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PROJECT MANAGEMENT REPORT

Development and Launch of Beauty Luxe

Executive Summary

Beauty Luxe is a proposed private limited salon that would combine owner-delivered treatments with furnished spaces rented to independent practitioners. This report develops the idea into a 28-week project, with launch planned for week 24 and closure in week 28 after a 30-day stabilisation period. The budget is £18,000 plus £2,000 contingency, and at least three qualified, insured renters should be contracted by week 22. A hybrid approach is recommended. Predictive planning suits the premises, fit-out, budget and compliance, while simplified PRINCE2 stage gates allow the project to be reviewed before further money is committed. Short Agile cycles can be used for branding, booking processes and renter materials because these can be tested and improved. The two conflicting revenue forecasts in the original business plan must be reconciled before funding approval. A self-audit identifies client knowledge, communication and creativity as strengths, with development needed in finance, scheduling, delegation, negotiation and digital project controls, while the PDP links these gaps to practical actions and review dates.

1. Introduction and Definition of the Project

While a project is temporary and produces a specific change, everyday salon work continues after the project ends. Opening Beauty Luxe requires connected decisions about finance, premises, refurbishment, systems, compliance, suppliers, renters and launch. After handover, these become normal business activities. Success also involves more than time, cost and quality; benefits, stakeholder acceptance, safety and long-term value matter too (Association for Project Management [APM], 2025; Atkinson, 1999; Project Management Institute [PMI], 2025). The report therefore plans both the opening and the arrangements needed for the salon to operate sustainably.

1.1 The WHAT

The project will create and launch Beauty Luxe as a private limited beauty salon. It will include four to six furnished workstations or treatment spaces, a reception and waiting area, shared utilities, online booking and payment, and clear hygiene and safety procedures. Income will come from two sources: the owner's beauty services and weekly chair or room rental to self-employed hair, nail, lash and aesthetics practitioners. The project covers approval of the business case and finance, securing suitable premises, the design and fit-out, equipment, insurance and legal agreements, booking and payment systems, data

protection, renter recruitment, marketing, launch and the post-launch review. Day-to-day treatment delivery after the stabilisation period, major expansion, extensive retailing and a second location are outside the scope.

1.2 The WHY

Beauty Luxe would offer an alternative to traditional salon employment and home or mobile work. Traditional salons can limit independence, while home working may not provide the same facilities or professional setting. Renting a space gives practitioners suitable premises without the cost of opening their own salon, while Beauty Luxe gains a second income stream. This fits a sector where self-employment is common, although rising costs mean the investment must be assessed carefully (National Hair & Beauty Federation [NHBF], 2025). The expected benefits include a professional local salon, more reliable income, affordable space and greater client choice. Renter interest, client demand and financial forecasts must be tested before these benefits can be treated as realistic.

Table 1. Project charter and success criteria

Element	Approved baseline
Purpose	Open a compliant, operational and locally marketed rental-based beauty salon.
Schedule	Launch by week 24; stabilisation review and project closure by week 28.
Cost	£18,000 working baseline plus £2,000 contingency; maximum authorised exposure £20,000.
Scope/quality	Four-to-six service spaces; safe fit-out; functioning booking/payment; documented renter and operating controls.
People/market	At least three qualified, insured renters contracted by week 22 and a launch campaign ready.
Benefits	Occupancy, bookings, cash flow, satisfaction and repeat custom reviewed at 3, 6 and 12 months.

2. Application of Project Management Philosophies and Processes

2.1 Methodology Selection

A predictive approach suits work that must follow a clear order. Equipment cannot be installed before the layout is agreed, and the salon cannot open before safety checks. Lenders and contractors also need firm requirements. A Gantt chart and critical-path analysis can show dependencies and deadlines (APM, n.d.-c). However, early estimates may change once the property and suppliers are confirmed. The schedule must therefore be able to be updated regularly instead of being treated as fixed.

PRINCE2 7 provides continued business justification, clear responsibilities, stages and tolerances (PeopleCert, 2023). This is useful because the owner will also be sponsor, project manager and future operator. That allows quick decisions but makes independent challenge important. Reviews at funding, premises, fit-out, launch and closure provide clear decision points. Using every PRINCE2 document would create unnecessary paperwork, so it would be more efficient to use a short charter, stage plans, key logs and concise gate reviews. Agile principles are based on feedback and adaptation (APM, n.d.-a; Beck et al., 2001). Two-week cycles would suit the website, brand materials, booking process and renter information pack because draft versions can be tested before they are finalised. Agile would not suit the lease, legal requirements or construction work, where late changes could be expensive. A hybrid approach is therefore the most practical choice: a 28-week predictive schedule for the overall project, simple PRINCE2 controls at major decisions, and short Agile cycles for selected customer-facing work. The main challenge will be keeping the approaches joined up. One schedule, decision log and change process should be used throughout.

