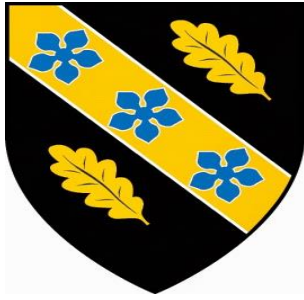




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1.0 Introduction

The UK biggest retailer, visited by millions of customers every year, Tesco have now around 450.000 of employees and 588 stores. In a world where, is always a battle between supermarkets, more then 27 million people outside the UK, who have CLUBCARD.

They Shop for Cheapness in New Supermarket

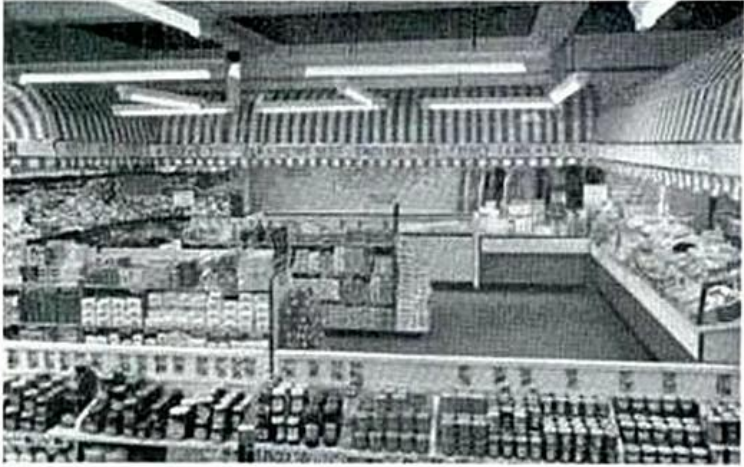
THE aim behind the new 1,750 sq. ft. supermarket which has been opened at Maldon, Essex, by Burnards Stores Ltd., who are associated with Tesco Stores Ltd., is to do a low-price trade in a high-class manner. That is how Mr. G. R. Wood, the company's newly appointed supermarket supervisor, put it to us on the day the store opened.

The recess at the back of the layout is seen here from the right of the main island unit. Provisions are served at the counter on the right of the picture; the meat cabinet faces the camera and fruit and vegetables are on the left.

The picture opposite shows a close-up of the produce shelves. Note the canopy, striped in red and white.

Strictly speaking, the new store at High Street, Maldon, is not the first of Burnards' Supermarkets.

Notices on the walls read: "Burnards save you money. Self service means competitive prices."



According to (Management study guide, 2020) a project is defined as a temporary effort with a start and an end, which is used to create new products or directions. A project must be progressively elaborated that means that it develops in steps, improving in time, making each step a purpose for accomplish the objective. (MSG, 2020)

In January, Tesco's first question mark appeared when first concern was about food ranges when Coronavirus erupt in China. As the UK Government implement a national lockdown, Dave Lewis, the Chief Executive of Tesco sign an execution plan to feed population. Since then, Tesco change drastically the way he operates. The most visible changes are floor markings, ques, physical distance, and PPE for stuff. (The Guardian, 2020)

"The pandemic will continue to cause disruptions in store, and the capacity triples across the industry, and it is difficult to do it in such a short time, that's why we need to make shopping environment as safe as possible" says Dave Lewis, Tesco's Chief Executive.

2.0 Findings

Short history!

Tesco started life in 1919 with Jack Cohen selling groceries and making £1 profit from sale, each day. The Tesco brand appeared in 1924 from the combination of TES-CO (Mr T. E Stockwell and Mr Cohen) and had the first shop in Burnt Oak, North London.

In 1932, Tesco has become PLC (private limited company). (Clark, 2020)



By beginning of 1990, Tesco had 371 stores in all the UK, and has become one of the United Kingdom's top three food retailer. In 1994, the company attained William Low for £247 million and gaining 57 new stores in Scotland and north England. In March 1998, Tesco PLC, following a deregulation of the UK opening hours, has open the first 24 hours supermarkets (28 of them), except Sundays.

