

UNIVERSITY OF WALES TRINITY SAINT DAVID LONDON

Managing Projects in the Organisation

BMSW5104

PROJECT MANAGEMENT PLAN REPORT

M&S Clothing and Home supply Chains Digitisation Project

Task 1 and 2

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Level 5 Term 2

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Executive Summary

The report aims to create a project management plan to assist Marks & Spencer in optimising and digitising its Clothing and Home sector's supply chain systems. The report presents a scope management plan, requirements management plan, schedule management plan, cost management plan, quality management plan, communications management plan, risk management plan, stakeholder engagement plan, and the project life cycle to comprehensively outline the project needs and expectations. The scope statement helps identify the project's description, deliverables, acceptance criteria, and constraints. A project schedule and work breakdown structure illustrate the project's requirements, ranging from human resources to digital logistics and supply-chain-management software. The report also identifies the project investors and Marks & Spencer suppliers and shareholders as the key stakeholders that need to be engaged in the project management process. Additionally, the schedule management plan identifies the project completion duration as approximately 64 days and the estimated initial project costs as roughly £ 434,800. However, these costs are expected to change as the project progresses. These changes, in addition to other project changes and plans, will be communicated to project teams, manager, and key stakeholders through informal and formal communication methods. Lastly, the expected project risks include scope, performance, time, and operational risks. However, the implementation of suitable risk management strategies will eradicate or minimise the identified risks.

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Project Management Plan Report

Introduction

The COVID-19 Pandemic adversely impacted the United Kingdom (UK) economy. The pandemic caused an unprecedented budget deficit in the UK economy (Matikonis, 2020). The pandemic also negatively affected UK businesses' supply chain management, technology and cybersecurity, workforce, and cashflow management operations (PWC, 2022). At Marks & Spencer, the pandemic caused the business a £201.2m statutory loss in 2021 from a profit of £67.2m in 2020, a 13.5 per cent group revenue decline, and a reduction of profit before tax from £403.1m to £41.6m (Pinnock, 2021). Also affected comprised the company's supply chains, where the pandemic brought about supply chain changes and disruptions that deeply impacted supply chain workers, suppliers, and retailers' operations (Marks & Spencer, 2020). In response, Marks & Spencer implemented the "Never the Same Again" programme to boost the firm's recovery and reinstate the M&S brand and business to produce long-term profitable and sustainable development (Marks and Spencer Group plc, 2021). Nonetheless, despite realising an advancement in its operations, the corporation still suffers infrastructure challenges, especially in the Clothing and Home core technology systems (M&S, 2022). The Clothing and Home sector's supply chains need investment and to be enhanced and optimised to boost efficient trading (M&S, 2022). This report aims to propose a project management plan focusing on optimising and digitising supply chain systems at Mark & Spencer Clothing and the Home sector.

Project Management Plan

The project management plan comprises an article that elucidates how the project will be closed, controlled, monitored, and executed (Project Management Institute, 2017). This document consolidates and incorporates all of the subsidiary baselines and plans, as well as other information essential to managing the project. The proposed project management plan's

components will consist of the risk, communications, resource, quality, cost, schedule, requirements, scope management plans, and the project life cycle.

Scope Management Plan

The project scope entails the project planning aspect that encompasses detailing and determining a record of comprehensive project goals, deliverables, tasks, costs, and deadlines (Fageha and Aibinu, 2013). The proposed project's objective will be to successfully digitise Marks & Spencer's Clothing and Home supply chain systems to manage supply chain transactions and supplier relationships. Subsequently, the project goals will be to optimise M&S's supply chain operations to improve supply chain efficiency, financial performance, and the company's recovery from the pandemic.

The project scope statement provides an effective scope management plan model for identifying the requirements and deliverables to produce the desired result (ICS Group, 2015). The project scope statement in Table 1 below delineates the proposed project's constraints, project acceptance criteria, project deliverables, and project scope description that will help ensure the realisation of project goals and objectives.

