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1. Introduction

The following paper discusses a number of issues identified relating to a small company looking to move operations to a larger premises with a plan to further increase its current product range. As part of a company review it has been noted that the company lacks a robust management of change process alongside a history of poor communication and undefined organisational structure. These issues will be reviewed in turn, considering how they impact on the proposed changes and where possible suggestions for addressing the deficiencies given.

2. Fundamental Principles of Project Management.

Project management is a vital discipline that benefits organisations in achieving their goals, effectively planning, executing, and controlling projects to achieve specific objectives within a set timeframe and budget. Effective project management requires careful planning, consistent monitoring, and the flexibility to adapt to changing circumstances. Although there are several fundamental principles to project management (Association for Project Management, 2023) these core fundamental principles apply to the case study in question.

2.1. Process Groups.

Project management process groups are a framework used in project management to organise and categorise various processes and activities involved in managing a project. Project management identifies five process groups that encompass the entire project life cycle (Everitt, 2022). Addressing these process groups will help the company project team understand the flow and sequence of work required to complete the project successfully. These process groups are typically non-linear and will regularly overlap throughout the life of the project. Iterative project management approaches, such as Agile and Scrum, may have a different emphasis on these process groups compared to more traditional, waterfall project management methodologies. Specific activities and their sequence can vary, dependant on the nature of the project and the project management methodology being used (Clarke, 2012).

Framework phases: initiation, planning, execution, monitoring, and execution, closing, closely resemble those stages involved in management of change, an already cited deficiency of the company's operation. The company therefore needs to ensure each of these stages is executed in turn to provide a level of control and structure to the proposed changes.



Figure 1 - Process Group Fundamentals

(Kumar, 2022)

Initiation is the first phase of the project management process, involving the definition of the purpose and scope of the project, identifying stakeholders, and obtaining approval for the project to proceed. The key output of this phase is the project charter, authorising the project's existence (Martins, 2023).

Planning phase closely follows that of initiation, with the full project plan being developed, project scope formally outlined, and objectives, budget, schedule, resources and quality requirements defined. Also developed is a risk management and communication plan, with the key purpose of serving as a guide for the project's execution (Project Manager, 2023). Ensuring these two fundamentals are addressed, and adequate resource allocated will be key to the company achieving their goal in the most efficient manner. This fundamental of project management could arguably be the most important for the company as failure to execute these stages would likely have a knock-on effect to other fundamentals. The current objectives; movement of premises and expansion of range are vague and offer a poorly defined scope, and, if not addressed would likely result in cost, time and risk management being inappropriately assessed, and project drift.

Execution involves putting the project plan into action, involving execution of the plan, coordination of resources, and communicating with stakeholders, whilst ensuring the project maintains on plan (Atlassian, 2023). Given the recent issues with communication, this may be an area the company needs to focus on. Communication with staff and in particular stakeholders such as suppliers will support the business expansion as they will have buy-in from all those affected. Suppliers will to be able to adjust delivery volume, timings, and routes alongside to progress of the change and this will require coordination and good communication.

The project manager should track and measure project performance and progress against the plan. If variances or concerns are identified, corrective actions should be employed to bring the project back in line. They should typically involve stakeholders to keep relevant personnel informed about the project's status (Project Manager Academy, 2023). Given the current company structure involves three equal parties operating as co- directors, there is a need to assign a single project manager (either internal or external) responsible for overall running and control of the project to avoid confusion, competing opinions and loss of scope. With the proposed changes presenting a significant risk to the company (financial, maintaining quality of supply etc.), maintaining a close eye on progress and scope drift is essential. Failure to do so could have significant financial implications, which for a small company could be catastrophic, and implications for business reputation if current operation is negatively impacted.

Completion of the project will require project teams ensuring all objectives have been met, deliverables accepted, and administrative and contractual closure activities completed. This phase involves obtaining formal acceptance

from stakeholders, releasing project resources, and creating a final project report (Project Manager, 2023). The company is currently running a successful business and failure to allocate sufficient resources and expertise to this could risk company reputation and success if poorly managed given that reliability of supply to customers has already begun to slip.

2.2. Cost Management.

Cost management within a project is the process of planning, controlling and monitoring the financial resources and expenditures associated with the project. Effective cost management is critical to project success, preventing cost overruns, whilst maintaining financial control to deliver the project's objectives without exceeding the project budget (Martins, 2022).

Project cost estimation should be done during the planning phase of the project (see above), following which budgets can be developed to allocate financial resources for various tasks and activities, specifying how much can be spent on each phase of the project. Throughout the project’s lifecycle, the project manager must track and observe actual costs against that budgeted, with deviations identified and analysed, to enable suitable corrective actions such as changes to the project scope, reallocation of resources, or employment of cost-saving actions (Pro Profs Project, 2022). Regular reports must be generated covering all of the above issues, to provide visibility for stakeholders (FreshBooks, 2021).