2.2 Project Initiation

Initiation should establish whether Beauty Luxe is desirable, affordable and realistic before major commitments are made. The business case will compare the proposed salon with opening on a smaller scale, delaying it or not proceeding. A stakeholder map will consider the owner, lender, landlord, authority, insurer, advisers, contractors, suppliers, renters and clients. Their priorities differ: the landlord focuses on the property, renters value independence and clients expect reliable services (Freeman, 1984). Communication must therefore include discussion and feedback rather than simply sending information (APM, n.d.-b).

The initiation document will bring together the scope, assumptions, roles, tolerances, schedule, budget, quality, communication and risk arrangements. The owner will act as sponsor and project manager, while an accountant or adviser independently reviews the business case and stage decisions. Specialists will advise on legal, compliance and fit-out matters. Prices, capacity, occupancy and owner-service volumes must be built into one monthly cash-flow forecast, including a lower-income scenario, before funding is approved.

2.3 Environmental Analysis

PESTLE identifies wider political, economic, social, technological, legal and environmental influences, while SWOT organises the main strengths, weaknesses, opportunities and threats. Both can become subjective lists that do not lead to action (Helms & Nixon, 2010; Yüksel, 2012). For Beauty Luxe, each finding must affect a decision, risk response or part of the plan. The analysis should be reviewed when premises are chosen and again before launch.

Table 2. Project-focused PESTLE and SWOT implications

Lens	Evidence and implication for the project
Political/economic	Funding support may assist, but inflation, rent and weaker discretionary spending threaten cost and demand. Obtain fixed quotes, model downside occupancy and protect contingency.
Social/technological	Self-employment and local discovery support the model; clients expect simple digital booking and payment. Test the renter proposition and prototype the client journey.
Legal	Treatment licensing, insurance, contracts, data protection and status are gate criteria. HMRC notes that real working arrangements - not labels alone - shape employment status (HM Revenue & Customs, 2025).
Environmental	Energy use, product choice and waste handling affect cost, compliance and reputation. Include efficient equipment and responsible disposal in specifications.
Strengths/opportunities	Owner expertise, dual income and an adaptable shared space can differentiate the offer. Convert these into brand and occupancy benefits.
Weaknesses/threats	High initial cash exposure, reliance on renter occupancy, owner workload, local

	competition and cost pressure require staged commitment and explicit contingency.
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Legal findings directly affect the project deliverables. Each renter must provide qualifications and insurance, and contracts and working arrangements must reflect genuine self-employment. Chemical products require COSHH assessments and controls (Health and Safety Executive [HSE], 2025). Booking and consultation records need a privacy notice, restricted access and retention rules. The Information Commissioner's Office (n.d.) also notes that CCTV may require a data-protection fee. These requirements must be completed before opening rather than left for later.

2.4 Work Breakdown Structure and Schedule

A work breakdown structure (WBS) divides the project into smaller deliverables that can be estimated, assigned and checked (PMI, 2019). Organising it around deliverables is more useful than simply listing activities because it makes the expected result of each work package clear. The 100% rule helps prevent work being missed, and the WBS dictionary should record the owner, scope boundaries, acceptance criteria, duration and cost. A WBS does not show timing clearly and can make connected packages appear more independent than they really are; therefore, it needs to be used alongside the schedule and responsibility matrix.

Table 3. High-level WBS, timing and acceptance milestones

WBS deliverable	Weeks	Milestone/acceptance
Authorised and funded project	1-4	Charter, reconciled business case, funding and initiation document approved.
Secured and compliant premises	3-8	Survey, heads of terms, lease/legal review and permissions accepted.
Operational salon equipment	7-18	Design, fit-out, equipment, fire/hygiene/COSHH controls pass inspection.
Operational systems	12-20	Booking, payment, privacy, finance and operating procedures pass testing.

Launch-ready renter/client base	12-22	Three renters contracted; onboarding, website and campaign ready.
Launch, stabilisation and closure	21-28	Readiness gate, launch, 30-day review, handover and closure report.

The likely critical path is business-case approval > funding > premises agreement > design > contractor appointment > fit-out > safety inspection > readiness approval > launch. Delays on this chain may move the opening date. Marketing, system set-up and renter recruitment can overlap once the premises plan is stable. The owner must also allow for their own workload. Seeing clients while supervising contractors and recruiting renters may require reduced service hours or delegated support. Schedule contingency should remain visible before launch.