Project Scope Statement	
Project Title: M&S Clothing and Home Supply Chains Digitisation Project	
Project scope description	M&S should develop and implement digital logistics and supply-chain-management software within Clothing & Home operations with the objective of optimising current systems, improving financial performance, and boosting the company's recovery from the pandemic.
Project deliverables	i. Create a customised digital logistics and supply-chain-management software focusing on business intelligence and automation that amasses information across the entire M&S supply chain.

	ii. Connect the software to external data sources like competitor prices, market trends, point-of-sale consumer data, and internal historical sales data. iii. Develop training programmes and support systems.
Project acceptance criteria	i. Successful implementation of digital logistics and supply-chain-management software at the Clothing & Home business section. ii. Successful connection of the software to external data sources. iii. Successful implementation of support systems and training programmes.
Project constraints	i. The project should seamlessly integrate with M&S's existing systems. ii. The project should be implemented within the 2022/2023 financial year. iii. The project should adhere to the set budget. iv. The project should observe personnel, resources, and time limitations.

Table 1: Project Scope Statement

The stakeholders will evaluate the project scope statement, approve it, and revise it as necessary. Upon the project scope statement approval and completion, the project manager will allot the project teams directions and tasks in manners to meet the target goals.

Requirements Management Plan

The requirements management plan comprises a planning constituent that explains how product and project requirements will be managed, documented, and analysed (Project Management Institute, 2017). Most project requirements stem from project stakeholders. Thus,

there is a need to precisely understand the project stakeholders. Table 2 below signifies the proposed project's stakeholder analysis.

Expectations		
Influence	Meet Their Needs • M&S employees • M&S customers	Key Players • M&S suppliers • M&S shareholders • Investors
	Least Important • M&S competitors	Show Consideration • UK government • Pressure groups • Local communities

Table 2: Stakeholder Analysis

Gregory et al. (2020) posited that all company's actions indirectly or directly affect all stakeholders. As such, the project will anticipate the stakeholders identified in Table 2, especially the Marks & Spencer customers and employees, to be affected by the application of the proposed project. Alternatively, the firm stakeholders have different extents of influence on the Marks & Spencer company. Particularly, the project will expect the Marks & Spencer suppliers, shareholders, and investors to substantially influence the project requirements.

The project requirements will consist of materials, money, equipment, facilities, and human resources. After gathering initial requirements from stakeholders, the project manager will record and define requirements and analyse requirements. The proposed project will prioritise requirements based on internal stakeholder needs. Then, the prioritised requirements will be traced to work items, and test management will be employed in validating and verifying system requirements. Regarding traceability, the project teams will maintain a full history of alterations in requirements to ensure a quick response to audits. Finally, the project

requirements will be verified based on their necessity, feasibility, and applicability to the proposed project.

Project Life Cycle

The report adopted Wysocki's (2019) linear project management life cycle (PMLC) models. The linear approach to the project management life cycle encompasses the project scope, plan, launch, monitor and control, and close iteration phases, shown in Figure 1 below (Watt, 2018).

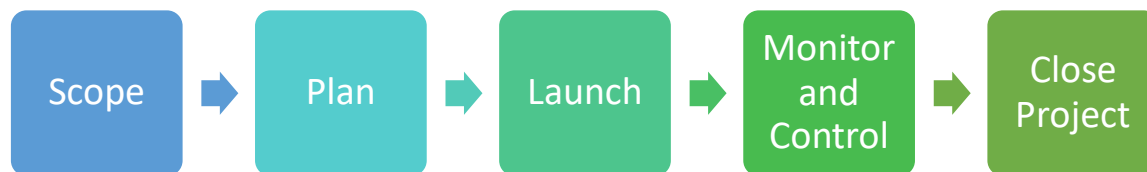


Figure 2: Project Life Cycle

The project lifecycle phases portrayed in Figure 1 above also form the foundation for the work breakdown structure and project scheduling.

Schedule Management Plan

Project schedule management entails both a control component and a planning component (Wysocki, 2019). As a planning component, the Project Management Institute (2017) considered project schedule management to encompass the essential procedures in managing the project's timely conclusion. For the proposed M&S Clothing and Home Supply Chains Digitisation Project, the primary project activities will be categorised into five phases: closeout, project control, project execution, project definition and planning, and the conception and initiation.

As indicated in Table 3 below, the estimated project duration will be approximately 64 days.