Figure 2 - Steps to Project Cost Management

(Pro Profs Project, 2022)

With the company being small and in the early stage of expansion, with no defined significant external financial backing, there is an assumption that the project will be primarily self-funded. Accurate cost estimation will be essential to ensure the project can be funded through to completion based on the funds available. Not only that

but the cost of the project needs to ensure that it doesn't negatively impact the continuation of the current business model. Equally if applying for a business loan, the company will need to ensure cost estimates are realistic to achieve project completion.

As the project progresses, changes may be required. The company will need to place close attention to financial reports to prevent accumulation of changes presenting a financial risk as this would present not only a risk to those funding but also to the success of the existing company operation. Contingency plans and reserves may be required to mitigate the impact of unforeseen cost increases and ensure no risk to the overall company (Martins, 2022).

2.3. Risk Management.

The primary goal of risk management is to reduce/minimise the impact of risks whilst developing potential opportunities. Risk management is a process of identifying, assessing, prioritising, mitigating risks and uncertainties that could affect project success. This typically involves a structured approach to identifying potential problems or complications, and developing management strategies (Lavanya, 2008).

In this case, the change carries significant risk to the existing business, which given the fact that is still in its relative infancy may not be able to survive the financial impact of the failed move. Not only that but there is already evidence that quality is slipping with missed deliveries and supply. The company therefore need to apply a robust risk management approach to be able to plan as best they can to ensure current quality issues do not worsen. Risks to the project may come from several sources, such as technical (IT or automation issues), environmental (source of fruit/vegetables), external or organisational factors. When identified, risks must be assessed in terms of probability and potential impact, continually monitoring to ensure any strategies are effective. Given its relative inexperience, on completion it would be beneficial to assess the effectiveness of the risk strategies (ILX, 2014).

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2.4. Task Management.

Task management within a project involves the process of planning, organising, tracking, and completing the various activities required to achieve project objectives. It is an essential element of project management, ensuring that the project remains on track, meets deadlines, and delivers the desired results, relating to those issues identified in 2.3 above (Zoho Projects, 2023). The company has ongoing issues with effective communication which need to be addressed to ensure that task management can be effectively carried out. All

members of the project team will need to remain informed about task progress, changes, and any issues that may arise during the project.

In the initial stages, the project manager will need to prioritise identified tasks and assign to teams or individuals who will be responsible for completion. Each member will need to report to the project manager the status of the task, who is then responsible for generating progress reports against tracked milestones for the team and stakeholders (Smart Suite, 2022).

Many tasks in a project are interrelated, and therefore their completion may depend on the successful completion of others. Identifying and managing task dependencies will be crucial to ensure that tasks are completed within the required timeframe and in the right order. Task management includes the ability to adapt and adjust tasks, schedules and resources as necessary (Projectslly, 2023).

2.5. Constraints.

Project constraints are factors that can affect planning, execution and completion of a project. Understanding and managing constraints is crucial for successful project management, ensuring a project is completed to set specifications and standards. Project managers are required to manage constraints effectively to ensure project success (Adobe Communications Team, 2022).

In the case of this project, obvious constraints may include cost (see section 2.2), timeframes (affordability of paying for two business spaces alongside), and resource (ensuring sufficient resource remains with the existing operation while dedicating sufficient to the project).

Management of timeframe, financial and resource constraints will be a crucial. Factors such as scheduling, current and projected market demands or task inter-dependencies must be taken into consideration when creating the project schedule and must remain under constant review until completion (Atlassian, 2023). In this way identified constraints should be managed as such that both current and future businesses remain viable. With the project having a likely limited financial resource, the project needs to be completed within the allotted budget. The project manager will need to account for potential issues such as resource and labour cost and availability that could affect this, utilising control measures such as budget management and cost tracking to effectively manage budgetary constraints (Reuter, 2014).

2.6. Communication Management.

Communication management encompasses process and activities required to plan, execute, monitor and control communication within the project, and as seen impacts on several other project fundamentals. Effective communication is crucial for success of the project, ensuring information is shared amongst the project team, stakeholders and other relevant groups in a timely accurate manner (Senapathy, 2023). This can help mitigate risks, resolve conflicts, and foster a positive environment. As previously documented, it will be essential that the company effectively communicates throughout the change process with its key stakeholders such as suppliers, to ensure both the company and suppliers timelines remain aligned, and the supplier remains engaged and supportive of the change. This should minimise any negative impact on meeting demand for the current business operation and that required for the startup of the expansion (Compliance, 2022). The company also has formed well-developed relationships with buyers which could at risk if they fail to communicate and engage them in the plan for move and expansion.