In 2012, Tesco had the most profitable year, so far with a net worth of £4 billion. In 2015 the profit dropped tremendously to only £1,9 billion, the share price dropped from 495p to 370p and was announced plans for 43 shops to be closed, putting 200 jobs in risk. (History of Tesco, 2020)

In 2020, Tesco have more than 450.000 employees, with a profit to date of £2,9 billion and increasing by 13.5%.

Due to the pandemic situation all around the UK in late January 2020, that present a significant challenge for everyone, it is a well-made plan build by UK government to respond in this crisis. In 30 of January WHO (World Health Organisation), declared a set of rules that all citizens must obey to fight and defeat this virus. (Gov,2020)

To challenge this virus and to help people with their day by day shopping, the UK Government decided to keep open key shops that provide people their necessary staff.

As a key shop, is framed also Tesco PLC, who is dealing daily with challenges posed by COVID-19 to ensure the safety of the customers and staff, to provide them support and to maintain the food and necessary products.

Because the first week of pandemic, the shopping rates have increase with more than 30%, Tesco must create a plan for delivering essential item to customers and make the shop a safer workplace. (Sky News, 2020)

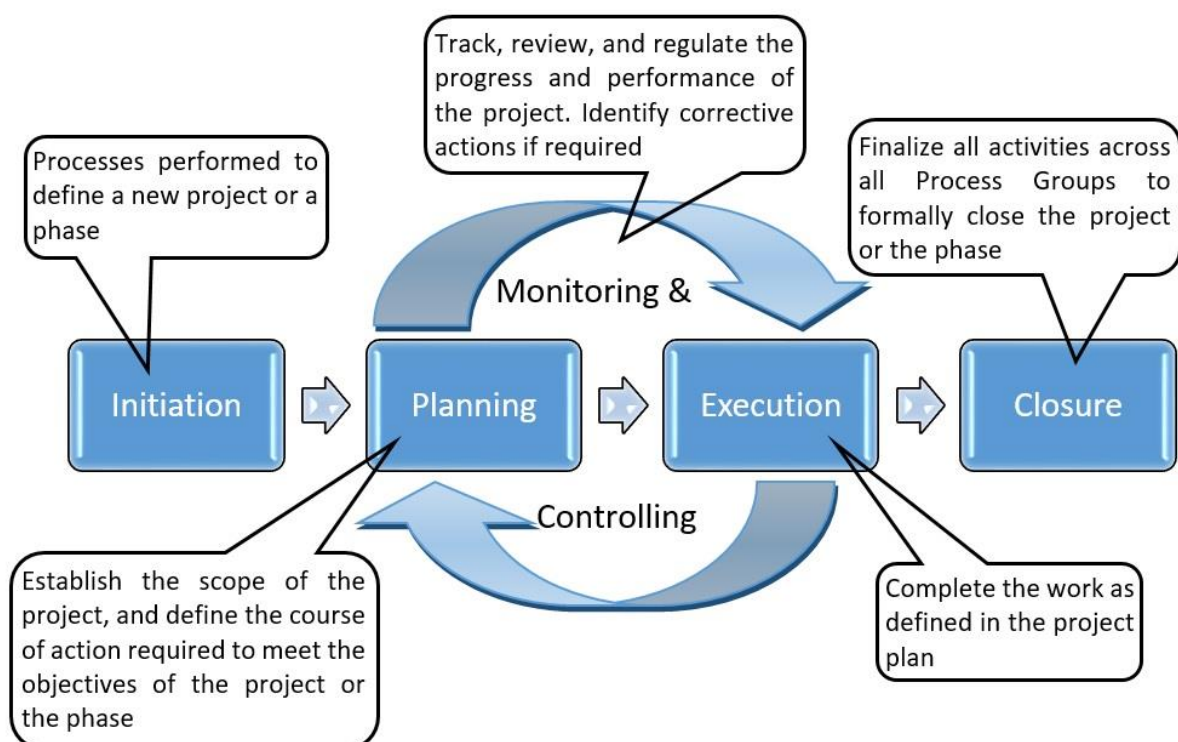
2.1Project management means to apply skills, methods, and processes to achieve a certain purpose according with the project acceptance criteria. Project management has final deliverables which must constrain into the set time and budget. (Apm.org.uk. 2020)

As the definition suggest, “applying skills and methods for a certain purpose” convert Tesco needs a project to undertake the current situation. With the idea of creating a better and safer shopping place, for customers, Tesco has developed a project management plan, so that the company can continue to fulfill its aim, and shoppers to be able to maintain the ability of food.