WBS NUMBER	TASK TITLE	START DATE	DUE DATE	DURATION
1	Project Conception & Initiation			
1.1	Project Charter	8/1/2022	8/4/2022	3
1.1.1	Project Charter Revisions	8/4/2022	8/5/2022	1
1.2	Research	8/5/2022	8/8/2022	3
1.3	Projections	8/8/2022	8/10/2022	2
1.4	Stakeholders	8/8/2022	8/10/2022	2
1.5	Guidelines	8/10/2022	8/12/2022	2
1.6	Project Initiation	8/12/2022	8/12/2022	0
2	Project Definition & Planning			
2.1	Scope & Goal Setting	8/12/2022	8/16/2022	4
2.2	Budget	8/16/2022	8/20/2022	4
2.3	Communication Plan	8/20/2022	8/22/2022	2
2.4	Risk Management	8/22/2022	8/28/2022	6
3	Project Launch & Execution			
3.1	Status & Tracking	8/28/2022	9/3/2022	6
3.2	Measuring KPIs	9/3/2022	9/7/2022	4
3.2.1	Monitoring	9/7/2022	9/10/2022	3
3.2.2	Forecasts	9/10/2022	9/11/2022	1
3.3	Project Updates	9/13/2022	9/16/2022	3
3.3.1	Chart Updates	9/16/2022	9/17/2022	1
4	Project Performance / Monitoring			
4.1	Project Objectives	9/17/2022	9/18/2022	1
4.2	Quality Deliverables	9/18/2022	9/19/2022	1
4.3	Effort & Cost Tracking	9/19/2022	9/30/2022	11
4.4	Project Performance	9/30/2022	10/4/2022	4

Table 3: Project Schedule

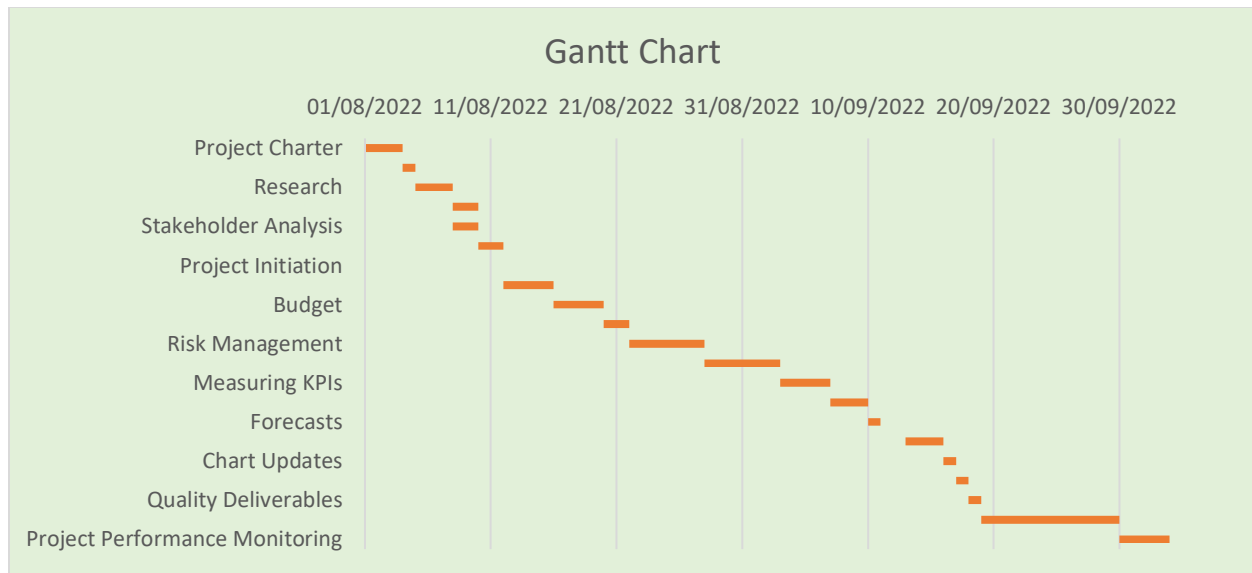


Figure 2: Gantt Chart

The project schedule in Table 3 and the Gantt chart above formed the basis for creating the project work breakdown schedule. Burghate (2018) identified the WBS as the grounds for efficient project reporting, controlling, controlling, execution, and planning. The WBS also delivers an indispensable basis for schedule control and development and comprehensive cost control and estimating (Alutbi, 2020). Figure 3 below depicts the proposed project's WBS.