Figure 3 - Communication Plan

(Project Management.pm, 2023)

2.7. Change Management.

As with many of the other fundamentals, there is significant cross-over with change management which forms the overarching fundamental essential for ensuring that changes are suitably implemented. Change management is something the company has been previously criticised for and therefore needs to be cautiously approached to ensure the proposed move and expansion are smoothly integrated, causing as little disruption or negative impact to the project's success (Abbas, 2023). Given the complexity of undergoing the location move and range expansion alongside ensuring the existing business remains viable and supply unaffected, overarching management of the change is key. However, even with the most well-planned project, unforeseen changes may be required such as modifications to the scope, objectives or process (Im, 2023) and these will need to be handled in accordance with a defined plan, re-assessing the potential impact on all the other fundamentals.

3. SWOT & PESTLE.

For a company to successfully grow, they must be able to adapt and respond to challenges. Devising a strategy and subjecting this to a frequent review to assess its suitability is essential. Undertaking of strategic reviews not only ensures review of current objectives and the company's status in achieving these, but also ensures that horizon scanning is used as part of a critical assessment of any objectives, allowing for opportunities to increase market value. Assessment of future demands and opportunities, in addition to potential interferences can provide the company with a chance to plan changes to facilitate any shift needed. The use of established tools such as SWOT and PESTLE analysis can help to achieve this (Goldratt, 2004).

3.1. SWOT

SWOT analysis can be used as a framework to establish the company's position, in particular relating to any competition. In an attempt to assess forces that may impact its current position and prospective opportunities, SWOT reviews internal (strengths and weaknesses) and external (opportunities and threats) factors. SWOT is particularly useful for the generation of novel ideas for the current and impending climate (Kenton, 2022).



Figure 4 - SWOT Analysis

(Lindley, 2023)

Strengths

Current sales are successful and are a healthy alternative to sugary drinks

The smoothies are currently being sold in two major UK supermarkets with another wanting to sell the products offered by the company

Moving to a larger premises will allow increased production of current products, which will satisfy demand

Moving to a larger premises will allow expansion of range which will increase market share.

The company is run by three young directors with lofty ambitions and belief in their products success

They have built a strong relationship with current suppliers and distributors who sell and deal with the company directly from the UK and Europe

Weaknesses

The firm is small and in comparison to their competitors, they can be seen as novice

The company is operated by three young directors: inexperience and a lack of organisational structure and poor communication they may be prone to making careless and risky decisions

Company is inexperienced leading to shortfalls with their management of change negatively impacting productivity and company progress.

Inability to maintain quality of service associated with increased demand e.g. missed deliveries and collections from growers. Negative impact on brand trust and reliability, maintenance of professional relationships, risking income and potential future investment.

Products being sold are that of a similar nature to other more established manufacturers: significant market share competition.

Opportunities

Vision, drive and desire to expand will allow for the company to increase production of current products, which will satisfy current demand.

Moving to a larger premises will allow expansion of their range.

Expansion of product range can give the company a stronger foothold in the market, and the opportunity to develop and sell products that their competitors currently don't manufacture or sell.

Further investment from sellers (supermarkets) will increase revenue and market share.

Increased health concerns in society along with the UK government's 5-a-Day campaign has led to a vested interest in the health and wellbeing of the population.

Threats

Competition from other manufacturers could limit the company's ability to progress the market share and drive down the cost and therefore income of their products.

The company is reliant on supplies of fresh products for production. With the planned increase of production and product range, the company has increased the risk of being exposed to supply shortages, due to climate change and global warming.

Current economic climate and the increased cost of living has made the purchasing of healthy products such as smoothies a luxury in most households.

The company's smoothies offer a healthy alternative to sugary drinks. An increase in the demand for healthier foodstuffs and change in consumer wants to provide an opportunity for the company to diversify its range and increase future revenue opportunities. Investment in technology and digitalization in line with Industry 4.0 could significantly increase the reliability and profitability. Adoption of these avenues could give the company an advantage over its competitors	
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Table 1 - SWOT Analysis

3.2. PESTLE

PESTLE is useful alongside SWOT in that it takes into consideration macro-factors affecting the company. Pestle is particularly useful where the company is looking to grow and innovate as the macro-economic factors of any new area of interest (Wysock, 2015). The defined factors that form a PESTLE analysis can be used to advise the SWOT analysis.

