Class #1786:
Project Management, Leadership and Skills: Planning and Control

Business Case for Target UK

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1. Contents

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The word count excludes the following:

- Cover page
- Contents page
- References and Bibliography unless part of the StarTel Report
- Diagrams and sub text
- Appendices
- Presentation slide text, note text was counted until the end of the slide show (excluding backup slides)

2. Part A: Slide deck

See below or the Slide Deck with notes;

See Appendix A2 – Slide deck for projector for the same slides without the notes.

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Class #1786
Project Management

Business Case for Target UK

By Frederik Unser

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Intro Slide until the meeting starts. Welcome everyone (introduction) and start on time.

Agenda

- ☐ Executive Summary
- ☐ Finance Estimations
- ☐ Project Definition
- ☐ Project Approach
- ☐ Risk Assessment
- ☐ Project Governance / Stakeholders
- ☐ Schedule
- ☐ Conclusion

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Here quickly the Agenda of the slides and points we will discuss, the reflect the key outcomes of a project initiation and first planning phase according to project management.

Executive Summary

The lessons learned from the Canada expansion imply the use of a project management methodology like PMBoK to handle scope, costs and schedule. Suggested is that a concrete scope will be worked out by an onsite team and staffing started early. UK warehouse / supply chain is tested three months before opening four pilot stores. Key Project Indicators (KPI) are set on finance, data quality and customer satisfaction to help improving quality, stay within budget during launch and ongoing Target UK business. The entire project has been scheduled for two years stores operation, reviewing the next steps every year. Communications is key for decisions on, for example, risks and regular meeting for all levels, internal and externally should be setup. A setup of a project management office to ensure templates and knowledge is shared.

☐ Finance for 3 years:

Total Expense:	£	9.838.400,00
Total Capital:	£	434.000,00
Total:	£	10.272.400,00

☐ Four Pilot stores

☐ KPIs to ensure Quality

☐ Yearly decision on future plans

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Brief overview of the key points of the project but including all facets and the suggested outcome.

Right side shows key points with financial data that are not suitable for the one-line text or recapture the Executive summary.

Finance Estimations

Request Description	Spend Classification	Total over 3 years	One-time or Reoccurring	Type: Capital/ Expense	Order at: Month/year
Project Team UK: Office : 3 years	Lease	£ 144.000,00	Reoccurring Monthly	Expense	June-17
TargetUKteam1-DueDiligence	Staff/expense	£ 3.600.000,00	Reoccurring Monthly	Expense	June-17
Project Team UK: Travel: 3 years	Expense	£ 39.000,00	One Time	Expense	June-17
Store1 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18
Store2 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18
Store3 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18
Store4 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18
Store1 Interior setup	Hardware	£ 80.000,00	One Time	Capital	July-18
Store2 Interior setup	Hardware	£ 75.000,00	One Time	Capital	July-18
Store3 Interior setup	Hardware	£ 75.000,00	One Time	Capital	July-18
Store4 Interior setup (small)	Hardware	£ 60.000,00	One Time	Capital	July-18
Groceries costs 2 years	Material	£ 219.000,00	Reoccurring Monthly	Expense	February-19
Non-Groceries costs 2 years	Material	£ 144.000,00	Reoccurring Monthly	Capital	February-19
Staff UK	Staff/expense	£ 4.838.400,00	Reoccurring Monthly	Expense	September-18
Media & Ad costs	Expense	£ 350.000,00	One Time	Expense	January-19

Total Expense:	£	9.838.400,00
Total Capital:	£	434.000,00
Total:	£	10.272.400,00

Return on Investment (ROI) requires 5.2 Mio GBP sales volume per anno

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The financial impact over the course of three years are shown in table above, so the total sum of 10,3 Million GBP shows that the return of investment, resulting in a positive cash flow (Snyder, 2013), will only be reached if the Target UK can manage to have a sales volume of 5.2 Million and upwards per year. Monthly KPIs can give an indication quicker than the yearly review sessions but help to archive the best possible in the shortest amount of time. Costs include Hardware, Lease and Staff/Expense costs to run the business. They also include estimated goods cost in groceries and non-groceries with the new suppliers

Project Definition (1)

- ☐ For Target's development Expansion is an option
- ☐ UK is attractive for Target due to possible tax/customs-free agreements
- ☐ Target Team to research UK retail and customers for 1 year
- ☐ Launch four test stores for further data gathering

Here the project definition, defining scope of work and requirements for the company, the why the company needs it and what the company needs.

Project Definition (2)

☐ Shop launch with optimize products
☐ Evaluate UK Market for two years
☐ Keep sunken costs low in case of exit
☐ Apply Project Management standards for:
  ■ Scope
  ■ Risk
  ■ Finance
  ■ Change

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Approach – Realisation (1)

☐ One year due diligence
☐ Get locations and staff committed early
☐ Two month before launch simulate sales:
  - Trains people
  - Established Quality
  - Test communication path
☐ Critical Success Factors are costs and customer statisfaction

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The project approach explains the how, further clarifying the scope and resulting in a clearer finance estimation of what the cost would be as the required resources would be clarified to reach the project scope.

Approach – Realisation (2)

- ☐ During operation use KPIs for
  - ■ Warehouse
  - ■ Stock management
  - ■ Products sold
- ☐ Yearly review with action to
  - ■ Keep UK market
  - ■ Expand UK market
  - ■ Abandon UK market

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Risk Assessment

Risk ID #	Risk Statement	Risk Category	Risk Severity	Probability	Exposure	Risk Response	Risk Owner	Mitigation Plan (Preventative Action)	Contingency Plan (Corrective Action)	Threshold/Trigger for Implementing Contingency Plan
Ri001	Shops like Amazon launch aggressive campaign under organic (WholeFoods) brands	Costs	3	10%	0,30	Monitor	TargetUK team1 Due Diligence	Not Available	Increase Media Presence and extend organic food section	Campaign launched
Ri002	Inventory is not build out in time	Resource, Schedule	4	30%	1,20	Avoid	TargetUK team3 Store	Map out inventory tasks and responsibilities, share and agree with all parties	Tasks missed must be done by project team3 store	A task for getting the store ready was not performed in time
Ri003	Stock Management is not able to handle orders	Resource, Schedule, Quality	2	10%	0,20	Avoid	PM	Test and Simulate Orders for three month	Switch to manual inventory	Two or more shops experience order issues
Ri004	Exchange rate from GBP to EUR or GBP to USD changes drastically to TargetUK/US disadvantage	Schedule, Quality	5	10%	0,50	Transfer	TargetUS; TargetUK team1 Due Diligence	Not Available	Put insurance policy in place	Exchange rate changes more then 4% in a year
Ri005	Selected goods in the store do not sell quickly enough, for example go bad	costs, Quality	8	40%	3,20	Monitor	TargetUK team3 Store; TargetUK team1 Due Diligence	Run market surveys and verify current products from competitors	Reduce price of goods that do not sell, replace with a local product	More than 7% of the goods on offer do not sell as quickly as anticipated or at competitors
Ri006	Media Presence from Target UK could not be established or only a negative one	costs, Quality	6	20%	1,20	Control	TargetUK team1 Due Diligence	Evaluate UK taste and create new slogan fitting the country and	Rebrand including slogan	over 30% of the media reports (including social networks) are negative