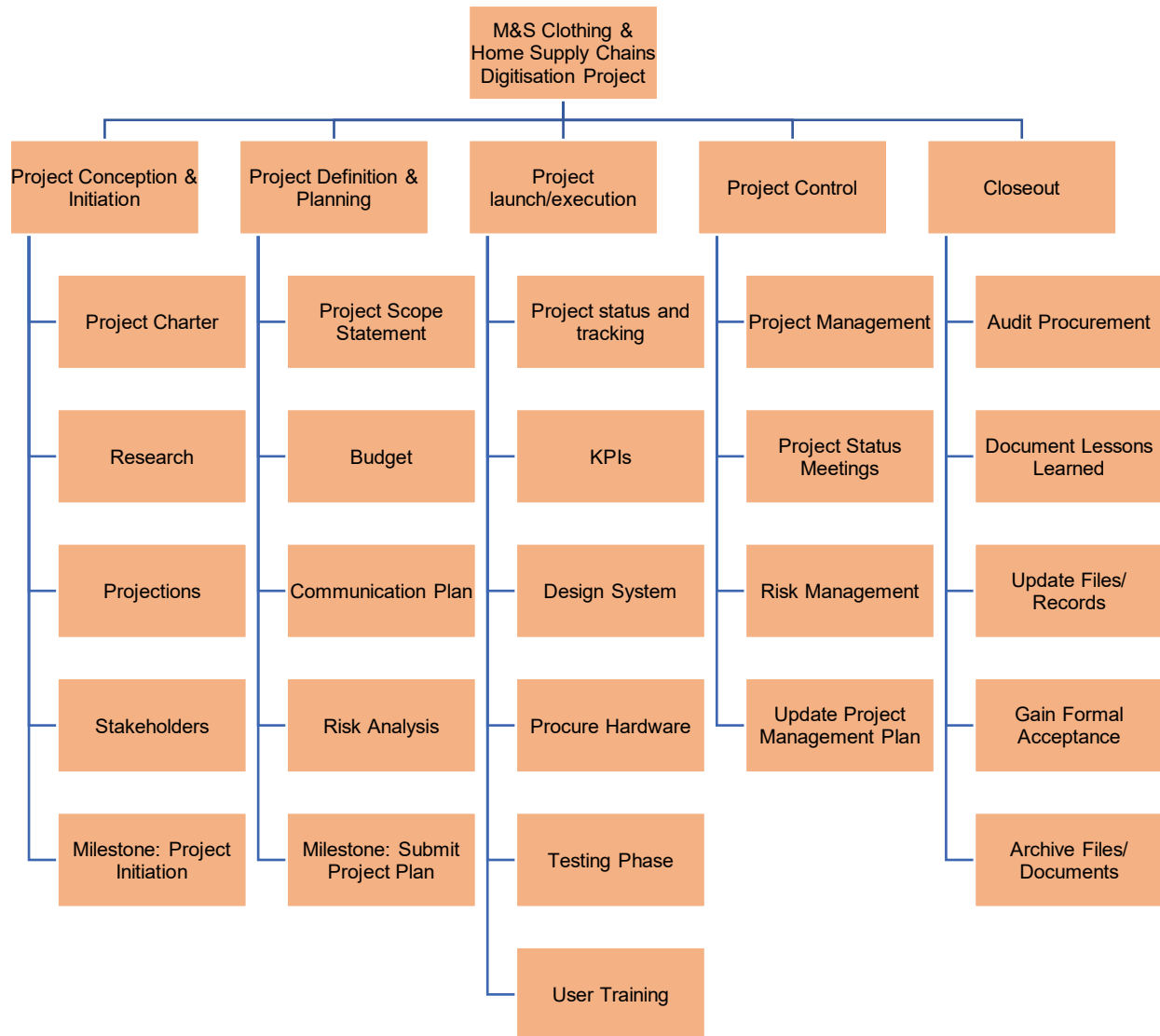


Figure 3: Project Work Breakdown Schedule

In addition to the durations, planned dates, and activities in Table 3 and Figure 2 above, the project schedule will stay adaptable throughout the project to acclimate to value-added activities, an increase in comprehension of the risk, and knowledge gained.