2.2*Project life cycle* acts as a framework that help the project manager to divide the project into manageable phases and maintain control over the team and project. It is also helpful in recognising the effort of a team or a team member. (Study.com. 2020)

Project life cycle is divided into 4 phases:

- Project initiation
- Project planning
- Project execution
- Project closure



The first phase of the project life cycle is the initiation phase, where a business problem is discovered, or an opportunity is identified. This first stage is particularly important, because this stage lay the foundation for all that stages from the project life cycle. (Westland, 2007)

At the early start of the pandemic, Tesco was forced to act and to stop spreading the virus and prepare the action that need to be taken. In March, when the there was announced a full lockdown (only food allowed and medicine), Tesco was facing with unpredicted challenges and implications from staff and customers, which transform the daily shopping habits into more safe ones.



2.3 Tesco has reacted quickly and adopt new measurements, following the government guidelines, in terms of health and safety, and has made major changes in the store, to ensure the safety od the staff and customers.

- No more than 3 items per customers,
- Changing the working hours, to ensure staff is rested
 - increasing delivery slots
- Ensuring support for vulnerable customers
 - different shopping hours for vulnerable people
- Safety (Social distance),
 - floor markings into store (2m)
 - limited the people allowed into store
 - hand sanitiser place at entrance
 - protective screens at the checkout,
 - one-way system across the aisle

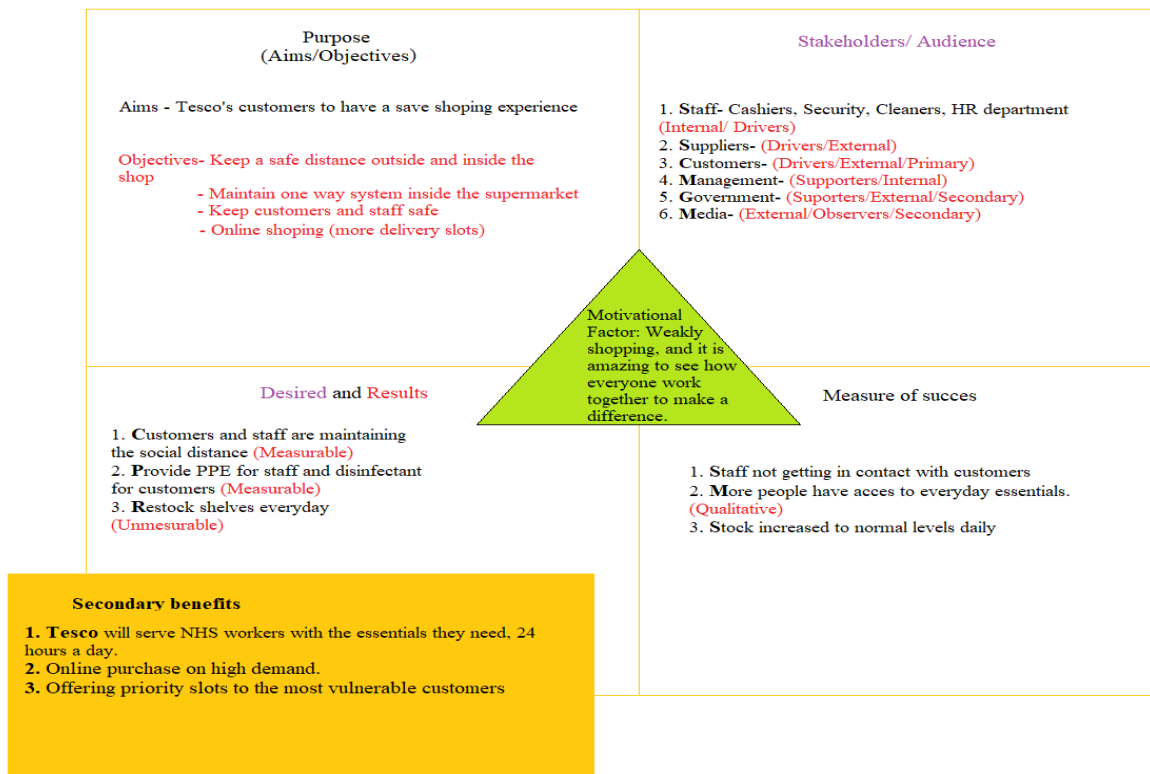
- Protecting staff,
 - recruiting 50.000 new employees,
 - employees that can work from home, to do it so,
 - vulnerable staff and pregnant woman to stay home, fully paid for 12 weeks.
 - other range of policies to support parents during the school closure. (Tesco, 2020)

