

Managing projects in the organization: John Lewis Kitchen Project

Student Name: Lizzy Jest Esienna

ID: 21113584

Name: Lecturer: Gregory Cowan

Module: BMSW: 5104

University of Wales Trinity Saint David

CONTENTS

Executive Summary	3
Introduction	3
Project Objectives and Scope	4
Project Life Cycle Model	4
Initiation	4
Planning.....	4
Execution.....	4
Monitoring and control.....	4
Closure	5
John Lewis Communication Model.....	5
John Lewis Kitchen Project Outline	5
John Lewis Stakeholder Analysis	6
John Lewis Kitchen Work Breakdown Structure (WBS).....	7
1. Project planning and scoping.....	8
2. Design and development phase (June 12, 2023-September 10, 2023).....	8
3. Testing and commissioning phase.....	9
4. Monitoring and evaluation phase	9
Draft of Costs/Resources Use:	9
Consideration of Resources:	10
Project Schedule/Gantt Chart.....	11
John Lewis Kitchen Project Measurement of Success and Things to do After.....	12
Risk Assessment	13
Conclusion	14
References	15

EXECUTIVE SUMMARY

This project management plan proposes establishing an on-site food service at John Lewis in Southeast London in order to eliminate workers commuting during lunch breaks and promote a healthy lifestyle. The project's scope, resource and cost estimates, risk assessments, schedules, and justifications for employing project techniques, tools, and leadership are described in depth. The study also covers the business objectives of the corporation. The project will be carried out in four phases: planning, design and development, implementation, and completion. With all needed materials, labor, staff training costs, marketing and publicity charges, and ongoing maintenance, the project will likely cost £150,000. A risk assessment is conducted at each stage of the project to ensure that it remains on track; its completion is anticipated to take six months.

INTRODUCTION

John Lewis is a prominent and well-regarded store in the United Kingdom. Nevertheless, in today's fast-changing retail environment, the corporation must react to growing consumer tastes and market trends. To remain competitive, John Lewis must improve its online presence, as e-commerce has become an integral component of retail operations. The proposed project tackles this issue by creating a new e-commerce platform that improves the user experience and supports the organization's growth objectives. (John Lewis & Partners, 2022).



Figure 1: John Lewis Kitchen Project

JOHN LEWIS KITCHEN PROJECT OBJECTIVES AND SCOPE

This project's primary objectives are to assist staff in adopting a healthy lifestyle, which the organization considers to be part of their Corporate Social Responsibility (CSR), to reduce staff absenteeism, and to reduce staff movement from the premises during lunch breaks, which is currently causing neighborhood congestion issues. The scope of the project includes the development and implementation of an on-site catering service, promotion of healthy eating habits, and the creation of a space for staff to engage in physical activities during their lunch break.

JOHN LEWIS KITCHEN PROJECT LIFE CYCLE MODEL

The Project Life Cycle model consists of five phases, namely initiation, planning, execution, monitoring, and control, and closure (A guide to the Project Management Body of Knowledge 2017). The model is a systematic approach to managing a project from start to finish and involves the following steps:

INITIATION

April 1, 2023 - April 30, 2023

PLANNING

May 1, 2023 - June 30, 2023

EXECUTION

July 1, 2023 - August 31, 2023

MONITORING AND CONTROL

September 1, 2023 - September 25, 2023

CLOSURE

September 26, 2023

JOHN LEWIS KITCHEN PROJECT COMMUNICATION MODEL

All stakeholders participating in the project, including the project team, senior management, vendors, employees, and clients, should communicate information in an open and transparent manner. The model should follow these key steps:

Sender: The project manager or team member responsible for delivering the message.

Message: The information or data that needs to be conveyed.

Channel: The medium used to transmit the message, such as email, phone, or face-to-face meetings.

Receiver: The person or group receiving the message.

Feedback: The response or reaction of the receiver to the message.