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The Risk are the uncertainties that could change the way the project could be delivered and require additional (or less!, then call opportunity) resources, time, or reduce quality. These risks are to be established and reviewed with the project team regularly, the project manager then presents them to the leadership like CEO.

Governance is important to understand who is responsible for what and also to establish the communication paths. Here is the first overview/big picture putting the project into company's perspective.

Project Governance Details (Stakeholder)

☐ **All CEOs and CFOs to be included in**
- ■ Upcoming activities, changes
- ■ Risk review and trigger mitigation

Stakeholder name	Role	Location	Power	Interest	Goal	Contact/Email
Rocky Snumb	Target US CEO	US	High	High	Ensure Target UK will be profitable until the end of the test phase	r-s@salfordTarget.us.edu
Lard Suit	Target UK CEO	UK	High	High	Establish Target UK permanently	l-s@salfordtarget.uk.edu
Nickel Pound	Target UK Store Manager	UK	Low	High	Ensuring in UK stores run well	n-p@salfordtarget.uk.edu
Tom White	CEO whiteShelves	UK	Low	low	Sell inventory	tom@whiteShelvesSalford.uk.edu
Tina Blitz	CEO HypeM3dia	UK	Low	low	Sell campaigns and run them	TB@hypesalford.uk.edu
Rolf Pence	Target UK procurement / CFO	UK	high	low	Ensure cheap supplier prices	r-p@salfordtarget.uk.edu

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The detailed governance plan names individuals who are rated with the Menlow's Stakeholder Matrix by power and interest to determine in what manner and how often to communicate with who.

Communication plan

☐ The following meetings are to be attended by representatives of the project governance team:

Type	Information/ Content	How/When/Medium/ Frequency	Owner	Audience/Distribution List
Project Kick off	Project Manager informs that the project work is started and agreeing the project scope with management	Once	Project Manager	TargetUS Management; Target UK; Supplier
Health report	Weekly update of Accomplishments, Next Steps, Milestones	Weekly in a tele conference	Project Manager	TargetUS Management; Target UK
Weekly local meetings	UK Meeting with suppliers about status	2x onsite (London), 1x tele conference	Project Manager	Target UK; Supplier
Weekly local meetings	UK internal meetings to discuss progress and risks	Weekly in a tele conference 13:00 GMT Wednesdays	Project Manager	Target UK teams

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A communication plan shows how the communication is within and outside the project team, an overview table like shown ensures all communication paths are established.
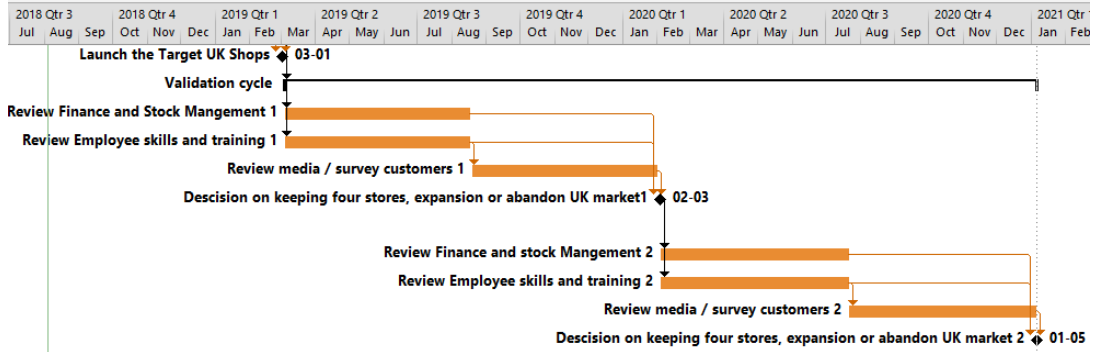
Schedule (1)
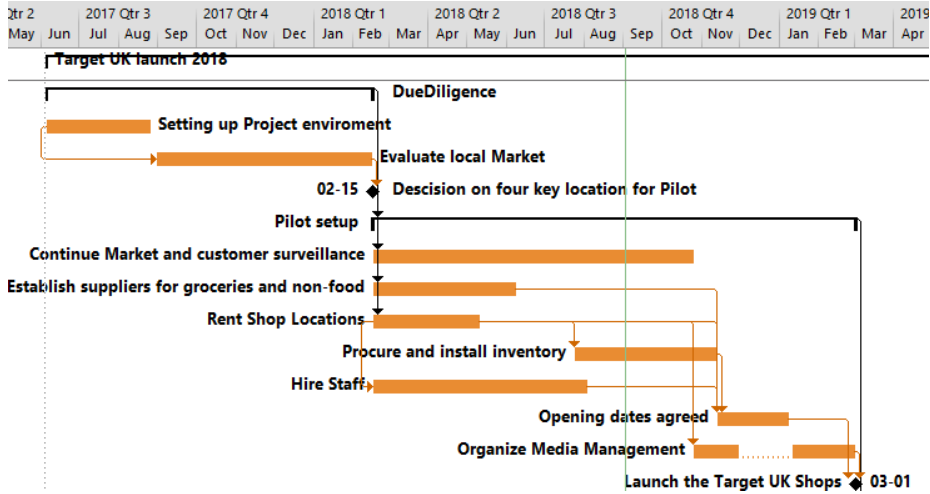
The schedule is a view of the interrelated tasks-list identified (called Work Breakdown Structure), combined with a timeline, showing the individual steps and the milestones, in this picture here the launch of the UK shops.

