



## **EXPANDING NIGHTGOLF SUPPLIES TO EUROPE**

Consultancy Project

**DOWNES  
CONSULTANCY**

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Submitted for:

BA(HONS) BUSINESS STUDIES

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**Downes Consultancy  
Project Initiation Document**

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## **1.0 Purpose of this Document**

The purpose of this document is to summarise the project scope & objectives that are expected to be achieved. It will outline any risks & constraints that could affect the success of the project as well as identifying the timeframe in which the project is to be completed in. The PRINCE2 methodology that this PID is based on was derived from the work of Bentley (2010).

## **2.0 Definition of the Project**

### **2.1 Background & Context**

Night Golf Supplies, a division of Global Marketing Group, was established in October 2007. Global Marketing Group had already established themselves as a leading distributor of Glow Products in the UK prior to the launch of the Night Golf Supplies brand.

Since setting up in 2007 the company have steadily captured the business of a large majority of the UK's Golf Clubs for Night Golf equipment - ranging from Light Sticks to Glowing Golf Balls. With a well established network of both suppliers & UK based customers, Night Golf Supplies now wants to further their success by reaching out to the vast amount of clubs running Night Golf events in Europe.

In terms of supply capability, the company are currently well set up to do business with European customers. However, they seek a logistical route to take in which they can attain market presence, attract customers & process incoming orders efficiently.

### **2.2 Project Purpose**

The purpose of this project is to provide Night Golf Supplies with a firm plan of how to market their products to customers in the chosen areas of Europe, backed with solid research to confirm feasibility. In addition to this, the project aims to provide an operational guideline on how to handle the extra volume and different types of incoming orders.

### **2.3 Aims & Objectives**

This project is designed to explore different ways in which Night Golf Supplies can use their current supply capability to increase sales across 6 European countries. It will provide solid analysis of the current market and offer recommendations on how they should focus their future marketing and sales efforts.

The main objectives for this project are as follows:

- To identify the main competitors currently selling to European customers
- To increase sales in at least 6 countries in Europe

- To provide staff with the training documentation required for successful implementation of internal processes
- To build a solid marketing plan suitable for implementation in at least 6 European countries

## 2.4 Key Deliverables

In order to successfully achieve the above objectives, the following deliverables will be provided:

- Research viable country groups in which to target sales
- Generate a written report detailing all of my research, findings and recommendations
- Create a 'Europe Sales' Manual for employees of Night Golf Supplies to include; Shipping Chart, Product Sheets & Order Instructions
- Create internal 'enquiry' and 'order' forms for use with European customers
- Rebrand the Night Golf Supplies Logo & Website Layout
- Research best ways to reach the chosen group of countries with marketing (e.g. address the language barriers & evaluate market research)
- Develop a marketing plan

## 2.5 Project Scope

As the project is based on expanding sales to a completely different area of the world, in which the company has very little experience in, the project will require a substantial amount of initial research before the project can get started. This will be included in the Report (see 2.4 for Key Deliverables)

## 2.6 Constraints

It is important that the deliverables are completed in a timely fashion and adhere to the time scale of the objectives. The project team will have to ensure that the deliverables (listed in 2.4) are completed on time, with the help of Night Golf Supplies providing the information needed in order to achieve this.

If the project becomes constrained with time, provisions will be put in place; however this could affect the overall schedule of the project.

## 3.0 Business Case

### 3.1 Benefits

The project aims to benefit the business in a number of ways, for example:

- Increasing sales and therefore increasing profits
- Increasing staff productivity during times that would historically be very quiet
- Help to gain market dominance whilst the business idea is still fairly fresh and unsaturated
- The research provided can be used as a foundation for further expansion moving forwards

### 3.2 Options

If the idea of expanding to 6 European countries seems that it could easily be changed to explore additional countries, this will be discussed with the client as an option.

## **4.0 Risk Analysis & Change Management**

### 4.1 Risk Identification & Prevention

Please see the Risk Assessment Table in (1.2) of the appendix.

### 4.2 Risk & Change Management

Success of the project relies heavily on the deliverables being carried out on time and in a way that ensures the project objectives are met. However we are realistic and do expect some change throughout the duration of the project and so contingency plans will be put in place. Although these plans will exist, some third party external factors that are out of our hands could occur. If an external factor was to materialise, we would work with the client to give the best possible recommendations on how to keep the project moving forward. To keep a consistent record of any changes made that differ from the initial plan, a Change Management document will be devised and used throughout.