The project scope is the connection between the company goal and the processes that the company is facing to achieve it. Developing an effective project scope is a tool that help to take a decision if the project should be proceeded or not. An incomplete emphasis of the project scope usually suggests difficulties from the early stage of the project. Project scope management ensure the outcome of the project and the scope are continuously monitored and maintained. (Kloppenborg, 2017)

Identifying these connections, is made using Quad Chart which is defined according to Bob Paladino (2010) as “a quality tool that breaks the issue into components parts for management discussion and analysis.”

Quad Chart is divided into 4 categories as:

1. **Objective-** is the organisation strategic aim
2. **Measures-** is the process results based on the strategic objective
3. **Specific issue-** is the issues that makes the project underperform
4. **Action/discussion-** a specific discussion, based on the underperformance of each issue.



The scope of the project is a clear path in of the required work and the delivered product. This need to ensure that the required work need to be on time and on the limited budget providing all the deliverable to the stakeholder.

The power to influence to critical success of the project can be determined by stakeholders. As they are being defined as: something that brings value to the organisation, capital or human, that put their financial at risk, voluntary or involuntary. Voluntaries are the ones that have chosen to take a stake and bear the risks, and involuntary stakeholders are government, communities, and the environment. (Hage, 2007)

Priority H/M/L	STAKEHOLDER	Stakeholder perspective	Action
High	Staff	Ensure a minimum contact with customers and helping them in buying the essential need	Provide support from management and colleges, helping everyone pass this crisis.
High	Customers	Customers play the most importat role on keeping the business up and running.	Maintaining social distancing and providing a good customer service.
Low	Media	Media does not have any major involvement as a shareholder. They provide important information to the public about new rules that Tesco might apply.	Ensuring a reliable information to customers.
Medium	Government	Government has direct impact on population. Is the one that set the guidelines Front line workers and general people must obey to reduce the number of infections	Provides guidlines for safety distance to help reduce the number of infected people.

Staff: Employees have the duty to care about the customers and for anyone that enters the workplace. That means that they need to do all the necessary things to support customers and co-worker's wellbeing, safety, and health.

Action: encourage staff to work from home, when possible, to reduce the risk of spreading the infection and keep everyone safe. Staff must obey to the GOV rules of keeping the social distance in place, using the provided PPE, and offering them management support for mental health.

Customers: Customers keep the business running, they support the organisation with each purchase they make, and they share opinion with Customer Relations, that have a direct impact on products and services.

Action: when returning to normal life after COVID-19, it is particularly important that the customers to remember positively about the business, so the organisation need to adapt to ensure it meets customer demand.

Media: The media impact is not major, the only role they play is to provide communication between the company and customers, ensuring them reliable information's.

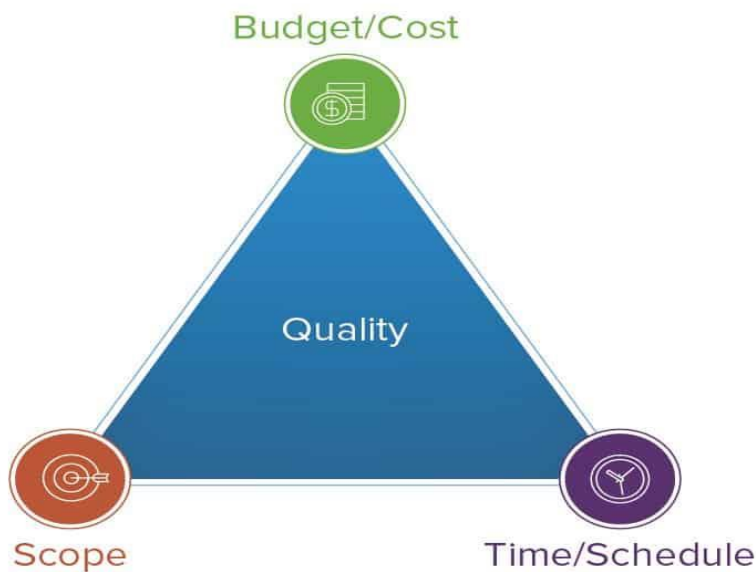
Government: The Government sets the rules so, the infection number to decrease.