2.5 Project Tools and Communication Plan

For a small project such as Beauty Luxe, the tools need to be simple enough to update consistently. The WBS defines the scope, the Gantt chart places work against time, critical-path analysis identifies the activities that cannot slip, and the RACI matrix shows who is responsible and accountable. Risk, issue, change and decision logs provide a record of what has happened and why. A shared workspace can hold the current documents, supported by a one-page dashboard for milestones, costs, risks and actions. Using too many tools would create duplicate information and extra administration. The project should therefore use one integrated plan, named owners and weekly updates rather than complex enterprise software.

Table 4. Critical assessment of selected tools

Tool	Primary value	Limitation and safeguard
WBS + dictionary	Completeness, estimating, scope control	Can hide interfaces; cross-check with schedule and acceptance criteria.
Gantt + critical path	Dependencies, milestones, forecast	Can become static or unreadable; update weekly and show only decision-relevant detail.
RACI	Role clarity and delegation	May oversimplify collaboration; agree roles directly and assign one accountable owner.

Registers/logs	Traceable risks, issues, changes and decisions	Administrative burden; use concise fields, owners and due dates.
Dashboard	Fast exception reporting	Status colours can mask evidence; link each rating to source data and narrative.

Communication should reflect who needs the information, why they need it and how they can respond. Sending an update does not prove it was understood (Shannon & Weaver, 1949). Lenders and advisers need concise reports highlighting exceptions and decisions, while renters and clients need clear messages and feedback routes. Financial, contractual and client information should not be shared in informal group chats.

Table 5. Communication plan

Stakeholder	Purpose/channel	Frequency and owner
Owner/sponsor and adviser	Dashboard, decisions and stage-gate pack; meeting/video call	Weekly; PM prepares, adviser challenges.
Lender/funder	Approved business case, cash flow and exception report; secure email	At application, monthly and on material exception; sponsor.
Landlord/contractors/suppliers	Scope, access, programme, change and acceptance; meeting plus written record	Weekly during fit-out; PM/work-package lead.
Authority, insurer and advisers	Evidence of compliance and decisions; formal documents	At design, inspection and change points; PM/specialist.
Prospective renters	Offer, terms, onboarding and feedback; email, briefing and one-to-one discussion	Fortnightly from week 12, then weekly pre-launch; PM.
Clients/community	Brand, opening, services and feedback; website, social media and launch event	Campaign calendar from week 18; marketing lead/PM.

2.6 Risk Identification and Management

Risk management should continue throughout the project rather than being completed once at the start. Risks will be identified through the PESTLE and SWOT analysis, WBS reviews, specialist advice, property inspections, assumptions and lessons from similar projects (International Organization for Standardization [ISO], 2018). Positive uncertainty should also be considered. For example, favourable rent negotiations or early renter commitments could improve the business case (Hillson, 2002). Each risk will be written clearly, assigned to someone who can act and reviewed on an agreed date.

Likelihood and impact will each be scored from one to five, producing ratings from low to critical. This gives the team a shared way to discuss priority, but it is not an exact calculation. Cox (2008) explains that risk matrices can distort rankings because different combinations can receive the same total. Scores will therefore be considered alongside financial, legal, safety and reputational effects and how soon the risk may occur. Serious compliance risks will be escalated regardless of score.

Table 6. Prioritised risk register

Risk and initial score	Preventive response	Contingency/owner
Premises agreement or permissions delayed (15)	Begin search early; survey and legal review; confirm permitted use before commitment.	Short-list reserve property; replan launch / PM.
Refurbishment overrun or delay (20)	Detailed specification; three quotes; fixed-price elements; weekly inspections and change control.	Use contingency, defer non-essential finishes, resequence work / PM and contractor.
Fewer than three renters secured (15)	Validate offer and pricing; early outreach; deposits/letters of intent; referral incentive.	Launch with fewer spaces, increase owner services and targeted recruitment / PM.
Funding or cash-flow shortfall (15)	Reconcile forecasts; monthly cash flow; sensitivity tests; stage commitments.	Reduce scope, negotiate terms or pause at gate / sponsor and accountant.
Compliance or insurance failure (10)	Specialist checklist; licence, qualification and insurance evidence; pre-opening audit.	Stop affected activity until remedied / PM and adviser.
Booking, payment or data failure (12)	User acceptance testing, access controls, backups, privacy and incident process.	Manual booking/payment fallback and provider escalation / system lead.
Owner capacity or illness (12)	Protected project time, RACI, delegated work packages and documented records.	Deputy contact and resequenced non-critical work / sponsor.
Weak launch demand or supplier delay (9)	Campaign testing; order long-lead items early; confirm delivery dates.	Phased launch, substitute supplier/equipment / PM.