JOHN LEWIS KITCHEN PROJECT OUTLINE

The project intends to provide John Lewis staff in Southeast London with on-site lunches. This will decrease worker travel during lunch breaks and provide nutritious food alternatives to promote healthy lifestyles among employees. The project will progress over the subsequent phases:

Project Initiation: At this phase, the project's scope, objectives, and stakeholders (including senior management, personnel, and external suppliers) are defined. The roles and duties of the project team will be determined. In the project charter, the objectives, scope, timelines, and budget will be specified.

Project Planning: In the project planning phase, a work breakdown structure (WBS), cost estimation, resource allocation, and project schedule are developed. The work breakdown structure (WBS) will provide a comprehensive analysis of the project's tasks and subtasks, as well as the needed resources for each task. The work breakdown structure (WBS) will be utilized to calculate the budget for the project, which will include expenses for overhead, labor, equipment, and meals. The project schedule will be created using a Gantt chart that displays the due dates for each task.

Project Execution: During this stage, the project plan is implemented. The project team will acquire the equipment, supplies, and personnel required to operate the catering business. On-site catering will be developed, and personnel will get training in customer service, food preparation, and food service.

Project tracking and control: This phase involves monitoring the project's progress in relation to its schedule. The project team will monitor the project's progression as well as food quality, client feedback, and employee satisfaction, to help project schedules.

Project closure: At this stage, the project is concluded, and the catering service is transferred to the organization's operations staff. The project team will perform a final evaluation to identify any lessons learned and record the project's accomplishments.

JOHN LEWIS STAKEHOLDER ANALYSIS

A stakeholder is a participant or interested party in a project. They typically provide something (money, ideas, or thoughts) with the intention of receiving something in return. Stakeholder analysis is the procedure of gathering the important stakeholders involved in a project issue and elucidating from their perspective. It promotes consensus and fosters ownership among the key players by considering a variety of perspectives. (The PMBOK® guide 6 edition)

The stakeholder's analysis for John Lewis UK is shown as follows:

Identification of stakeholders is the first phase in a stakeholder analysis. Customers, workers, shareholders, suppliers, rivals, the government, and local communities are among John Lewis UK's many stakeholders and all the parties in the organization involved.

The next stage is to identify the roles of different stakeholders. Customers, for instance, may demand high-quality goods at affordable costs, whereas employees may seek stable employment and adequate compensation. Although suppliers may want long-term contracts, stockholders may prefer to maximize profits. Competitors may desire a level playing field, while local communities may favor environmentally friendly business practices. With surveys, customer feedback, social media, and other avenues of contact, John Lewis U.K and the partners.

By identifying the viewpoints of different stakeholders, John Lewis UK can justify its judgments by analyzing the potential impact on each one. Every organization activity must be evaluated for potential risks and its effect on stakeholders. For instance, decreasing employee perks to save money may have a detrimental effect on staff morale and productivity, which may eventually affect customer satisfaction and shareholder profitability. In contrast, if the company invests in sustainable practices, it may have a good effect on the environment and local communities, therefore enhancing its reputation.

John Lewis UK may further include its stakeholders in the project life cycle by taking their feedback and suggestions into account. For instance, the company may conduct focus groups to collect client input regarding new goods and services. By establishing employee committees, it may include workers in the decision-making process. Also, the firm can create mutually beneficial long-term partnerships with its suppliers. By involving stakeholders throughout the life cycle of a project, John Lewis UK can create relationships and earn their confidence. (Freeman & McVea, 2001)

By doing a stakeholder analysis, a better knowledge of the interests, needs, and potential consequences of the stakeholders on the project or organization may be acquired. This contributes to the development of approaches for managing stakeholder expectations, reducing risks, and ensuring good results.

JOHN LEWIS KITCHEN WORK BREAKDOWN STRUCTURE (WBS)

The Work Breakdown Structure (WBS) is utilized to break the project's scope into manageable and specific work packages, hence facilitating project planning, execution, and management (Project Management Institute, 2017). Establishing the deliverables, tasks, and activities that

the project must carry out in order to meet its goals is made easier with the use of the work breakdown structure (WBS). (Kerzner, 2017). The work breakdown structure (WBS) for the John Lewis UK e-commerce platform development project is intended to outline the project's objectives, stages, and deliverables. (Berkun et al., 2008)

The Work Breakdown Structure (WBS) proposed by Scott Berkun in his 2008 book "Making Things Happen: Mastering Project Management" could be useful for John Lewis's hospitality project. The work breakdown structure (WBS) enables you to divide the project into smaller, more manageable tasks and track progress more effectively. This hierarchical structure can also aid in resource allocation by ensuring that all essential processes are considered during project planning and execution.