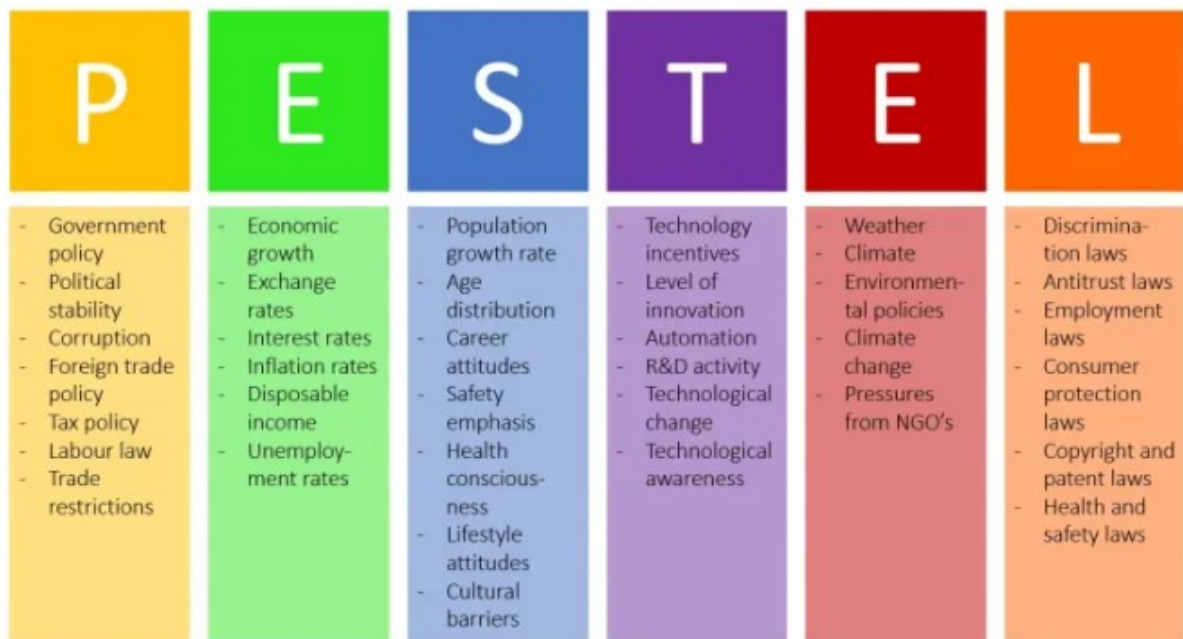


Figure 5 - PESTLE Analysis

(Bruin, 2016)

P	Political	Although the current UK government is stable, there remain several issues caused by the UK's departure from the European Union, (Brexit), such as free trade. These complications have led to increased costs with importing of goods due to a poorly negotiated EU export quota and increasing delays affecting both production and delivery. Further complications following Brexit with regards to free movement of migrant workers have led to several hundred thousand migrant workers having to leave the UK, with many unable to return due to visa requirements. Several rulings and guidelines by the Department of Health, Office of Fair Trading, Advertising Standards and Trading Standards are decisive for the operation of the company. Guidelines by these authorising bodies affect all aspects of the company, from ethically sourcing products, to maintaining health standards and food hygiene standards during production, and sales of products. Guidelines changes in recent years to allow smoothies and pure juice that contain all edible parts of the fruit, can be included as a set portion of the Health Department's 5-a-day health campaign assist marketing and sales
E	Economic	Following the UK's exit from the European union, there have been issues with the movement of goods due to trade restrictions. These restrictions have had a knock-on effect with the availability of delivering and receiving goods and products, in and out of the UK. A further knock-on effect from leaving the European union is the free movement of migrant workers to the UK. As a result, this can have an impact on the availability and access of adequate workers for the required fruit picking, with a potential for increased labour costs, leading to a knock-on effect with the overall cost of the product, profit and market share. Current cost of living crisis in the UK and the European union has led to an increase in all goods and services as well as a severe increase in energy costs. The prices rises will have a severe impact on production and operation costs for the company. Further complications due the cost-of-living crisis, will render healthy products as a luxury purchase for most households, as healthy products are generally more expensive than less healthy options. While the products used to produce the goods sold by the company are all exempt from VAT in the UK, the products sold are all subject to VAT at the current prevailing rate of 20%. A tax reduction or tax relief offered by the UK government would encourage more people to make healthy choices when purchasing goods, resulting in more people getting a portion their 5-a-Day serving, which is a government led campaign. Industry 4.0 along with internet of things, IoT, is pushing businesses toward digitisation. Although a significant initial investment will be required, it will reduce the company's reliance on manual labour, which is currently at a premium.

S	Social	An increased health concern in society has led to a vested interest in the health and wellbeing of the population, the company's smoothies offer a healthy alternative to sugary drinks. Customer attitudes to health and wellbeing will have an impact on buying patterns and in turn product sales. Younger demographics are more likely to purchase the smoothies as they are generally more conscious of living healthier lifestyles. This demographic will generally have busier lives and in turn less time to prepare healthy meals. The smoothies offer a quick fix solution for this demographic supplying a number of the government incentive of 5-a-Day in one small, easy to drink smoothie. Evident commitment of the company to Corporate Social Responsibility would present an opportunity improve the company's social status and could be used as a marketing strategy to attract additional consumers and investors to whom this approach is of value.
T	Technological	Industry 4.0 and IoT are driving industry towards maximising digitisation. Technology is a current failure of the company from a communication perspective, with failed deliveries and collections, suggesting that the company is lacking an optimal digital platform, linking orders for supply and demand. Development of robotic automation for picking, packaging of products. Due to economic and political issues above, investing in robotic automation may avert several issues the company will face in area such as worker shortages and operation costs. Although a significant initial investment will be required, automation will allow for continued production of current and new range of products with a reduced workforce, resulting in more reliable and robust operation. There are several technological options for companies to benefit from to 'Go Green'. This can be achieved through various sources, such as wind, solar, water and biomass. This can help businesses reduce carbon emissions, lower energy costs and help in getting a valuable return on investments.