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Renter status differs from contract (10)	Legal/tax review; preserve genuine autonomy in schedule, pricing and clients.	Change working practices and obtain professional advice / sponsor.

Risk responses need to be included in both the budget and the schedule. The £2,000 contingency will be controlled by the sponsor and used only for agreed uncertainty, not optional additions. After a response is put in place, the remaining risk will be recorded and reviewed each week. If a risk actually happens, it will move to the issue log with an owner and resolution date.

2.7 Monitoring, Control and Project Close-Down

Monitoring will compare actual progress with the schedule and budget and consider the likely final position. A weekly dashboard will cover milestones, expected completion, costs, contingency, risks, issues, renter interest, changes and decisions. Formal reviews are planned for weeks 4, 8, 18, 24 and 28. Escalation is required for a critical-path delay over five working days, a forecast above £20,000, a work package more than 5% over budget, a serious compliance or quality problem, or fewer than three likely renters by week 20. Every traffic-light rating must still be supported by evidence.

Simple earned-value measures may help monitor the fit-out and equipment, as these packages have clear budgets and visible outputs. Full earned value management would add unnecessary complexity to the legal, marketing and recruitment work, where progress is harder to measure objectively. For those packages, milestone evidence, acceptance tests

and cost-to-complete forecasts are more practical. Any proposed change will record why it is needed and its effect on benefits, scope, time, cost, quality and risk. The sponsor must approve a change that affects the baseline.

Table 7. Stage-gate control

Gate	Decision evidence
Week 4: invest?	Reconciled business case, funding route, risk exposure and affordable scope.
Week 8: commit to premises?	Survey, legal/permission review, lease terms, design feasibility and updated cash flow.
Week 18: ready to finish?	Fit-out quality, safety evidence, equipment status, remaining cost and system readiness.
Week 24: launch?	Operational acceptance, compliance, renter readiness, communications and fallback arrangements.
Week 28: close?	Defects resolved or owned, accounts reconciled, handover accepted and lessons recorded.

Closing the project involves more than holding the opening event. The project manager will check the completed work against the charter, reconcile invoices and contingency, hand over procedures, warranties, licences, supplier details, remaining risks and system access, and close outstanding contracts. A closure report will record performance and lessons learned so unfinished work is not simply passed into normal operations without an owner (Aziz, 2015). After closure, the sponsor will review occupancy, bookings, revenue, cash flow, customer feedback, repeat custom and compliance after three, six and twelve months. This matters because opening on time does not necessarily mean the salon will be commercially successful.

3. Project Manager Attributes and Development

3.1 Key Attributes

Managing Beauty Luxe would require technical project skills, commercial judgement and the ability to work with different people. The most relevant attributes are planning, financial awareness, risk and compliance, communication, leadership, delegation, negotiation, problem solving, adaptability, digital organisation, ethical judgement and a focus on benefits.

The right balance depends on the project rather than on one ideal personality type (Crawford, 2005; Müller & Turner, 2010). This is particularly important in an owner-managed project. Knowledge of beauty services is useful, but it does not automatically provide experience of formal budgets, contractors or project controls.

The project manager must be able to explain technical and commercial requirements to lenders, contractors, regulators and self-employed renters. Leadership also needs to respect renter independence rather than treating renters as employees. Financial judgement connects design choices with affordability, while ethical judgement is important for client data, safety and fair contracts. Adaptability is a strength only when changes are considered properly. The manager needs to listen to feedback but still use the agreed change process.

3.2 Self-Audit

The self-audit uses a five-point scale, where 1 means I have little evidence of the skill and 5 means I can demonstrate it confidently. My ratings draw on my management studies and my work as a self-employed lash and hair-extension technician who rents a chair and manages client appointments. Because these are personal judgements, an adviser or tutor should challenge them and I will review them at each stage gate. The purpose is to identify genuine development needs.