Action: Staff and customers to maintain the social distance inside the shop and outside, keeping the 2m distance.

Quad chart is an easy tool, that help summarise or brief the content, to make it easy to read and understand, and showing all the important information's in one view.



2.4 To measure the risk analysis of one project, starts from the initiation phase to determine which criteria of success is important: time, cost or quality need to change due to the various concurrency. The Iron Triangle is defined as: “relationship between time, cost, and quality. This three set the form of the triangle and are in interdependent set. If one them changes, at least another one must change, to restore the balance of the project.” (Wysochi, 2011, p11)



Scope defines the boundaries of the project and tells what has been done and what might not be done. In general, the scope is defined as a document that is the foundation of the project that follows, and it is particularly important that the scope be correct. In the Tesco case, the Scope is to focus more on the safety of the customers and staff, providing them all the necessary details, to carry out their shopping habits in a safe position.

Quality contributes to customers' satisfaction, but also helps organisations to use their resources more efficiently and effectively. This area from the project should not be compromised because this brings the higher probability of success and satisfies the customers.

Cost means an estimation of the entire project and the resources involved. This means labor cost but also outside costs that may impact the project. Cost processes usually means to figure it out the financial commitment resources necessary to complete the job. From the Iron Triangle, cost is the most complicated point. (Westland, 2020)

Being affected by pandemic, Tesco is forced to recruit 45,000 new staff, in the first two weeks of March, to cover the supermarket duties. In his annual financial report, Tesco said that the cost was between 650 million and 925 million pounds, most of them being on significant payroll increase, distribution, and store expenses. (Daily Sabah, 2020)

Time usually is framed, or a deadline is set at the beginning of the project. In this case, time is not specified to have an ending due to the still number of infections. Instead, Tesco has reduced the Time from 24h/7 into 10 hrs daily to help increase the quality, making sure that shelves are fully stocked and suppliers have the delivery on time.

A risk assessment grid is used to assess views of high, medium, or low risk, internal or external. It is defined, (Mindtools, 2020) as a tool that helps to identify and manage possible problems, that could intrude with the business. Possible threats need to be identified and then estimate the likelihood that these threats can materialise.

Impact	Likelihood	Risk	Mitigating action
H	M	Customers not maintaining the social distance (Internal/External)	Floor markings with 2 m distance and one way system
H	M	Employess not maintaining the social distance (Internal)	Ensure different break system, ensure 2 m between tables
H	L	Stock shortage (External)	Use local suppliers to maintain the stock / staff to work in night shift to maintain full shelves
H	H	Changes in Government Laws (External)	Keep staff and customers informed with the new government guidelines
H	M	PPE (Internal)	Ensure a full stock of PPE for staff and desinfectant for customers

“To avoid failure, potential risk needs to be identified that will reduce the impact of the project. Risk analysis clarifies the parameters of the decision-making processes, allowing the project to proceed to the next stage. A risk assessment is made during the entire project, minimising the impact that can occurs”. (Bartlett, 2004 p11)