E	Environment	There is a global drive to drive down carbon emissions, particularly within the UK, with those businesses failing to demonstrate a compliance plan subject to financial penalties. The expansion of production and product range will result in increased emissions from various sources, such as delivery of supplies and of products as well as increased production for various growers to meet demand. There are several incentives and options for companies to 'Go Green'. This can be achieved through various sources, such as wind, solar and biomass. This can help businesses reduce carbon emissions, lower energy costs and help in getting a valuable return on investments. Further incentives for companies to 'Go Green' can be achieved by using recycled materials, reducing the number of resources used, using eco-friendly packaging and delivery systems. The impact of climate change may lead to changes in the weather systems; unexpected heatwaves, extreme cold spells, storms/flooding and wildfires. The unreliable weather patterns may impact on product supply. There are currently no specific recycling laws within the UK, although new workplace recycling regulations will come into force in 2024, resulting in companies requiring separating their waste, in a similar fashion to UK households.
L	Legal	There is a significant pressure on Health and Safety in food and drink manufacturing. The company must comply with various consumer and protection laws as well as industry regulations. The company will be subject to inspections by Local Authority Environmental Health Officers and will be the focus of food safety hygiene audits, such as ISO 22000. Poor audits and food hygiene standards can result in enforcement action, loss of certification, reputation and costly recalls of products. As the company expands, potentially outside of the UK, there will be an increasing number of international legal forces to content with. Any changes to political power in any consumer country presents a challenge to any future planning. Product idea is not novel in that there are a number of manufacturer's currently selling a similar product range. Although recipes/ingredients cannot be subject to copyright challenge, the company must take care with marketing aspects such as descriptions, logos etc. as these are not exempt.

Table 2 - PESTLE Analysis

(Fure, 2017) (Henry, 2018) (CIPD, 2023) (Peterdy, 2023)

4. Company Structure and New Technology

Organisation structure is a known factor in company effectiveness. Establishing the right structure enables personnel to operate to the best of their ability and offers an enhanced opportunity to identify issues with company efficiency.

The company has been lacking in organisational structure. This is evident with the failure to adopt a defined structure having led to a poor path of communication, and a failure of defined accountability as the demand for product increases. Inadequate communication and lack of management of change have inevitably led to the company facing several quality issues, such as missed deliveries with transport providers, resulting in failed deliveries to customers and collection from growers.

To assist with current shortfalls several organisational structures could be adopted. There is no one defined structure that is perfect for the company however a review of the company's position and goals can be used to guide the decision. These organisational structures range from a hierarchical structure, one of the most common organisational structures where the chain of command is followed from the top with the board of directors, to the regular employees at the bottom, to a matrix structure, often perceived as the most confusing structure as it mixes employees and managers across different departments and disciplines. That said, the matrix structure can be beneficial within small companies as it can help innovate and encourage multi-discipline employees. (Kenton, 2023)

With the current size and aspirations of the company, the most suitable organisational structure for the company is a flat organisational structure. This offers the fewest layers of management. Managers in this type of structure have a wide span of control, a shorter chain of command and more subordinates, allowing quick and simple adaption to change, something that as a small company is essential to remain viable. It typically creates an atmosphere of transparency and co-operation, allowing for less supervision, more employee involvement whilst generating a feeling of value and commitment (Organimi, 2021). This structure is also likely to support a better communication flow from management to operations and customers, something the company currently fails to achieve.

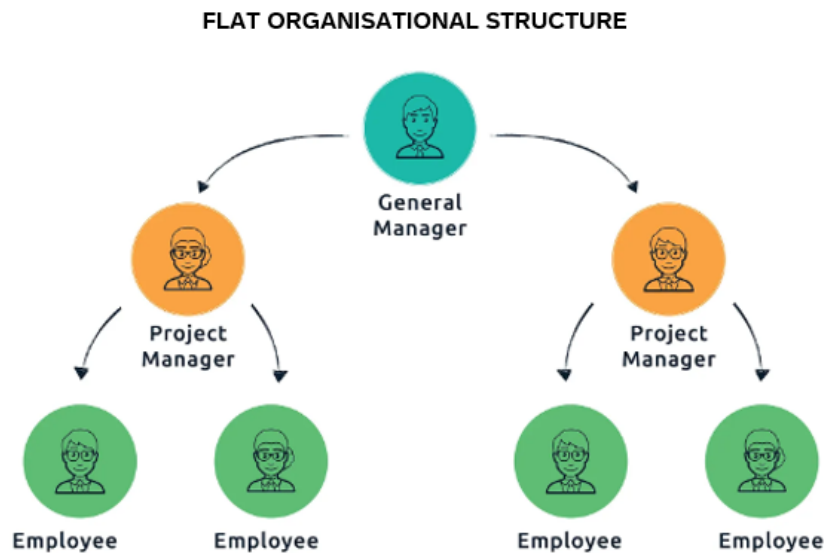


Figure 6 - Flat Organisational Structure

(F.Dieffenbacher, 2023)