Cost Management Plan

This plan supplies information to the risk register, cost baseline, and activity cost estimates by establishing the manner in which costs will be controlled, reported, monitored, tracked, and estimated (Manlian and Manjunath, 2018). This phase utilises numerous estimation techniques that are ascertained by a component-by-component basis, determinative

techniques, expert judgment, historical knowledge, and conceptual goals (Project Management Institute, 2017). The proposed project will benefit from adopting historical knowledge and expert judgment techniques in cost estimation. Notably, using expert judgment and historical knowledge would also foster the adoption of the analogous estimate, allowing the dependence on actual costs of prior related projects as the grounds for the proposed project's cost estimation.

Additionally, the final estimate, budget estimate, and rough estimate comprise the most utilised types of cost estimates adopted by project managers (Anicic and Anicic, 2019). Since the proposed project is in the initiation phase, the rough estimate approach will be the ideal cost estimation technique. The project costs' rough estimation will align with the organisation's account procedures and cost codes and the project work breakdown structure.

The cost components will comprise digital logistics and supply-chain-management software, hardware, facilities, labour, equipment, and materials. The rough costs estimates for the proposed project will be £ 434,800, as depicted in Table 4 below.

Project Requirement	Cost (Rough estimate)
Digital logistics and supply-chain-management software	£ 81,800
Hardware and other equipment	£ 23,000
Recruiting and hiring for additional staffing	£ 120,000
Training costs	£ 80,000
Project team resources	£ 60,000
Maintenance costs	£ 50,000
Logistics costs	£ 20,000
Total	£ 434,800

Table 4: Project Cost Estimates

However, the cost estimates provided above will be expected to change as the project progresses. The cost estimates will also form the foundation for budgeting. As a result, the initial project budget will comprise £ 434,800. The cost estimates and budget will also form the grounds for formulating a cost control plan to warrant project expenses and team progress on schedule.

Quality Management Plan

There lacks a single definition of quality in project management (Maylor, 2010). In the proposed project's context, the definition of quality will vary based on the stakeholders' expectations and preferences. For the internal stakeholders, the project will presume that quality means technical excellence, fitness for purpose, internal efficiency maximisation, and conformance to internal procedures. Alternatively, the project will assume that quality delineates subjective and objective aspects of their expectations of the project's functionality for external stakeholders. Thus, to meet these stakeholders' expectations, the supply chain digitisation project will be of good quality if it delivers according to specification, within budget, and on time, meets all stakeholders' requirements, and proves fit for use across the Marks & Spencer's Home and Clothing sector to optimise the sector's supply chains.

Communications Management Plan

This plan encompasses the processes critical to guarantee that the stakeholders and project information needs are realised through artefacts development and application of activities developed to attain effective information exchange (Muszynska, 2015). The proposed project's communication artefacts will range from regular reports, emails, and formal meetings to informal conversations between the project manager, teams, and stakeholders.

Misunderstandings during the project will be minimised using the 5Cs of written communications (Hakala, 2014). The project manager will emphasise control of ideas and word flow, coherent, logical flow of ideas, clear expression and purpose, concise expression and excess word eradication, and correct spelling and grammar during the project communication

phase. The project will also benefit from enhancing the project teams' conflict resolution, negotiation, reassurance, and persuasion skills. Also, essential is improving the team's grasp of the personal and cultural diversities to advance communication capability and decrease misunderstandings.

Along with focusing on the project teams' communication, the proposed project will include stakeholder engagement in project meetings and reviews. The project manager will conduct timely and regular reviews of the stakeholder community to determine the individuals necessary for successfully delivering organisational outcomes and project objectives. The key stakeholders will then be involved in short, regular meetings with the project team to discuss the project's progress.

Risk Management Plan

This plan offers a tactic for monitoring, analysing, and identifying risks (Maylor & Turner, 2022). The approach encompasses minimising adverse events' consequences and probability and maximising positive events' consequences and probability (Heagney, 2012). The proposed project will adopt Maylor's (2010) perception of the risk management process as consisting of three phases, identification, quantification, and response.

Concerning risk identification, the project will presume the primary risks to comprise scope, performance, time, and operational risks. Scope risks transpire due to poor initial objectives definition. Performance risks could emerge when the project does not function as properly as initially projected. Time risk could appear when the project tasks take longer than anticipated, whereas operational risks could occur due to alterations in team processes or company changes. Table 5 below portrays a risk chart indicating the likelihood and probable impact of the three types of risks on Marks & Spencer's Clothing and Home supply chains digitising project.

