances change.	At each stage gate
 5. Regulatory / technical knowledge	DEVELOPMENT AREA	Tattoo removal introduces requirements beyond my existing whitening service.	Complete appropriate tattoo-removal training and confirm all regulatory, insurance and safety requirements before launch.	Before service launch
 6. Financial management	DEVELOPMENT AREA	£5,950 investment requires greater financial planning than routine LaserX expenditure.	Monitor actual expenditure against the project budget and treatment performance against the estimated 58-session break-even point.	Implementation and post-launch
 7. Performance evaluation	DEVELOPMENT AREA	Diversification needs to be assessed after launch rather than assuming demand will produce success.	Monitor enquiries, consultations, bookings, revenue, package uptake, referrals and feedback.	Monthly for the first 3 months

References

- Association for Project Management. (2018). *Project risk analysis and management*. [Association for Project Management](#)
- Association for Project Management. (n.d.). *What is a business case?* [Association for Project Management](#)
- Association for Project Management. (n.d.). *What is project management?* [Association for Project Management](#)
- Beck, K., Beedle, M., van Bennekum, A., Cockburn, A., Cunningham, W., Fowler, M., Grenning, J., Highsmith, J., Hunt, A., Jeffries, R., Kern, J., Marick, B., Martin, R. C., Mellor, S., Schwaber, K., Sutherland, J., & Thomas, D. (2001). *Manifesto for Agile software development*. [Agile Manifesto](#)
- Bridgend County Borough Council. (n.d.). *Business development grant*. [Bridgend County Borough Council](#)
- Bridgend County Borough Council. (n.d.). *Business start-up fund*. [Bridgend County Borough Council](#)
- Business Wales. (2026). *SMART capital equipment fund competitive call*. [Business Wales](#)
- Costantini, S., Hall, J. G., & Rapanotti, L. (2021). Using complexity and volatility characteristics to guide hybrid project management. *International Journal of Managing Projects in Business*, 14(5), 1135–1162. <https://doi.org/10.1108/IJMPB-06-2020-0187>
- Development Bank of Wales. (n.d.). *Micro loans Wales*. [Development Bank of Wales](#)
- Gemino, A., Reich, B. H., & Serrador, P. M. (2021). Agile, traditional, and hybrid approaches to project success: Is hybrid a poor second choice? *Project Management Journal*, 52(2), 161–175. <https://doi.org/10.1177/8756972820973082>
- Healthcare Inspectorate Wales. (n.d.). *Guidance for applicants*. [Healthcare Inspectorate Wales](#)
- Healthcare Inspectorate Wales. (n.d.). *Guidance on registering as an independent healthcare provider*. [Healthcare Inspectorate Wales](#)
- Healthcare Inspectorate Wales. (n.d.). *Independent healthcare fees*. [Healthcare Inspectorate Wales](#)
- Healthcare Inspectorate Wales. (n.d.). *Independent services using Class 3B/4 laser and intense pulsed light (IPL) source equipment*. [Healthcare Inspectorate Wales](#)
- Healthcare Inspectorate Wales. (n.d.). *Registration – Frequently asked questions*. [Healthcare Inspectorate Wales](#)
- Kerzner, H. (2025). *Project management: A systems approach to planning, scheduling, and controlling* (14th ed.). Wiley.
- Mendelow, A. L. (1981). Environmental scanning—The impact of the stakeholder concept. *Proceedings of the Second International Conference on Information Systems*, 407–417.
- OpenStax. (2019). *Principles of accounting, volume 2: Managerial accounting*. Rice University. [OpenStax](#)
- PeopleCert. (n.d.). *PRINCE2 Project Management Foundation (Version 7)*. [PeopleCert](#)
- Project Management Institute. (2022). *Process groups: A practice guide*. Project Management Institute.
- Project Management Institute. (n.d.). *Practice standard for work breakdown structures*. [Project Management Institute](#)

- Royce, W. W. (1970). Managing the development of large software systems. *Proceedings of IEEE WESCON*, 26, 1–9.
- Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K. (2020). *Exploring strategy* (12th ed.). Pearson.