John Lewis could identify and organize the primary project deliverables using Berkun's WBS. The main outputs of the DESIGN AND DEVELOPMENT PHASE may include, for instance, facility design and layout, equipment procurement, health and safety assessments, permits and licenses, and construction. Each of these deliverables can be subdivided into smaller, more specific tasks, such as determining the location of the facility, obtaining quotes from equipment suppliers, undertaking a risk assessment, submitting permit applications, and employing contractors.

Using the WBS, John Lewis can monitor the development of each deliverable and identify any issues that may arise.

The work breakdown structure (WBS) is used to divide the project's scope into more manageable duties (Adelman, C., and L. Eger, 2018). The following is a high-level work breakdown structure for the proposed project:

1. PROJECT PLANNING AND SCOPING

- 1.1 Conduct a feasibility study.
- 1.2 Define project scope and objectives.
- 1.3 Determine project timeline and milestones.
- 1.4 Identify and allocate resources.
- 1.5 Develop project plan and schedule.

2. DESIGN AND DEVELOPMENT PHASE (JUNE 12, 2023-SEPTEMBER 10, 2023)

- 2.1 Develop catering facility design and layout.
- 2.2 Procure necessary equipment and materials.
- 2.3 Conduct health and safety assessments
- 2.4 Obtain necessary permits and licenses.
- 2.5 Construct catering facility and associated infrastructure

3. TESTING AND COMMISSIONING PHASE

- 3.1 Conduct testing of catering facility equipment
- 3.2 Conduct trial runs of the catering service
- 3.3 Obtain necessary certifications and approvals.
- 3.4 Launch catering service

4. MONITORING AND EVALUATION PHASE

- 4.1 Monitor catering service performance
- 4.2 Collect and analyses feedback from staff.
- 4.3 Identify and address any issues or concerns.
- 4.4 Evaluate project outcomes and impact.
- 4.5 Develop recommendations for improvement.

This WBS breaks down the project into key phases and tasks that will need to be completed to achieve the project objectives of reducing staff movement during lunch break and promoting a healthy lifestyle. It covers the major activities involved in project planning and scoping, design and development, testing and commissioning, and monitoring and evaluation.

JOHN LEWIS KITCHEN PROJECT DRAFT OF
COSTS/RESOURCES USE:

If assurance is needed for the project's success, it is a must to have a thorough awareness of the necessary expenses and resources. The cost estimate should be as accurate as possible, to ensure that there are no surprises later in the project. (Sanghera, P., 2019). The costs and resources required for this project are as follows:

1. Kitchen equipment - £100,000
2. Catering staff - £50,000
3. Menu development - £10,000
4. Testing and launch of catering service - £20,000
5. Project management team - £30,000
6. Other expenses (such as marketing and promotions) - £20,000

Total Project Cost: £230,000

JOHN LEWIS KITCHEN PROJECT CONSIDERATION OF RESOURCES:

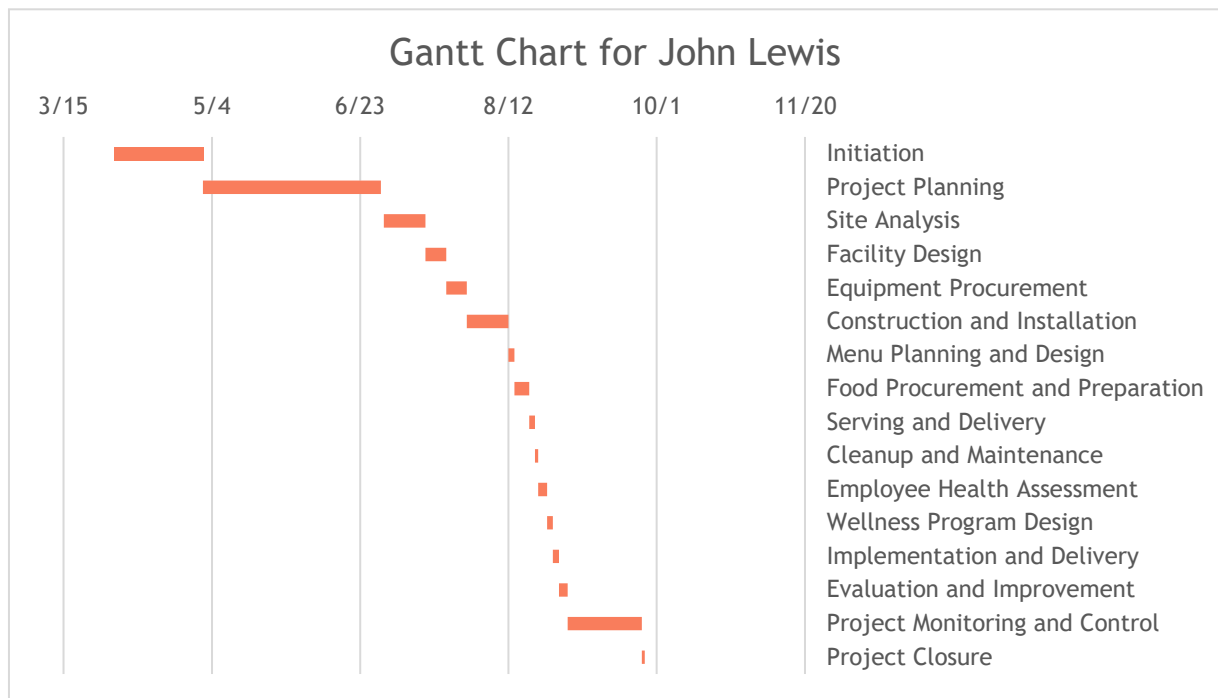
It is essential to consider not just the cost of the project, but also the resources required to complete it. Resources include equipment, software, individuals, and time. The project must be successfully completed for all available resources to be used. The following resources should be evaluated for this undertaking:

- Employees: The project's success will be determined by the knowledge and skill of the team members. It is crucial to pick the correct individuals for the role and provide them with the required training to guarantee that they can do their duties effectively.
- Time: Time is an important resource for every endeavor. A comprehensive project plan should contain all tasks, their anticipated completion dates, and the resources necessary to fulfill them. A Gantt chart may be produced to manage project deadlines and describe the project's schedule.

- **Hardware and Software:** The needed hardware and software for the project should be picked with attention to ensure that they are of high quality and fulfill the project's specifications. To achieve optimum performance, it is essential to ensure that the hardware and software are easily accessible when required and are routinely maintained.
- **Communication:** Good communication is essential for the effective completion of any project. A communication strategy should be adopted to ensure that all stakeholders are kept abreast of the project's status, any modifications to the project plan, and any obstacles that occur.
- **Risks:** Every endeavor always entails some degree of danger. A risk management plan must be developed in order to detect potential threats and implement mitigation tactics. As a result, there is a greater likelihood that the project will be completed on time, within budget, and to the appropriate quality standard. (Schwalbe, K., 2019)

JOHN LEWIS KITCHEN PROJECT SCHEDULE/GANTT CHART:

The project schedule will follow the five phases of the Project Life Cycle model - Initiation, Planning, Execution, Monitoring and Control, and Closure. The Gantt chart below outlines the tasks, dependencies, and durations for each phase of the project:



The expected start and end dates for each activity are based on a 26-week project duration beginning on April 1, 2023. This is essential to comprehend. This indicates that the duration of the project is from April 1, 2023, to September 26, 2023.

The amount of time for each work has been determined based on the project plan's estimates. For instance, while facility design is anticipated to take four weeks, performing employee health assessment is anticipated to take only one week.