SWOT Analysis



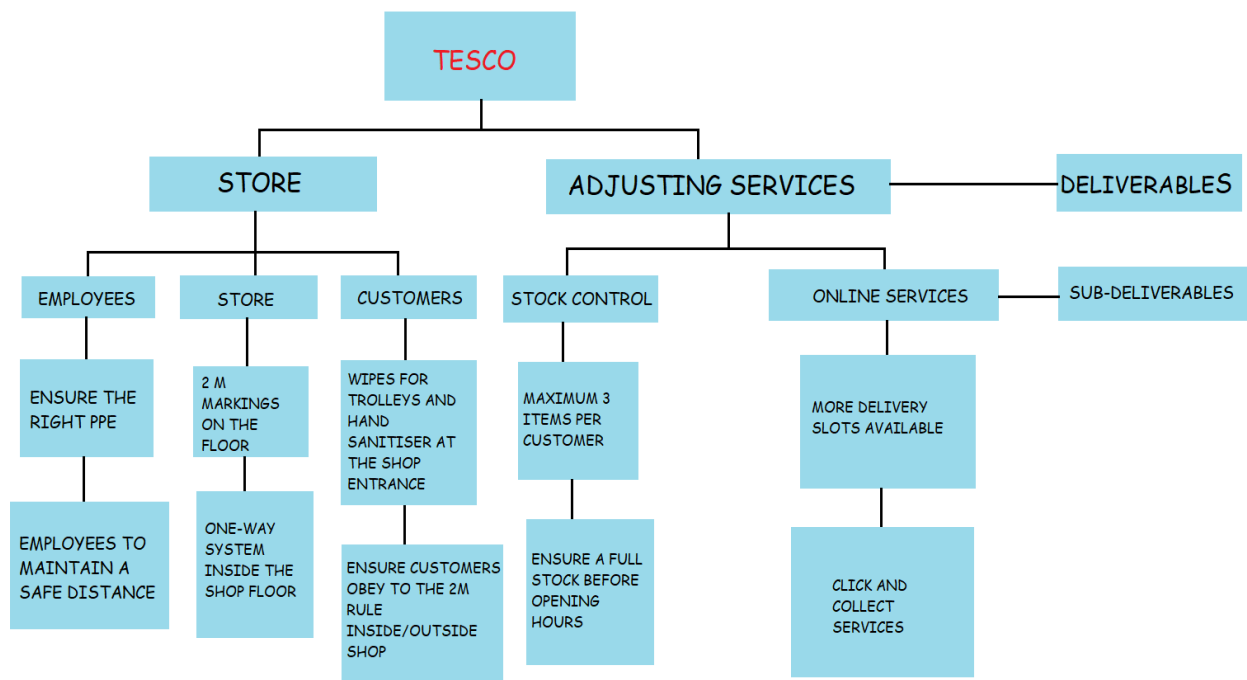
Based on SWOT Analysis, the biggest internal risk that Tesco gauge, is obviously the social distance between staff and customer, customer to customer. To stop the risk of spreading the virus, the company has installed floor markings, and one-way system into the aisle, keeping everyone at a safe distance.



Local suppliers have been important, helping Tesco with PPE for staff and sanitiser for customers, and products to keep the shelves on fully stock.

In the Planning Phase of a Project is also used the WBS (Work Breakdown Structure) defined as a hierarchical decomposition of the work scope, that is carried by a team, to accomplish the project objective and to create the required deliverables. (PMBOK, 2002)

The WBS convert the entire project, into a series of smaller components, called sub deliverables. They play an important role on aspect of the project management, control, and planning. They define the relationship between scope and cost and time. Following scope planning, WBS facilities all the aspects of the entire project.



WBS provide an explicit statement of the objectives and deliverables of the project that need to be completed. It usually represents the “what” of the project meaning description of the project scope. WBS is not a description of the processes but it is detailing the project outcomes and scope. (Pmi.org. 2020) The upper levels reflect the major deliverables of the project. In Tesco project the major deliverables are: STORE and SERVICES. Those are the tasks that the company need to deliver to achieve his scope.

The process is broken down, until the point where the bottom level represents sub-deliverables for a more precise planning and management. Sub-deliverables are where the work is undertaken, where the budget is allocated so the deliverable to be achieved.