Schedule (2)

2018 Qtr 3	2018 Qtr 4	2019 Qtr 1	2019 Qtr 2	2019 Qtr 3	2019 Qtr 4	2020 Qtr 1	2020 Qtr 2	2020 Qtr 3	2020 Qtr 4	2021 Qtr
Jul Aug Sep	Oct Nov Dec	Jan Feb Mar	Apr May Jun	Jul Aug Sep	Oct Nov Dec	Jan Feb Mar	Apr May Jun	Jul Aug Sep	Oct Nov Dec	Jan Feb

Launch the Target UK Shops ◆ 03-01

Validation cycle

Review Finance and Stock Mangement 1

Review Employee skills and training 1

Review media / survey customers 1

Descision on keeping four stores, expansion or abandon UK market1 ◆ 02-03

Review Finance and stock Mangement 2

Review Employee skills and training 2

Review media / survey customers 2

Descision on keeping four stores, expansion or abandon UK market 2 ◆ 01-05

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This shows the monitoring cycle and the two mile stones of the Target UK review decision

Schedule (3)

Task Name	Duration	Start	Finish	Predecessors	Resource Names
▲ 1 Target UK launch 2018	937 days	2017-06-05	2021-01-05		
▲ 1.1 DueDiligence	184 days	2017-06-05	2018-02-15		
1.1.1 Setting up Project enviroment	60 days	2017-06-05	2017-08-25		TargetUKteam1-DueDiligence
1.1.2 Evaluate local Market	120 days	2017-08-31	2018-02-14	3SS+28 days	TargetUKteam1-DueDiligence
1.1.3 Descision on four key location for Pilot	1 day	2018-02-15	2018-02-15	4	TargetManagement
▲ 1.2 Pilot setup	271 days	2018-02-16	2019-03-01	2	
1.2.1 Continue Market and customer surveillance	180 days	2018-02-16	2018-10-25	2	TargetUKteam1-DueDiligence
1.2.2 Establish suppliers for groceries and non-food	80 days	2018-02-16	2018-06-07	2	TargetUKteam2-Procurement
1.2.3 Rent Shop Locations	60 days	2018-02-16	2018-05-10	2	TargetUKteam3-Store
1.2.4 Procure and install inventory	80 days	2018-07-24	2018-11-12	9	TargetUKteam3-Store
1.2.5 Hire Staff	120 days	2018-04-23	2018-10-05	9FS-14 days	TargetUKteam4-Staff
1.2.6 Opening dates agreed	40 days	2018-11-13	2019-01-07	8;9;10;11	TargetManagementUS;TargetUKteam1-DueDiligence
1.2.7 Organize Media Management	60 days	2018-10-26	2019-02-28	9	TargetUKteam1-DueDiligence
1.2.8 Launch the Target UK Shops	1 day	2019-03-01	2019-03-01	12;13	TargetManagementUS;TargetUKteam1-DueDiligence
▲ 1.3 Validation cycle	482 days	2019-03-04	2021-01-05	6	
1.3.1 Review Finance and Stock Mangement 1	120 days	2019-03-04	2019-08-16	6	TargetUKteam3-Store;TargetUKteam1-DueDiligence;TargetUKteam2-
1.3.2 Review Employee skills and training 1	120 days	2019-03-04	2019-08-16	6	TargetUKteam4-Staff
1.3.3 Review media / survey customers 1	120 days	2019-08-19	2020-01-31	17	TargetUKteam1-DueDiligence
1.3.4 Descision on keeping four stores, expansion or abandon UK market1	1 day	2020-02-03	2020-02-03	16;17;18	TargetUKteam1-DueDiligence;TargetManagementUS
1.3.5 Review Finance and stock Mangement 2	120 days	2020-02-04	2020-07-20	19	TargetUKteam3-Store;TargetUKteam1-DueDiligence;TargetUKteam2-
1.3.6 Review Employee skills and training 2	120 days	2020-02-04	2020-07-20	19	TargetUKteam4-Staff
1.3.7 Review media / survey customers 2	120 days	2020-07-21	2021-01-04	21	TargetUKteam1-DueDiligence
1.3.8 Descision on keeping four stores, expansion or abandon UK market 2	1 day	2021-01-05	2021-01-05	20;21;22	TargetManagementUS;TargetUKteam1-DueDiligence

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Also shown are the resources that are assigned and the dependencies within the tasks and their types. The combination of both views on the schedule reflect the resources and therefore also a great amount of the costs and when they will occur, any change in scope will most likely result in a change of time, resource and possibly delay depending tasks, hence all kind of change should be avoided if possible.

Conclusion

- ☐ Target UK launch requires project management to guarantee success
- ☐ Communication up to senior leadership is key
- ☐ Cost, time and risk need to be managed
- ☐ Scope changes to be signed off by CEO
- ☐ As project management (PM) is required, a PM office should be setup

The conclusion summarizes the demand for project management to ensure success with the Target UK project. This will look after cost, time and risk management

End of the Slide show

- ☐ Thanks for listening and reading

Backup Slides

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Slides that are not part of the presentation but could be required to be shown during the meeting. Always good to have material that was used to create project products, for example the project plan from WBS, handy for questions.

WBS

1.1 DueDiligence
    1.1.1 Setting up Project enviroment
    1.1.2 Evaluate local Market
    1.1.3 Descision on four key location for Pilot
1.2 Pilot setup
    1.2.1 Continue Market and customer surveillance
    1.2.2 Establish suppliers for groceries and non-food
    1.2.3 Rent Shop Locations
    1.2.4 Procure and install inventory
    1.2.5 Hire Staff
    1.2.6 Opening dates agreed
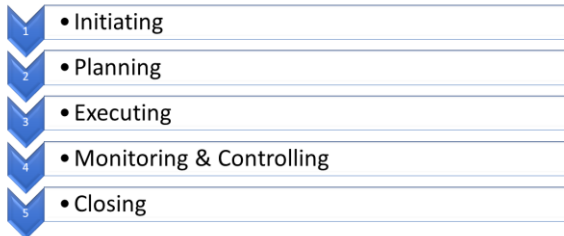   1.2.7 Organize Media Management
    1.2.8 Launch the Target UK Shops
1.3 Validation cycle
    1.3.1 Review Finance and Stock Mangement 1
    1.3.2 Review Employee skills and training 1
    1.3.3 Review media / survey customers 1
    1.3.4 Descision on keeping four stores, expansion or abandon UK market1