### 4.3 Risk Monitoring

The Risk Assessment Table will be routinely reviewed (and revised where appropriate). Where changes are made, the Risk Assessment Table will always be reviewed.

## **5.0 Project Approach**

### 5.1 Method of Approach

The project will be approached using the waterfall model, allowing the project to emerge step by step in a controlled way.

### 5.2 Project Team

Stuart Downes is the Project Manager and is responsible for all aspects of managing the project and is also accountable for the completion of all deliverables.

As Sales Manager for Night Golf Supplies, Richard Lock is the Lead Client Representative and is responsible for providing any information that is required for Downes Consultancy to complete the project deliverables.

Alison McFadyen, an experienced Project Manager, is the Project Supervisor and will be responsible for giving general guidance to Stuart Downes (PM) throughout the duration of the project.

### 5.3 Communications Plan

To ensure the project keeps on track with the initial schedule, effective and frequent communication will be required from all parties. The communication plan can be seen in (1.0) of the appendices.

#### 5.4 Project Plan

Please see Appendix (1.1)

#### 5.5 Quality Control

It is very important to the client that the quality of project output is of a high standard throughout. There will be routine progress meetings between the project team & client so that the work can be reviewed frequently. Other ways of controlling the quality of the project will include; Ethics Survey (see 7.0), Project supervisor comments on any draft submissions & discussing research findings with the client before compiling into a final report.

#### 6.0 Resources

##### 6.1 Equipment

No specific equipment are required for the project team. However all parties will need access to a computer capable of running a word processor, spreadsheet, PDF viewer, the internet and an email application.

##### 6.2 Finance

The project will not incur any costs other than the Project Team's travel to and from meetings.

#### 7.0 Ethical considerations

Due to the nature of the project being solely research & recommendation, there aren't many ethical considerations to be made. However, the project team will ensure that any research conducted is done with the correct permissions. The project will also make use of Bournemouth University's 'Ethical Checklist' to ensure that no ethical considerations are compromised – please see appendix (1.3).

**8.0 Project Authorisation**

Project Manager:

Sign: .....                      Print: .....                      Date: .....

Lead Client Representative:

Sign: .....                      Print: .....                      Date: .....

Project Supervisor:

Sign: .....                      Print: .....                      Date: .....



## 9.0 Appendix

### 1.0 Communication Management Plan

<b>Who (receiver)?</b>	<b>What?</b>	<b>How?</b>	<b>When?</b>	<b>Who (initiator)?</b>
Client	Progress meetings	Face to face	At key deliverable milestones	Project Manager
Client, Project Manager	Irregular contact	Email, telephone, face to face	Throughout the duration	Project Manager, Client
Supervisor	Progress meetings	Face to face	Fortnightly	Project Manager
Supervisor, Project Manager	Irregular contact	Email, telephone, face to face	Throughout the duration	Project Manager, Supervisor

### 1.1 Project Plan

A Gantt Chart illustrating the project timescale is attached with this document. A PBS & WBS identifying the key deliverables and the work needed to achieve them is also included.

<b>What is the risk?</b>	<b>Probability of risk materializing</b>	<b>What would it affect?</b>	<b>What level of impact would it have?</b>	<b>What is being done to prevent it happening?</b>
The client decides not to go ahead with the project	Low	The entire project	Very high	Ensuring feasibility of the project
The client goes out of business	Low	The entire project	Very high	N/A – uncontrollable
Data corruption	Medium	The deliverables that have been lost	High	Regular back-ups & email copies
Change to personal circumstances	Medium	The responsibilities of the person affected	Medium (dependent on seriousness of circumstance change)	N/A
Sickness or death of a team member	Low	Ability to complete the project	High	Healthy diet & regular exercise!
Project not kept to schedule	Medium	The overall schedule	High	Managing time effectively
Client rejects recommendations	Medium	Project direction	Medium	Regular progress reviews and discussions with the client

### 1.2 Risk Assessment Table

1.3 Bournemouth University's Ethics Checklist

This is attached with this document.

1.4 Bournemouth University's MOU

This is attached with this document.

## **10.0 Bibliography**

Colin Bentley (2010). *PRINCE2: A Practical Handbook*. 3rd ed. Oxford: Butterworth-Heinemann.

Mind Tools. *Project Initiation Documents*. Available:

[http://www.mindtools.com/pages/article/newPPM\\_85.htm](http://www.mindtools.com/pages/article/newPPM_85.htm). Last accessed 29th October 2013.