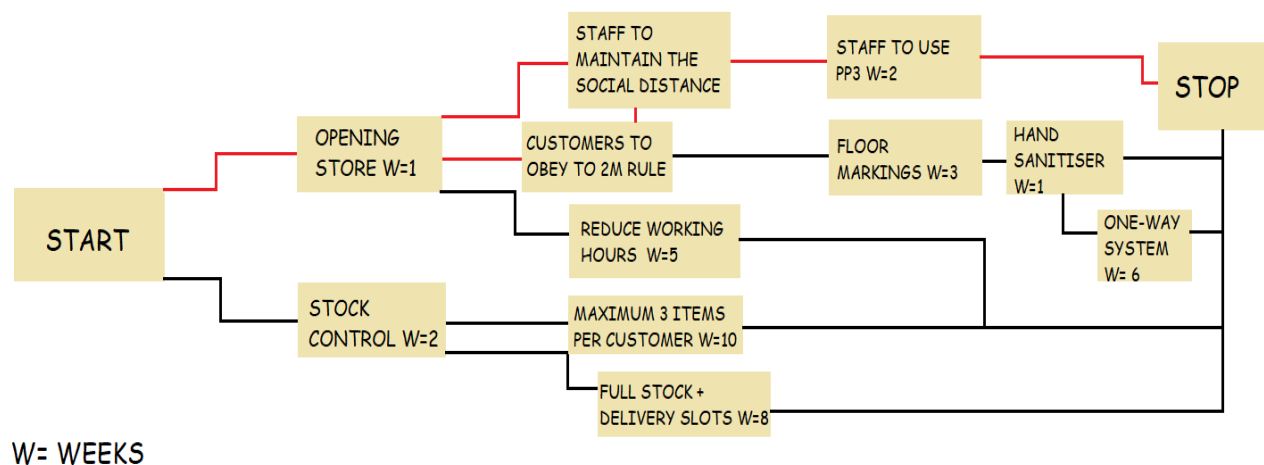
Tesco’s WBS is a top-down approach because the decomposition of the project continues until each level is achieved, and the fact that the project starts with a broad approach and then narrow it down to specific tasks. This approach is used because not many details are known, such as duration of pandemic, and are many assumptions made with potential inaccuracies.

Gantt Chart is driven out of the Work Breakdown Structure, and it “is graphical representation of the project activities shown in time with bar scales, with no links between them. In the Gantt Chart schedule activities or the breakdown structure are listed as bars and the activity duration are shown as date-placed horizontal bars.” (Mubarak, S 2015 p16)

The bar chart was originally developed by Henry L. Gantt, (where the name came), an American engineer in 1917.



The critical path illustrates the activities as a Network Diagram. “The WBS (Work Breakdown Structure) is the primary source for the Network Diagram. WBS illustrates the work that needs to be done while Network Diagram visually shows the tasks in order that need to be happened.” (Kliem and Ludin, 1998 p120)



Applying Network Diagram to Tesco, (see image up) first week is the opening store week, which is basically the day 1 of the project, where all the planning is made. Most of the next procedures are made gradually based on Governmental new rules and the stock from suppliers. So, in this case most of the influence is based on stakeholder.

Depending on how the pandemic will increase/ decrease the shop will begin his normality. Retail Gazette announce that Tesco lays off the first wave of 45.000 temporary employees because the shop is slowly going back to normality. In 80% of Tesco's shops, employees are having one-week notice. The social distance a major impact on how customers shopping habits, which is putting less pressure on shop demand.

Project Management **EXECUTION & CONTROL**



2.5 Evaluating a project means analysing the complete goal, performance, and further objectives, whatever the project result, deliver expected benefits and make desire changes. In this process the outcome and impact are measured, resulted from project implementation.

Every project is started up for a reason and with a reason. If there is no objective what the point to is build one. Spending time on evaluating a project can make a huge difference on the quality of execution. It boosts team moral, motivation and brings clarity into the next step. (Akdeniz.C, 2015)

The monitoring exercise is done internally, by project manager or a direct staff involved, to make sure each member is takes responsibility for the process. This process allows project managers to make changes, in case one issue has been notice and it is a delay on completing the task.

Motivating team members is an important step in this process, which gives a boost in productivity and increase the quality of work. As a thank you for all the hard work, Tesco offer 10% bonus increase in employees' hourly rate from shop floor, distribution centres and customer service. The increased rate started from 1of March and has been extend until 30 of May, announce The Sun. (Benwell. S ,2020)

Although the project is still on going, the below table shows the improvement of the project from midterm evaluation, an area which need to be review at the end of project. This

table include the team performance, working methods. Because the project finishes in September 2020, the depth project will be available them.