Risk	Importance Impact	Likelihood Probability
Scope risk	M	M
Performance risk	H	L
Time risk	L	H
Operational risk	M	L

Table 5: Risk Chart

Where: L denotes low, M-medium, and H-high.

The risk chart shows that the project manager and teams should prioritise time and performance risks. Nonetheless, implementing risk management strategies to respond to the four risks can help minimise their impact and probability. For time risks, the project teams could benefit from devising time contingency plans. Formulating clear project parameters from the early phases could minimise scope risks, whereas employee training could help mitigate performance risks. Lastly, maintaining an up-to-date risk register and avoiding very high-risk activities could help decrease operational risks.

Conclusion

The report proposed a digitisation project at the Mark & Spencer Clothing and the Home sector. The proposed project scope identified the primary objective and goals to develop a supply chain digitisation project that seamlessly integrates with Marks & Spencer's existing systems, adheres to the established budget of £ 434,800, quality expectations, and personnel, resources, and time (approximately 64 days) limitations. In realising these goals, the proposed project would need to involve key stakeholders, including investors, shareholders, and suppliers, in the project design process and consider the company employees' and customers' needs during the project development process. Also required for successful project completion comprise materials, money, equipment, facilities, human resources, and constant communication between the stakeholders and the project team.

Recommendations

For the successful implementation of the project, the report recommends Marks & Spencer's adoption of certain measures and activities. Firstly, the company should select employees from numerous international locations with various project management competencies to form the project team. This action would ensure a diversity of ideas, leading to developing a comprehensive project that can fulfil all of the company's supply chain needs. Secondly, the project team should engage stakeholders from the initiation to the closure to ensure their needs are met. Thirdly, the team should implement numerous communication methods, especially online, to ensure all stakeholders and team members understand the project's progress. Finally, the report recommends the company's development of digital logistics and supply-chain-management software instead of buying to save on costs and ensure its personalisation to meet the firm's needs and the established quality requirements.

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John Wiley & Sons, Inc.

**Project Management Plan Proposal
To
Marks & Spencer**

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Managing Projects in the Organisation

BMSW5104

Introduction

- The COVID-19 pandemic caused a £201.2m statutory loss before tax at Marks & Spencer down from the previous year's £67.2m profit (Pinnock, 2021).
- In response, the retail company implemented the "Never The Same Again" programme to deliver long-term, profitable, sustainable growth for the wider community, its colleagues, and investors (Marks and Spencer Group plc, 2021).
- However, despite that the business has realized an improvement in its operations, Marks & Spencer still faces substantial infrastructure challenges that can affect the company's recovery and change.
- Among the fundamental challenges faced by the company is that some of its core technology systems, particularly in Clothing & Home, where supply chains can be enhanced and optimized to boost efficient trading, require investment (M&S, 2022).
- Therefore, this presentation will propose a project management plan focusing on optimizing and digitizing supply chain systems at Mark & Spencer Clothing & Home sector.

Project Scope Management

- The M&S Clothing & Home Supply Chains Digitization Project scope management will entail:
 - i. Planning scope management: to help control, validate, manage, and define the project's scope.
 - ii. Collecting requirements: to establish budgets, stakeholders' expectations, and project requirements.
 - iii. Defining scope: a well-detailed description of the supply chain systems optimization project.
 - iv. Creating a work breakdown structure: to break down and assign all the work required in the project.
 - v. Validating scope: sending deliverables to stakeholders and project executives for approval.
 - vi. Controlling scope: ensuring the project stays within the defined scope.

Planning Scope Management

Project Scope Statement

Project Title: M&S Clothing & Home Supply Chains Digitization Project

- **Project scope description:** M&S should develop and implement digital logistics and supply-chain-management software within Clothing & Home operations with the objective of optimizing current systems, improving financial performance, and boosting the company's recovery from the pandemic.
- **Project deliverables:**
 - ✓ Create a customized digital logistics and supply-chain-management software focusing on business intelligence and automation that amasses information across the entire M&S supply chain.
 - ✓ Connect the software to external data sources like competitor prices, market trends, point-of-sale consumer data, and internal historical sales data.
 - ✓ Develop training programmes and support systems.

Project Scope Statement cont.