    1.3.5 Review Finance and stock Mangement 2
    1.3.6 Review Employee skills and training 2
    1.3.7 Review media / survey customers 2
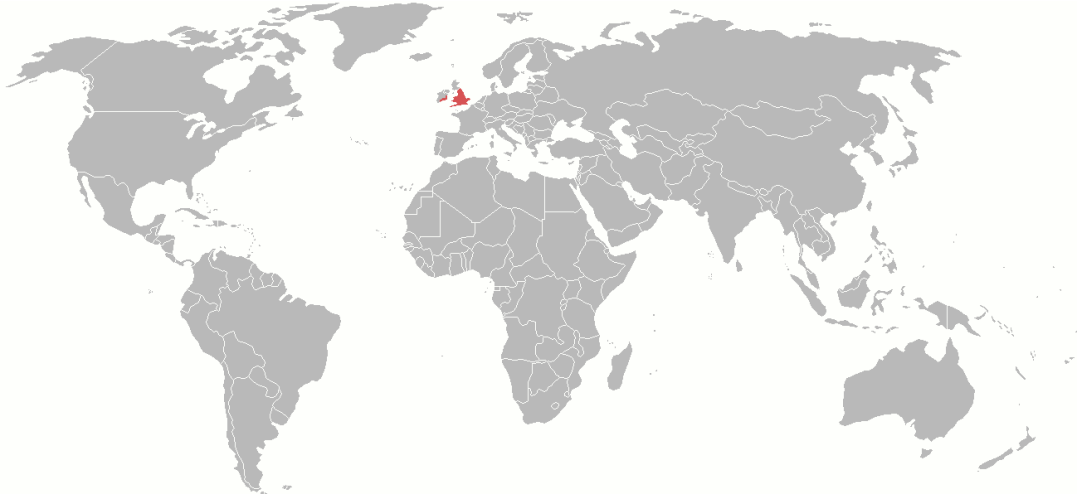   1.3.8 Descision on keeping four stores, expansion or abandon UK market 2

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Project Life Cycle

PMBOK Processes for a project life cycle

1. • Initiating
2. • Planning
3. • Executing
4. • Monitoring & Controlling
5. • Closing

Map of the world with UK

Map of UK

3. Part B – Target UK: Project Management and Business Case

3.1. Project Management

The suggested extension/build-out of the Target company towards the UK is a project, considering the following factors: this *change* is *temporary*, *across all functions* and *unique* in its way, therefore containing *uncertainty* of the implementation (Office of Government Commerce, 2009).

Project management (PM) started with missions like the lunar landing (Dinsmore & Cabanis-Brewin, 2014) and was known to be important in complex environments like the construction industry (McCann & Kulatunga, 2015). In today's business world, PM is important to ensure revenue and success in most companies (Maylor, 2010).

Most executives decide to use PM to have better control of corporate resources and adapt to change, including growth, allowing a project manager to plan and control resources to achieve specific goals like staying within time, cost and improved customer acceptance (Kerzner, 2013).

3.1.1. Project phases and Project initiation

In most PM methodologies, the project will run over the stages of several project life cycle stages. In the PMI Body of Knowledge (PMBOK©), the project life cycle is differentiated in five different *processes*: Initiation, planning, executing, monitoring & controlling and closing the project, see also figure 3.1.1A. Between all these phases there are tollgates where the project sponsor, project manager and organisation agree to move to the next stage, binding to its committed outcomes, e.g. spending funds or starting the production of the scope.

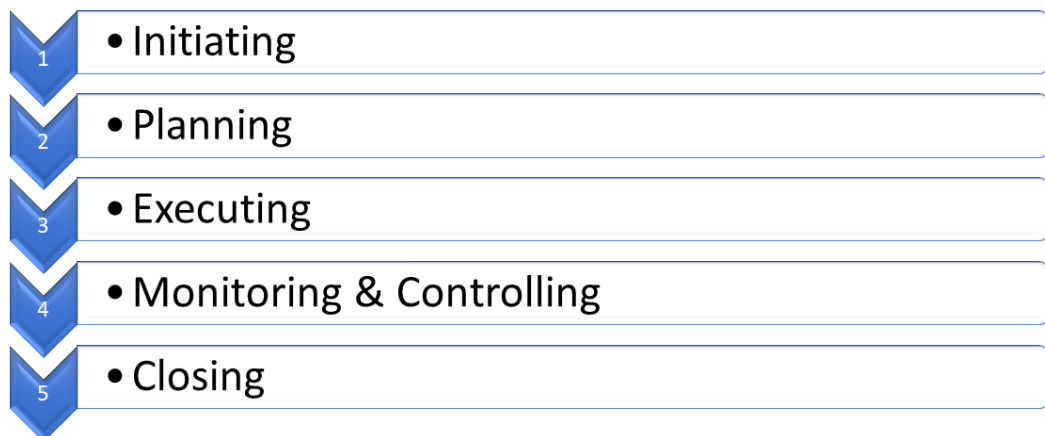# PMBOK Processes for a project life cycle

Figure 3.1.1A: The PMBOK processes for a project life cycle.
Source: Author; Adapted from Rita Mulcahy, Rita-PMP Exam Prep 7th Edition, RMC publications: Minnetonka, 2011, "Rita's process chart", page 96.

The various PM methodologies approach the project initiation phase differently, with the main different between the agile and the planned PM methodologies. While planned PM methodologies have a lot of mandatory artefacts to create and maintain, the agile methodology is based on LEAN, which is trying to avoid all things that are not adding customer value, so called *Non-Value-Add* steps or *waste* (Cobb, 2011).

In the PMBOK, the initiation phase is about getting the project's brief, scope and environmental input agreed and written down, concluding with a tollgate that moves the project from initiation into planning, allowing it to spend the forecasted budget and deliver the project scope if not interrupted.

3.1.2. Scope: Critical success factors for Target UK and Constraints

All project managers need to capture the input from their sponsor and the organisation to determine what a project should achieve (DeCarlo, 2004). While there will be several stakeholders in addition to the project sponsor, suggesting their own view of the project success, the *critical success* factors (CSF) are the unambiguous factors that need to be delivered for calling it a successful project after completion. (Davis, 2014).