What is Evaluated/Monitored	Tipes of evaluation	Hard / Soft	Outcome
Customers - are the customers fallowing the 2 rule?	Formative	Soft	Extra employees to be positioned in different corners of the store, for a better view on customers. Remind them by installing extra information panels regarding distance.
Employees- are the employees feeling safe?	Participative	Soft	Providing employees the right PPE, offering them more breaks, bonuses and weekly terapist sessions for stress free job.
Online shopping- is online shopping grown?	Sumative	Hard	Due the pandemic, the online shopping has grown and the delivery slots are not as available as the customers want them. Need more improvement!
Staff sickness- did the shop loose any employee dur the virus?	Participative	Soft	Due to all the staff was wearing the right PPE and maintaining the social distance, a low number of sick employees was recorded.
Stock- is the stock enough?	Summative	Hard	Using local suppliers, the shop managed to maintain a good stock, providing customers everything they need, in this hard time.

Hard outcomes

- Having more than 50.000 employees in sick leave at the beginning of the project, Tesco is slowly returning to normally. The process is slow but and need to increase as the project persist. Daily cleaning is made through the buildings and are no more cases for infection thru staff, and most of them are returned to work (Exception pregnant woman). All the staff wear PPE and a specialised training with each one has been made to learn how to deal with the pandemic.

Soft outcomes

- Tesco is improving daily the online shopping, providing more delivery slots available and maintaining good relationship with local suppliers, how have been helpful in this situation.

Project Closure

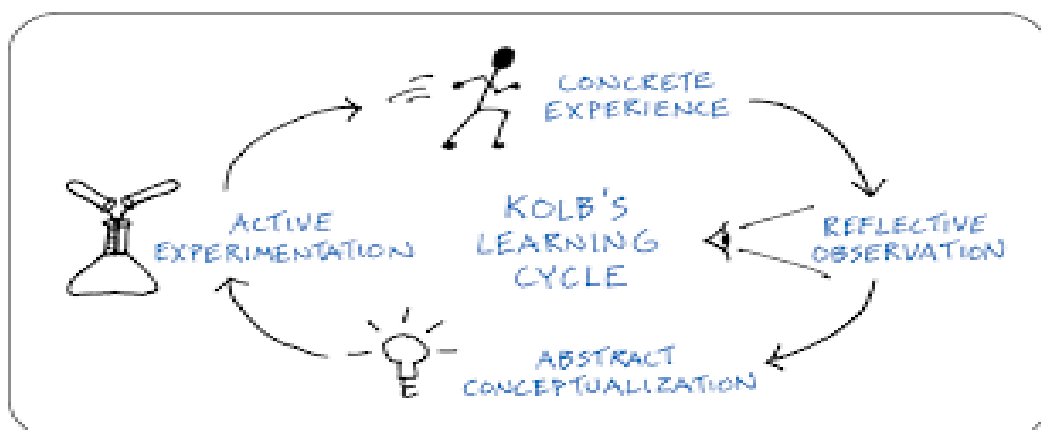
2.6 Because the project is still ongoing, the things that the project manager and team is further looking to improve the project are based on Delta evaluation.

Delta Evaluation is a process that provides feedback on an event or experience and collects ideas for improvement. (IGI Global, 2020)

This project has been clear and connected to Tesco objective (providing essential items to customers, in a safe environment), but furthermore updates will be given through social media. All Tesco facilities are up and running, with different schedules, in a safe working environment. In future, all the facilities must train the staff and be prepared as a second wave of pandemic lockdown has been announced.

More improvement has been made on online services, more exactly on delivery slots, where more drivers have been hired to help with the crisis.

Delta evaluation has been conducted with based on Kolb learning cycle defines as: learning cycle based on four stages through which learner repeatedly processes. (Kolb's Learning Cycle, 2020)



3.0 Recommendations

Based on Belbin test the results came as that the researcher is more of a team player, which help with productivity and performance of the entire team. Effective communication, gaining support for ideas, and create collaborative relationships is what makes the researcher part of the team.

Based on the report, as further recommendations, Tesco should not stop the 10% bonus for employees, as the pandemic is still on. Also, customers questionnaires, online, as e-mail, based on the Clubcard storage knowledge to be apply, so management to know if their work satisfy customer's needs.

Due to high demands for online shopping, customers have complained that delivery slots, were hard to find, so adding some extra delivery spots it is a must for future. A good communication and staff questionnaire to be added on the list, as they can provide a good feedback regarding how Tesco internal situations.

Due the pandemic is still on most of the recommendations are based only for the last three months of the virus. Tesco is in continuous improvement and try to do the best, keeping customers happy and safe.

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