Project acceptance criteria

- ✓ Successful implementation of digital logistics and supply-chain-management software at the Clothing & Home business section.
- ✓ Successful connection of the software to external data sources.
- ✓ Successful implementation of support systems and training programmes.

Project constraints

- ✓ The project should seamlessly integrate with M&S's existing systems.
- ✓ The project should be implemented within the 2022/2023 financial year.
- ✓ The project should adhere to the set budget.
- ✓ The project should observe personnel, resources, and time limitations.

Collecting Requirements

Stakeholder Analysis

- Stakeholder: all external and internal actors, economic and social partners of a company (Riahi, 2018).
- The company's actions indirectly or directly implicate these stakeholders, whereas the actors have varying degrees of influence on the firm (Gregory et al., 2020).
- Stakeholder mapping: a manner of recognizing the stakeholders that could have the most negative or positive influence on a project or those likely to be most impacted by the project (Ginige et al., 2018).

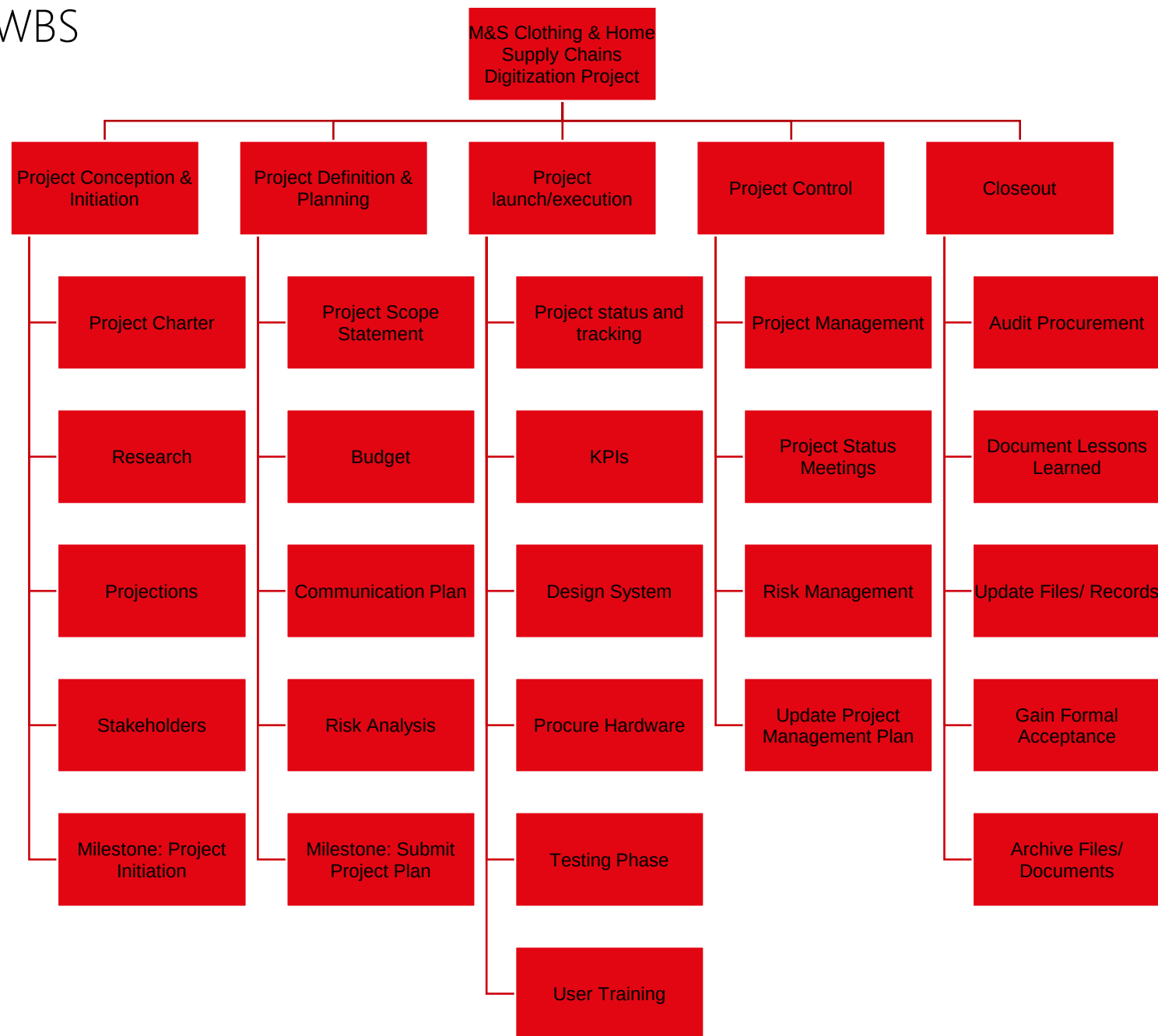
INFLUENCE	EXPECTATIONS	
	MEET THEIR NEEDS	KEY PLAYERS
	• M&S employees • M&S customers	• M&S suppliers • M&S shareholders • Investors
	LEAST IMPORTANT	SHOW CONSIDERATION
	• M&S Competitors	• UK government • Pressure groups • Local communities