Once input for the scope was captured and agreed, the project can start with some iterated planning sessions. There high-level *approach*, *costs, staff, schedule* and *risks* will be evaluated, together with the input from stakeholders. To keep expectations, or *constraints*, they will compete in the three corners of the project iron triangle, see figure 3.1.2A (Phillips, 2004). When a project is balanced (green area), all three areas of time, costs and quality should be equally valuable during the project, but when a project leans towards one point (or two points) the other two (or one) can be allowed to be threatened with lower priority (Maylor, 2009).
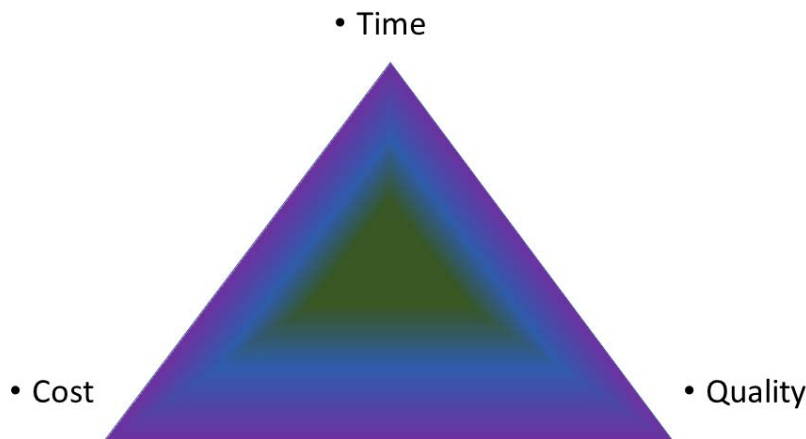

Figure 3.1.2A: The project iron triangle of time, cost and quality. Source: Author.

These decisions and scope will be agreed and signed off by the project sponsor and depending on the selected project management methodology and its implementation, can be changed only formally and through a *Project change request*.

3.1.3. Select Project Management Methodology

While there are many PM methodologies established, the first differentiation must be made between lean based ones, like Agile, or planned ones like the PMBOK from the US based Project Management Institute and the equivalent which was developed in UK: PRINCE2 (Kononenko & Kharazii, 2014).

Also agile is extreme popular for software development with smaller teams and low risks, it is not used for large scale projects, also there have been researches done for hybrid approaches (Conforto & Amaral, 2016).

Using the methodology from B. Boehm & R. Turner (2003) as shown by Kononenko & Kharazii (2014) in various matrices, a large-scale project indicates the use of a structured and planned methodology like PRINCE2 or PMBOK, for example, if a project was not done before and therefore has a high uncertainty. Unknown teams and cooperation as well as unused tools and the learning ability indicate PMBoK. As the project team will be distributed and communication will be in writing, PMBoK again is preferred over Agile.

Lastly, the risk and the impact of failure, including the potentially high financial losses, confirm that a planned methodology like PMBOK is indicated.

While some say PMBOK is not a strict methodology (Sharma, 2009), others suggest Prince2 and PMBOK can be used equally for large scale projects (Munro, 2015). The author recommends to start hiring Project Manager with Project Management certifications, not like currently (TARGET, 2018), and review & agree with these which Methodology to use, PRINCE2 or PMBOK.

3.1.4. Resulting Artefacts for Project Management

Based on the selected Project Methodology, the following artefacts are required to be created and maintained by the project manager with the input from the company.

The first key artefact is the <u>Scope Statement</u> which contains the project definition of what the project should deliver and how should deliver it.

A <u>work breakdown structures (WBS)</u> will be created, showing the key steps and deliverables that should ensure delivery of the project's objectives and outcomes (Brotherton, Fried, & Norman, 2008). The WBS will be high level during initiation but will be extended with more details (see figure 3.1.4A), during planning, showing how those deliverables can be achieved, their dependencies and how they influence acceptance criteria.
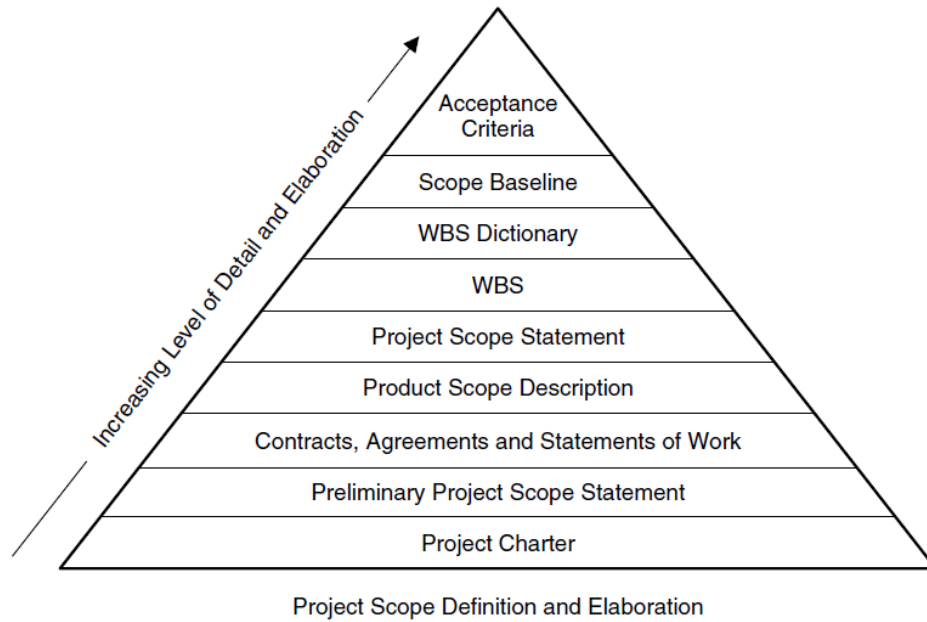
Project Scope Definition and Elaboration

Figure 3.1.4A: WBS level of detail and relationship during project life cycle
Source: Brotherton, S. A., Fried, R. T., & Norman, E. S. (2008). Work Breakdown Structures: The Foundation for Project Management Excellence, ISBN: 978-0-470-17712-9, PA: Project Management Institute, page 44