Currently with three directors managing the company, a decision will have to be made for one to take a senior operational role, such as general manager. The company will therefore have one senior figurehead, in charge of all operations, whilst the other directors will be required take lesser operational roles such as project or department manager. In their new roles, project manager can be responsible for the company's expansion, focusing on new premises and products, whilst the other manager can be responsible for current operations, inclusive of supply and demand of produce and product from the growers to the customers.

These organisational changes are considered to support operation of a business of this size. A flat organisational structure will give current directors definitive roles and responsibilities with areas of the company whilst allowing them to have interaction and strong communication links with other roles and company developments. This organisational structure and the roles within the structure will improve the company with the difficulties currently faced with poor communication and management of change, leading to logistical failures. (Investors in People., 2019) As with all organisational structures, there are several advantages and disadvantages, as shown in the table below.

Flat Organisational Structure	
Advantages	Disadvantages
Communication is clearer as information has to pass through fewer people before reaching employees.	Can lead to power struggles due to a lack of clearly defined roles, direct supervisors and line managers.
Decisions are made faster and can be made at the point of impact, resulting in fewer delays to progress and production.	Requires a specific type of leader for it to be successful in the long term. Leaders are tasked with more responsibility and face more challenges.
Innovation is encouraged, can happen quickly and more informally. For a company of this stature, innovation is essential for growth.	Employees are prone to take less responsibility as others are present and it's not entirely clear who has overall responsibility for performance.
Labour costs are reduced due to less middle managers, resulting in finances being able to be deployed into operational areas	Can present challenges for employees that struggle to keep pace with sudden changes.
Increased independence and empowerment to employees. Typically employees will be more engaging with job crafting to suit changes required for their role.	Lack of progression opportunities. With a lack of management positions, progression is limited, with horizontal progression routes being seen as less lucrative

Table 3 - Flat Organisational Structure

(Organizational Design, 2021) (Griffin, 2019)

Following implementing an organisational structure, it will be important for the company to review the implemented structure based on understanding the purpose and direction of how each company position contributes, as well as relationships between these positions. Reviews will be crucial when business opportunities that lead to a change in the direction of the company, such as introduction of new technology, changes in market trends or changes in legislation, arise. Dependant on what aspect the company identifies as requiring improvement, this may lead to further organisational structure changes, bringing new opportunities with the company. (Edith Cowan University, Unkown).

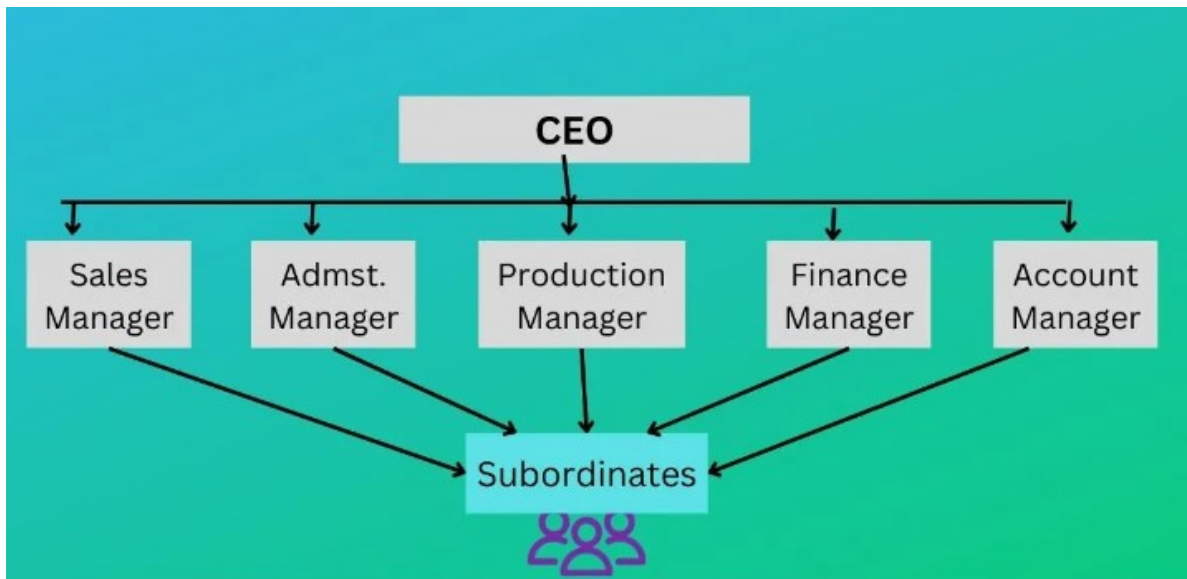


Figure 7 - Functional Organisation Structure

(Mahesh, 2023)