Defining Scope

Defining scope: delineating the steps that will be taken to realise the project goals and objectives (Susilowati et al., 2021).

- **Project objective:** To successfully digitize Marks & Spencer's Clothing & Home supply chain systems to manage supply chain transactions and supplier relationships.
- **Goals:** to optimise M&S's supply chain operations to improve supply chain efficiency, financial performance, and the company's recovery from the pandemic.
- **Tasks:** project conception and initiation, project definition and planning, project execution, project control, and closeout.
- **Schedule:** refer to Appendix 1

WBS



- **Work breakdown schedule (WBS):** It is the foundation of effective project reporting, controlling, controlling, execution, and planning (Burghate, 2018).
- A WBS also offers the essential framework for schedule control and development and a comprehensive cost control and estimating (Alutbi, 2020).

Validating Scope

- During this step, the project manager will:
 - ensure the deliverables approval.
 - formalise the deliverables' acceptance.
 - establish the conditions under which deliverables will be accepted.

Controlling Scope

- This step denotes the process of managing changes and monitoring progress that arise during the project (Derenskaya, 2018).
- In the M&S Clothing & Home supply chains digitization project, the control scope activities will comprise:
 - project management
 - project status meetings
 - risk management, and
 - updating the project management plan.

Risk Assessment

Risk	Importance Impact	Likelihood Probability
Scope risk	M	M
Performance risk	H	L
Time risk	L	H
Operational risk	M	L

H= High
M=Medium
L= Low

- The specific risks that the project might incur include scope, performance, time, and operational risks.
- Strategies to address project risks:
 - Formulating clear project parameters from the beginning.
 - employee training
 - devising time contingency plans
 - maintaining an up-to-date risk register and avoiding very high-risk activities.

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Appendices

Appendix 1: Project schedule

WBS NUMBER	TASK TITLE	START DATE	DUE DATE	DURATION
1	Project Conception & Initiation			
1.1	Project Charter	8/1/2022	8/4/2022	3
1.1.1	Project Charter Revisions	8/4/2022	8/5/2022	1
1.2	Research	8/5/2022	8/8/2022	3
1.3	Projections	8/8/2022	8/10/2022	2
1.4	Stakeholders	8/8/2022	8/10/2022	2
1.5	Guidelines	8/10/2022	8/12/2022	2
1.6	Project Initiation	8/12/2022	8/12/2022	0
2	Project Definition & Planning			
2.1	Scope & Goal Setting	8/12/2022	8/16/2022	4
2.2	Budget	8/16/2022	8/20/2022	4
2.3	Communication Plan	8/20/2022	8/22/2022	2
2.4	Risk Management	8/22/2022	8/28/2022	6

3	Project Launch & Execution			
3.1	Status & Tracking	8/28/2022	9/27/2022	30
3.2	Measuring KPIs	8/28/2022	9/27/2022	30
3.2.1	Monitoring	8/28/2022	9/27/2022	30
3.2.2	Forecasts	9/28/2022	9/30/2022	2
3.3	Project Updates	10/1/2022	10/2/2022	1
3.3.1	Chart Updates	10/3/2022	10/4/2022	1
4	Project Performance / Monitoring			
4.1	Project Objectives	8/28/2022	9/30/2022	33
4.2	Quality Deliverables	8/28/2022	9/30/2022	33
4.3	Effort & Cost Tracking	8/28/2022	9/30/2022	33
4.4	Project Performance	8/28/2022	10/4/2022	37



Thank You