A Stakeholder map of interested people and their "ranking" will be produced, see figure 3.1.4B. This map will include all persons inside and outside of the company who need or want to know about the project's existence, status or completion. The project manager will use it for setting up communication where and as needed towards the different groups. For example, key players with high interest and power should be contacted regularly via phone or in person (Davis, 2014).
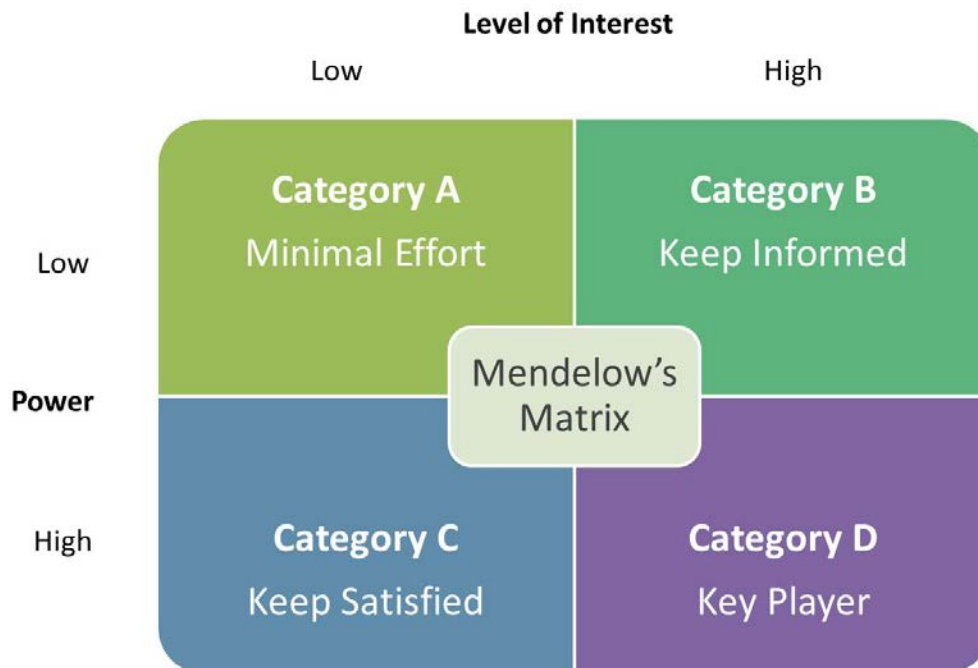

Figure 3.1.4B: Menlow's Stakeholder Matrix
Source: http://knowledgegrab.com/glossary/mendelows-matrix, adapted from Maylor, H. (2010). Project management (4th ed.). Harlow: Financial Times Prentice Hall.

The Stakeholder map is also a good start to setup the roles and responsibilities of all involved staff in the project.

A communication plan reflects event and update methods throughout the team. It usually includes events like the project status report.

The business case (BC) demonstrates why there is the need in the organisation to launch a project. The BC would envision long term cost savings, company future advantages/value and the return of investment.

The project schedule will be very tightly integrated with the project's WBS and reflect not only what will be done, but also by whom, when and what are the possible dependencies for the individual tasks/deliveries.

Finance estimates need to be completed during initiation to give an indication of the magnitude of costs the project will produce. A financial plan needs to state for what the money is spent, internal costs like labour or expense like hardware and the specific time in the project where each cost element is expected.

Change management is an ambiguous word in the project management. It must be distinguished between the change management within a project, for example a change to extend the scope. Further, the change within information systems, where change management in, for example in a software, needs to be change controlled and authorized like suggested in the Infrastructure library (Information Technology Infrastructure Library). There is also change management within HR, that should enable smooth people on or off boarding to or from a company.

A risk plan is mandatory for all projects to ensure the objectives are met and overspend can be avoided (Cooper D. , Grey, Raymond, & Walker, 2005). Each risk needs to be mapped to a part or a level of the WBS and the severity of its occurrence and its probability checked, and the project exposure, response (mitigation or contingency) well documented in a risk response plan for fast execution. To identify risks, the project team should regularly have sessions to review the initially created risks, checking set assumptions and constrains, and share all high risks with stakeholders who must decide if mitigation plans exist and can be put into place (Heldman, 2002).

The combination of all files is understood as a project charter or project initiation document (PID). The PID will also describe the role of the project manager and his duties during the project. Once completed, the PID will be signed off by the project sponsor and authorize the next phase of project planning (Stackpole Snyder, 2013) including all the commitments for funding.

While the project manager will have his own set of plans, there will be more plans circulated within the delivering parts of the organisation, for example, marketing plans from the marketing department, staffing plans from human resources or engineering work instructions from the Engineering department. These documents will not be owned by the project manager, but he should ensure that their contents match and fulfil the scope of his project.

3.1.5. Project Management Capability Model

A repository for storing these could be part of the PM Capability Model (PMCM) where such artefacts could be stored from this, but also future projects. There should be training and templates available in the PMCM for those artefacts, considering the methodology and their updates. Establishing a PMCM is a vital part for an organisation with the need of complex project management (Fitsilis & Chalatsis, 2014).

3.2.   Business Case for Target UK

A business case is important to show and convince the company that a project is needed. It does show the investment effect and how the usage of resources can be beneficial to the company and at what time a return of investment can be expected. All key decisions from management downwards during a project should be taken from the business case.

This section will outline the business case for a Target UK extension, starting with a review of the failed Target Canada expansion and then addressing how to avoid or reduce such issues (Charvat, 2003).

3.2.1.   Review issues Target Canada

Since announcing bankruptcy protection on the 15th of January 2015 of Target Canada, all 133 stores were closed, 17.600 people lost their job and it is estimated that Target lost $7 billions (Mass Market Retailers, 2015).

The launch was too quick and big, leaving shelves empty on the day of the opening. There were supply chain issues due to software issues. The software was planned with much less time than at other retailers and staffing did start too late, resulting in too few and possible too young staff. A lack of testing the new order software, the new replenishment software, the new sale system resulted in errors. The inexperienced staff discovered several major issues shortly before the launch, but satisfying data quality could not be produced to allow proper business operations (CASTALDO, 2015).

The lack of feedback to the head office permitted opening of all stores, despite the issues, as local management tried to keep up the initially planned timelines.

Communications about problems to leadership did break down as problems continued to grow, blocking a quick way to decisions that could have curtailed problems and losses.

The scope of products was changed in the first year and most issues were fixed by end of 2014 resulting in properly stocked shelves, but so much money was lost, that only in 2021 a profit could be forecasted (CASTALDO, 2015).

It must be assumed no (proper) risk Management and response plans, communication plans including management involvement, were made.

3.2.2.   Project Definition

Strategies need to be evaluated to keep the Target company a profitable company. While inside the US, a merger could have huge cost saving potential (Best, 2018), a Target expansion outside of North America should be evaluated, as the US retail market has come to a stop.

In the UK retail market is slightly growing and the current exit from the European Union could allow for better tax-free sales of the goods that Target offers in US today (Spinks, 2017) and reduces the risk to be dependent solely on the US market.