Following growth and success of the company, consideration should be given to changing to a functional structure. This structure is more commonly used with larger companies where structure is divided into departments, as illustrated above. The departments are designated a manager with allocated employees grouped into different departments based on their areas of expertise. Each departmental manager is then responsible for the department's performance and reporting to senior management. (Vaughan, 2022). There are several advantages and disadvantages to this organisational structure, as shown below.

Advantages of Functional Structure	Disadvantages of Functional Structure
Easier training as it focuses on limited skill set for employees within their department.	High administrative costs. This structure has several middle management roles as department heads. Managers of specialised departments are subject to higher salaries.
Co-ordination is established within departments. All employees working within their respective departments are more specialised for their role.	Decision making is delayed. With lack of communication and coordination between departments, there can be delays in decision making when several departments are required to agree on a solution
Higher productivity level and increased efficiency. Employees within the departments are trained and competent for their specific duties, allowing them to perform their tasks efficiently.	Lack of co-ordination between departments. Departments are more focused on their own goals rather than the bigger picture. Typically, there is a lack of mutual understanding between functions.

Reduced manager workload. Tasks are delegated to the different departments, reducing the workload on senior management, allowing more time for innovative and strategic developments.	Conflict of interest between departments. Individual departments have different and often conflicting targets. These can often lead to disagreement and conflict.
Progression routes available. This structure has more layers within the business and offers more progression routes for employees, improving morale and drive.	Communication takes longer to reach employees. As company communications are required to travel through several structural layers, they typically take longer to reach front line employees.

Table 4 - Functional Organisational Structure

(Mahesh, 2023) (Vaughan, 2022)

Significant growth and development of the internet has created a raft of opportunities for small business, including sourcing and improvement of trading and supply chain. Adoption of 'smart' processes could offer several technological advances to the company, failure to embrace this currently leading to issues with the quality of business operation.

In particular, internet systems that enable ordering and invoicing to automated, reducing reliance on manual process, and that can grow with business and supply chain expansion, operating twenty-four/seven, are critical to the planned growth. Internet of Things (IoT), often used interchangeably with Industry 4.0 offers several technological products that can be implemented to improve several areas of the company. Although initial costly investment is required, IoT devices are able to solve and assist the company with several of the business' issues with failed deliveries and collections, in turn being able to improve communication, productivity and reduce costs (Girdhar, 2023). IoT offers several benefits, with those most relevant shown in the table below.

Advantage of Internet of Things (IoT)	Benefit Description
Asset tracking and Inventory Management	The company can track and monitor assets in real time, allowing for better visibility and inventory control. This can improve inventory levels and reduce costs. IoT devices can help businesses with tracking and managing investments, save time and reduce human error. Additionally, gathered data can provide valuable information into customer buying trends, allowing the company to make informed decisions regarding purchasing trend and preferences.
Improved operational Efficiency	With internet connected devices and systems the company can automate processes, streamline operations and gather real time data, which can assist with decision making. Furthermore, IoT can assist with predictive maintenance by identifying possible issues before they become significant issues, minimising downtime and financial loss.
Streamlined Supply Chain Management	IoT technology can enhance the supply chain by monitoring inventory levels in real time and keep track of stock. As a result ensuring the company has the necessary inventory to meet customer demands and reducing excess inventory. Additionally IoT can provide valuable information into the supply chain by gathering data on transportation routes, deliveries and product quality. Gathered information the company can make data driven decisions to optimise supply chain processes.
Data Driven Decision Making	Information gathered from IoT can help the company make data driven decisions in areas such as supply chain, production and operation. Furthermore the gathered data can help the company with strategic decisions, identify areas of growth, inefficiency and improvement. Gathered data can also provide the company with valuable insight to customer behaviour and trends. Allowing for a better understanding of customer preferences, giving the company the opportunity to tailor products and services.

Table 5 - IoT Advantages

(Chakraborty, 2023) (Borgini, 2023)

The advantages of IoT are beneficial for just-in-time manufacturing (JIT). JIT manufacturing is a production model where items are required to meet demand i.e. they are not manufactured in excess or ahead of requirement. This manufacturing methodology is designed to increase efficiency, drive down costs, and improve product delivery times. To achieve this, the elimination of manufacturing waste such as overproduction and excess inventory is essential. (Sheldon, 2023)

Although there are numerous advantages to IoT, there are disadvantages to this technology.