Table 8. Self-audit against project manager attributes

Attribute	Rating	Evidence and implication
Beauty-sector and customer knowledge	4/5	My day-to-day work with lash and hair-extension clients gives me a strong understanding of service quality and customer expectations.
Communication and relationship building	4/5	I regularly carry out consultations, manage appointments and handle client concerns, although formal reporting is less familiar.
Creativity, adaptability and marketing	4/5	I have developed my own services and marketing, but project changes would still

		need to be checked against cost and scope.
Strategic/business acumen	3/5	My management studies give me a theoretical foundation, but I have limited experience of making major investment decisions.
Problem solving	3/5	I respond to appointment changes and client issues in practice; I need to document causes and decisions more consistently.
Risk and compliance	3/5	I understand hygiene, insurance and client safety, but I need more experience using formal registers and evidence checks.
Planning and project control	2/5	I understand WBS, dependencies and baselines from university, but I have not yet managed them on a live project of this size.
Financial management	2/5	I price my services and manage routine costs, but I have not yet prepared a full cash-flow and sensitivity analysis.
Leadership, delegation and negotiation	2/5	Most of my work is completed independently, so managing contractors and delegating work are new areas for me.
Digital project tools	3/5	I use booking and social-media tools, but controlled schedules, dashboards and shared project records are less familiar.

My strongest areas are beauty-sector knowledge, client communication and creativity, which I use when consulting with clients, organising appointments and adapting services. However, I have not managed contractors or controlled a formal £20,000 project budget. This explains my lower ratings in finance, scheduling, delegation, negotiation and digital control. The conflicting forecasts show why I need independent financial advice rather than relying on confidence in the idea. Clear records and adviser reviews will provide a further check on my decisions.

3.3 Personal Development Plan

The PDP turns the weaker areas from my self-audit into actions with measures and deadlines, following SMART principles (Doran, 1981; Locke & Latham, 2002). I will combine short training with practical use on the Beauty Luxe project and reflection on the result, following Kolb's (1984) learning cycle. Course completion alone will not show improvement; I will need evidence that the learning changed my schedule, budget, meetings or project records.

Table 9. Personal development plan

Development objective and action	Deadline/measure	Evidence and review
Planning and control: I will complete a short scheduling course, build the WBS, dependencies and baseline in a suitable tool, and update it every Friday.	Week 3; 100% work packages have owners, dates and acceptance criteria; weekly forecast produced.	Tutor/adviser reviews first baseline; variance accuracy reviewed at each gate.
Finance: I will work with an accountant or adviser to reconcile the revenue tables and produce monthly cash flow, break-even and downside scenarios.	Week 4; one approved forecast and cost baseline; assumptions traceable.	Signed review note and gate decision; compare forecast with actual at weeks 24 and 28.
Delegation and leadership: I will agree the RACI matrix, give written work-package briefs and chair short meetings focused on actions.	Week 4 onward; no critical package lacks one accountable owner; actions closed by due date.	Monthly feedback from adviser and two suppliers/renters.
Negotiation and procurement: I will study a negotiation framework and	Before award; evaluation records cover price, quality, lead time, warranty and risk.	Record negotiated value and post-contract supplier performance.

obtain three comparable quotes for major packages.		
Risk and compliance: I will create a specialist checklist, risk register and evidence folder and review them fortnightly.	First register week 2; no overdue critical action; all launch evidence accepted.	Adviser signs compliance readiness at week 18 and launch gate.
Digital information management: I will maintain one controlled shared workspace, dashboard and decision/change logs.	Week 2 onward; weekly dashboard issued; current versions identifiable within two minutes.	Monthly spot-check for duplicate or missing records.
Benefits: I will create a benefits register with measures, owners and starting figures.	Week 4; reviews scheduled for 3, 6 and 12 months.	Compare actual occupancy, bookings, cash flow and satisfaction with targets.

I will review progress using a short plan-do-check-act cycle: choose one area to improve, apply it to live project work, compare the result with the measure, ask for feedback and decide what to change next (Deming, 1986). The actions also reduce project risk. Better scheduling makes dependencies clearer, financial knowledge protects cash flow, negotiation can improve value, delegation reduces my workload and organised records make decisions easier to trace. At closure, I will repeat the self-audit and use the lessons-learned report to decide what I still need to develop.

4. Conclusion

Beauty Luxe is a realistic idea, however the affordability and practical operation must be confirmed before money is committed. A hybrid approach suits the project because premises, fit-out and compliance need firm controls, while branding and booking materials can be tested and improved. The first priority is to resolve the conflicting revenue forecasts. The WBS and schedule must then make the scope, responsibilities and dependencies clear, and the remaining tools must be simple enough to be maintainable. Stage gates and independent advice will provide a check on my decisions. Closure and later benefits reviews will show whether the salon created value rather than merely opening on time. My beauty-industry knowledge, communication and creativity are useful strengths, but I need more experience in project control, finance, delegation, negotiation and digital information management. The PDP sets out practical actions to address these gaps.

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