Avoiding issues from Target Canada, the future market will be under research for one year and sources of external retail data will be pursued.

The vision is to have four shops in key locations to gather in-country data during a pilot phase of two years, using the MARKEX measure during and after the shop launch to optimize products sold (Bang & Joshi, 2010). If it turns out that no profitable business could be established, the sunken costs will be small in comparison of the Canada expansion. PM with scope, risk, finance and change management will be applied.

3.2.3. Approach to project objectives

The selected four shop locations will be delivered using the warehouse management system from Target US with a two-month simulated selling to ensure systems are working as needed.

Marketing should check for a suitable slogan that would fit better to the UK market than the current one.

The four locations and base product palette will be agreed during planning, it will only be changed with agreement from management in US in a written process.

The overall launch preparation duration is suggested to be one year with an in-country team, starting to hire staff no later than 6 months before the launch to allow for a three-month training, including an Target US visit.

To ensure Quality, starting in the simulated phase, Key Performance Indicators (KPIs) will be used, they will be data quality in the warehouse system, stock management, customer satisfaction and revenue per month.

3.2.3.1. Critical Success Factors

The critical success factors need to be adhered: cost; time; technical performance and customer satisfaction. It was found that these four factors can determine a successful project hence the cost must be watched closely, the schedule created realistically, information systems work flawless until shop opening and customer feedback incorporated to raise satisfaction to the highest level (Thi & Swierczek, 2010).

3.2.4. Finance Estimations

The financial impact over the time of three years is shown in table 3.2.4T, the total sum of 10,3 Million Great British Pound (GBP/£) shows that the return of investment (ROI), resulting in a positive cash flow (Snyder, 2013), will only be reached if the Target UK can manage to have a sales volume of £5.2 million and upwards per year.

Request Description	Spend Classification	Total over 3 years	One-time or Reoccurring	Type: Capital/ Expense	Order at: Month/year	Receive in/since : Month/year	Purchase number:	Comments
Project Team UK: Office : 3 years	Lease	£ 144.000,00	Reoccurring Monthly	Expense	June-17	June-17	6001	London Office
TargetUKteam1-DueDiligence	Staff/expense	£ 3.600.000,00	Reoccurring Monthly	Expense	June-17	June-17 -		
Project Team UK: Travel: 3 years	Expense	£ 39.000,00	One Time	Expense	June-17	June-17	6003	
Store1 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18	May-18	6002	
Store2 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18	May-18	5001	
Store3 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18	May-18	5003	
Store4 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18	May-18	6004	
Store1 Interior setup	Hardware	£ 80.000,00	One Time	Capital	July-18	July-18	5008	
Store2 Interior setup	Hardware	£ 75.000,00	One Time	Capital	July-18	August-18	3008	
Store3 Interior setup	Hardware	£ 75.000,00	One Time	Capital	July-18	August-18	6009	
Store4 Interior setup (small)	Hardware	£ 60.000,00	One Time	Capital	July-18	August-18	4089	
Groceries costs 2 years	Material	£ 219.000,00	Reoccurring Monthly	Expense	February-19	February-19	4075	
Non-Groceries costs 2 years	Material	£ 144.000,00	Reoccurring Monthly	Capital	February-19	February-19	4068	
Staff UK	Staff/expense	£ 4.838.400,00	Reoccurring Monthly	Expense	September-18	September-18 -		
Media & Ad costs	Expense	£ 350.000,00	One Time	Expense	January-19	January-19	6087	HypeM3dia

Total Expense:	£	9.838.400,00
Total Capital:	£	434.000,00
Total:	£	10.272.400,00

Table 3.2.4T: *Financial estimations of costs in Target UK*
Source: Author.

3.2.5. Risk Assessment

In this ongoing and forward-looking activity, the project team does look at uncertainties in the future that could arise during execution and develop mitigation plans if possible. Using risk management does ensure quality and helps to keep costs and timeline under control (Cooper D. , Grey, Raymond, & Walker, 2005). With the classification, high level risks will be shared with Management which can decide to initiate the mitigation or contingency plans. A Risk plan like shown in Table 3.2.6R, combined with leadership communication could have saved Target Canada.

Risk ID #	Risk Statement	Risk Category	Risk Severity	Probability	Exposure	Risk Response	Risk Owner	Mitigation Plan (Preventative Action)	Contingency Plan (Corrective Action)	Threshold/Trigger for Implementing Contingency Plan
Ri001	Shops like Amazon launch aggressive campaign under organic (WholeFoods) brands	Costs	3	10%	0,30	Monitor	TargetUK team1 Due Diligence	Not Available	Increase Media Presence and extend organic food section	Campaign launched
Ri002	Inventory is not build out in time	Resource, Schedule	4	30%	1,20	Avoid	TargetUK team3 Store	Map out inventory tasks and responsibilities, share and agree with all parties	Tasks missed must be done by project team3 store	A task for getting the store ready was not performed in time
Ri003	Stock Management is not able to handle orders	Resource, Schedule, Quality	2	10%	0,20	Avoid	PM	Test and Simulate Orders for three month	Switch to manual inventory	Two or more shops experience order issues
Ri004	Exchange rate from GBP to EUR or GBP to USD changes drastically to TargetUK/US disadvantage	Schedule, Quality	5	10%	0,50	Transfer	TargetUS; TargetUK team1 Due Diligence	Not Available	Put insurance policy in place	Exchange rate changes more then 4% in a year
Ri005	Selected goods in the store do not sell quickly enough, for example go bad	costs, Quality	8	40%	3,20	Monitor	TargetUK team3 Store; TargetUK team1 Due Diligence	Run market surveys and verify current products from competitors	Reduce price of goods that do not sell, replace with a local product	More than 7% of the goods on offer do not sell as quickly as anticipated or at competitors
Ri006	Media Presence from Target UK could not be established or only a negative one	costs, Quality	6	20%	1,20	Control	TargetUK team1 Due Diligence	Evaluate UK taste and create new slogan fitting the country and	Rebrand including slogan	over 30% of the media reports (including social networks) are negative

Table 3.2.6R: Risk plan with rating, owner and response. Source: Author

3.2.6. Project Governance and Stakeholders

As shown in Figure 3.1.4B, stake holders have different levels of interest and power and must be managed according to table 3.2.6S

Stakeholder name	Role	Location	Power	Interest	Goal	Contact/Email
Rocky Snumb	Target US CEO	US	High	High	Ensure Target UK will be profitable until the end of the test phase	r-s@salfordTarget.us.edu
Lard Suit	Target UK CEO	UK	High	High	Establish Target UK permanently	l-s@salfordtarget.uk.edu
Nickel Pound	Target UK Store Manager	UK	Low	High	Ensuring in UK stores run well	n-p@salfordtarget.uk.edu
Tom White	CEO whiteShelves	UK	Low	low	Sell inventory	tom@whiteShelvesSalford.uk.edu
Tina Blitz	CEO HypeM3dia	UK	Low	low	Sell campaigns and run them	TB@hypesalford.uk.edu
Rolf Pence	Target UK procurement / CFO	UK	high	low	Ensure cheap supplier prices	r-p@salfordtarget.uk.edu

Table 3.2.6S: Stakeholder Map for Target UK; Source: Author

This does also show that all decisions for risk management and scope changes must be run via the CEOs and CFOs.