Disadvantages of Internet of Things (IoT)	Disadvantage Description
Security and Privacy	As everything IoT is intent based, data is prone to hacking. Although cybersecurity is high priority for manufactures of the devices, internet-based software is prone to attacks.
Connectivity and Power Dependencies	IoT is device dependant, and the devices are dependent on a power supply. Power failures will lead to an instant halt on the company's operations
IoT Change Management	Many consider IoT as a technology without considering the implications on business process. Typically, implementation and maintenance is carried out by IT personnel with little to no regard of legal or industry effects.
Hidden Technology	IoT devices are considered to be performing simple tasks, such as gathering data, however there is an vast level of complex technology involved. These devices are providing essential data to the company's operation and have the capability of negatively affecting processes.
Reduced Labour force	IoT reduces manual labour dependencies. Devices and machines are requiring less human interaction, operation and are slowly replacing the work force.

Table 6 - IoT Disadvantages

(Chakraborty, 2023) (Borgini, 2023)

5. Company Premises and Leadership Style.

There are several issues and complications facing the company when moving premises. Relocating and expanding the product range is a challenging process with risks of downtime and disruption. This process will therefore require thorough planning and execution, as if not properly managed can lead to financial losses, operational delay, customer and employee turmoil and dissatisfaction.

Prior to beginning the process, the company must assess future plans and current requirements with particular attention to budget, functionality, location space and arrangement. Attention and consideration must also be given to identifying current critical processes and functions of the business that must be maintained during this transition. Objectives and needs being defined in a detailed project plan will need to be developed, covering all aspects of the new premises and range expansion such as logistics, inventory, packaging, communication and testing. The company will need to assign various roles and responsibilities to employees as well as external stakeholders such as contractors, vendors and customers. It is critical that a contingency plan outlining potential risks and challenges of the relocation with solutions to manage them, is in place. (Sweeny, 2023)

To ensure successful relocation with minimal risk, communication is essential. The relocation expectancies and schedule including any updates and changes must be communicated to all involved, including internal and external stakeholders. Communication must be reciprocated; it is essential that the company listen and address stakeholder issues and concerns.

On completion, it is essential to test and troubleshoot equipment and systems inclusive of network and security ensuring everything is functioning correctly, meeting desired requirements and standards. Employees will require familiarisation and operational training with new facilities and procedures. Encountered issues must be addressed in order for operations to continue without delays and further hinderance. It is important for the company to evaluate the process, gathering feedback from all stakeholders as well as measuring the performance of outcomes and deliverables. This process allows for successes to be continued and shortfalls to be learning opportunities, allowing for these to be implemented where necessary. (Brown, 2019)

There are several aspects and approaches of leadership and leadership styles that can have an impact on management and success of the impending change in premises and aspirations for product and range expansion. Leadership is important for guidance, motivation and for defining objectives during each stage of the project, with the overall goal to transform and lead the project to success. (Doyle, 2023)

Each phase of project implementation is vital, and are required to be managed and communicated with dexterity and exemplary leadership performance. Projects have four definitive stages, initiation, planning, implementation and closing. Effective and adaptive leadership is essential for each phase and is significant in the transition between each phase. There are a number of leadership styles that could be suitable for the company's project requirements from transformational leadership, an inspirational and visionary approach aiming for positive and lasting change, to adaptive leadership, a resilient and proactive approach enabling stakeholders to manage change. (Renzi, 2020)

Alongside the recommended flat organisational structure, situational leadership would likely be the most effective and impactful leadership style for the company's project. Situational leadership allows the project manager the ability to tailor the leadership style to each and every aspect and challenge presented. This leadership style is a flexible and adaptive approach, allowing for adjustments to be made with regards to each and every situation, by adopting different leadership techniques such as, coaching, delegating, directing, and supporting. Each technique or combination of technique can be used to instruct, empower, guide or encourage the projects stakeholders, in turn project stakeholders will be more engaging with their roles and responsibilities. (Doyle, 2023)

6. Conclusion

Driving growth, development and innovation within a company will always present a number of challenges, however the current economic climate adds in an additional level of complexity and risk. Good project management is therefore essential to driving the success of any company change however it requires adequate resource and the right personnel. Although the early planning stages of any project are the essential foundation, companies such as that described in this case study must balance the time spent planning for the change against resource required to support the existing business as to not put this at risk.

Commitment to strategic analysis of the company, including the use of horizon scanning to identify opportunities for expansion, whilst identifying those areas of the company operation that present a current challenge would be a worthwhile investment, not only to support the case for future financial investment but also to identify those areas that are within the gift of the company to address. Obvious areas such as investment in technology and a review of the company's organisation and leadership strategies will help to drive the change, engage employees and stakeholders, and focus the company direction towards successful growth.

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