The Gantt chart also illustrates the project's critical path, or the order of tasks that must be performed on time to ensure timely completion of the project. It depicts the timetable for each activity and their interdependencies and is a visual depiction of the overall project plan. This might be a useful tool for project managers to monitor development and make the required alterations to keep the project on track. (Marle & Vidal, 2015)

JOHN LEWIS KITCHEN PROJECT MEASUREMENT OF SUCCESS AND THINGS TO DO AFTER

A project's actual results may be compared to the specified objectives, goals, and key performance indicators (KPIs) to determine the project's success. Success in the catering project at John Lewis may be assessed based on factors including client happiness, income earned, cost reductions, and adherence to legal requirements.

In order to gauge how effectively the catering service meets customers' needs and expectations, John Lewis might poll consumers and review their comments. By comparing the revenue from the catering service to the initial budget and anticipated revenue, one may determine the amount of revenue earned. By contrasting the project's actual costs with the budget's original estimates, cost savings may be calculated. By determining if the catering service complies with all applicable health and safety laws as well as any other legal obligations, compliance with relevant legislation may be measured.

John Lewis can utilize the knowledge gathered throughout the monitoring and evaluation phase to identify areas for improvement and make the required changes for subsequent projects once the project is over. This might involve updating the project objectives and KPIs to better fit with the long-term objectives of the firm, changing the project management methodology or the execution strategy, or all the above and showing dedication of ongoing project to the stakeholders, staff and clients.

JOHN LEWIS KITCHEN PROJECT RISK ASSESSMENT:

Identifying potential risks is a crucial step in project management (Kerzner, 2013). In this project, potential risks were identified through a brainstorming session with team members, stakeholders, and subject matter experts. The risks were then analyzed for their likelihood of occurrence and potential impact on the project objectives. The following are the identified risks and their corresponding risk responses:

Risk 1: Delays in obtaining necessary permits and licenses.

Likelihood: **High**

Impact: **High**

Response: Start the permit and license application process early and maintain regular communication with the relevant authorities to ensure timely approval.

Risk 2: Unforeseen costs due to changes in project scope or unforeseen circumstances

Likelihood: **Moderate**

Impact: **High**

Response: Build contingency funds into the budget and regularly review the budget to ensure that costs are within budgeted limits.

Risk 3: Difficulty in finding a suitable vendor for the catering services.

Likelihood: **Low**

Impact: **Moderate**

Response: Conduct thorough research to identify potential vendors, obtain and evaluate quotes, and engage with the selected vendor early in the project to ensure that their services meet the project requirements.

CONCLUSION:

In conclusion, the project aims to limit worker mobility during lunch breaks and to support employees in adopting a healthy lifestyle, a component of the company's CSR. The project team will implement the project life cycle, assess its effectiveness, and propose enhancements. The team will also present theoretical and/or conceptual justifications for the project's usage of techniques, tools, and leadership.

The project will be completed in four phases: initiation, planning, implementation, and completion. Each phase will have distinct aims and outcomes. The team will identify possible hazards and design a strategy to reduce or manage them. The team will prioritize resource allocation to guarantee the availability of enough resources.

In conclusion, effective project execution will not only assist the organization in achieving its objectives, but it will also increase employee health and satisfaction, resulting in a more productive workforce.

REFERENCES

Berkun, S. and Berkun, S. (2008) “Writing good specifications,” in *Making things happen: Mastering project management*. Baijing: O'Reilly, pp. 135–154.

Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge University Press.

Adelman, C., & Eger, L. (2018). Work breakdown structure. In G. Levin (Ed.), *Project Management Essentials* (pp. 43-54). CRC Press.

John Lewis & Partners. (2022). About us. Retrieved February 20, 2022, from <https://www.johnlewis.com/content/about-us>

Kerzner, H. (2013). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. Wiley.

Kerzner, H. (2017). *Project management: a systems approach to planning, scheduling, and controlling* (12th ed.). Wiley.

Marle, F. and Vidal, L.-A. (2015) “Project Management Traditional Principles,” *Managing Complex, High Risk Projects*, pp. 1–52. Available at: https://doi.org/10.1007/978-1-4471-6787-7_1.

Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK® guide)* (6th ed.). Project Management Institute.

Sanghera, P. (2019). *Project management for dummies*. John Wiley & Sons.