3.2.7. Communication Framework

The following Communication plan as shown in table 3.2.7C ensures everybody is up-to-date and leadership is involved:

Type	Information/ Content	How/When/Medium/ Frequency	Owner	Audience/Distribution List
Project Kick off	Project Manager informs that the project work is started and agreeing the project scope with management	Once	Project Manager	TargetUS Management; Target UK; Supplier
Health report	Weekly update of Accomplishments, Next Steps, Milestones	Weekly in a tele conference	Project Manager	TargetUS Management; Target UK
Weekly local meetings	UK Meeting with suppliers about status	2x onsite (London), 1x tele conference	Project Manager	Target UK; Supplier
Weekly local meetings	UK internal meetings to discuss progress and risks	Weekly in a tele conference 13:00 GMT Wednesdays	Project Manager	Target UK teams

Table 3.2.7C: Communication Plan/Framework for Target UK project; Source: Author

3.2.8. Work Breakdown Structure (WBS) and Schedule

The following tasks have been identified in WBS table 3.2.8W below:

▲ 1.1 DueDiligence

1.1.1 Setting up Project enviroment

1.1.2 Evaluate local Market

1.1.3 Descision on four key location for Pilot

▲ 1.2 Pilot setup

1.2.1 Continue Market and customer surveillance

1.2.2 Establish suppliers for groceries and non-food

1.2.3 Rent Shop Locations

1.2.4 Procure and install inventory

1.2.5 Hire Staff

1.2.6 Opening dates agreed

1.2.7 Organize Media Management

1.2.8 Launch the Target UK Shops

▲ 1.3 Validation cycle

1.3.1 Review Finance and Stock Mangement 1

1.3.2 Review Employee skills and training 1

1.3.3 Review media / survey customers 1

1.3.4 Descision on keeping four stores, expansion or abandon UK market1

1.3.5 Review Finance and stock Mangement 2

1.3.6 Review Employee skills and training 2

1.3.7 Review media / survey customers 2

1.3.8 Descision on keeping four stores, expansion or abandon UK market 2

Table 3.2.8W: WBS elements for launching and sustaining Target in the UK; Source: Author

This WBS was used as the base for building the project schedule, adding times and resources as shown in Table 3.2.8S1 and Graphic 3.2.8S2.

Task Name	Duration	Start	Finish	Predecessors	Resource Names
1 Target UK launch 2018	**937 days**	**2017-06-05**	**2021-01-05**		
1.1 DueDiligence	**184 days**	**2017-06-05**	**2018-02-15**		
1.1.1 Setting up Project enviroment	60 days	2017-06-05	2017-08-25		TargetUKteam1-DueDiligence
1.1.2 Evaluate local Market	120 days	2017-08-31	2018-02-14	3SS+28 days	TargetUKteam1-DueDiligence
1.1.3 Descision on four key location for Pilot	1 day	2018-02-15	2018-02-15	4	TargetManagement
1.2 Pilot setup	**271 days**	**2018-02-16**	**2019-03-01**	2	
1.2.1 Continue Market and customer surveillance	180 days	2018-02-16	2018-10-25	2	TargetUKteam1-DueDiligence
1.2.2 Establish suppliers for groceries and non-food	80 days	2018-02-16	2018-06-07	2	TargetUKteam2-Procurement
1.2.3 Rent Shop Locations	60 days	2018-02-16	2018-05-10	2	TargetUKteam3-Store
1.2.4 Procure and install inventory	80 days	2018-07-24	2018-11-12	9	TargetUKteam3-Store
1.2.5 Hire Staff	120 days	2018-04-23	2018-10-05	9FS-14 days	TargetUKteam4-Staff
1.2.6 Opening dates agreed	40 days	2018-11-13	2019-01-07	8;9;10;11	TargetManagementUS;TargetUKteam1-DueDiligence
1.2.7 Organize Media Management	60 days	2018-10-26	2019-02-28	9	TargetUKteam1-DueDiligence
1.2.8 Launch the Target UK Shops	1 day	2019-03-01	2019-03-01	12;13	TargetManagementUS;TargetUKteam1-DueDiligence
1.3 Validation cycle	**482 days**	**2019-03-04**	**2021-01-05**	6	
1.3.1 Review Finance and Stock Mangement 1	120 days	2019-03-04	2019-08-16	6	TargetUKteam3-Store;TargetUKteam1-DueDiligence;TargetUKteam2-
1.3.2 Review Employee skills and training 1	120 days	2019-03-04	2019-08-16	6	TargetUKteam4-Staff
1.3.3 Review media / survey customers 1	120 days	2019-08-19	2020-01-31	17	TargetUKteam1-DueDiligence
1.3.4 Descision on keeping four stores, expansion or abandon UK market1	1 day	2020-02-03	2020-02-03	16;17;18	TargetUKteam1-DueDiligence;TargetManagementUS
1.3.5 Review Finance and stock Mangement 2	120 days	2020-02-04	2020-07-20	19	TargetUKteam3-Store;TargetUKteam1-DueDiligence;TargetUKteam2-
1.3.6 Review Employee skills and training 2	120 days	2020-02-04	2020-07-20	19	TargetUKteam4-Staff
1.3.7 Review media / survey customers 2	120 days	2020-07-21	2021-01-04	21	TargetUKteam1-DueDiligence
1.3.8 Descision on keeping four stores, expansion or abandon UK market 2	1 day	2021-01-05	2021-01-05	20;21;22	TargetManagementUS;TargetUKteam1-DueDiligence

Table 3.2.8S1: The project schedule in table format, showing WBS tasks with resources and start time and duration; Source: Author
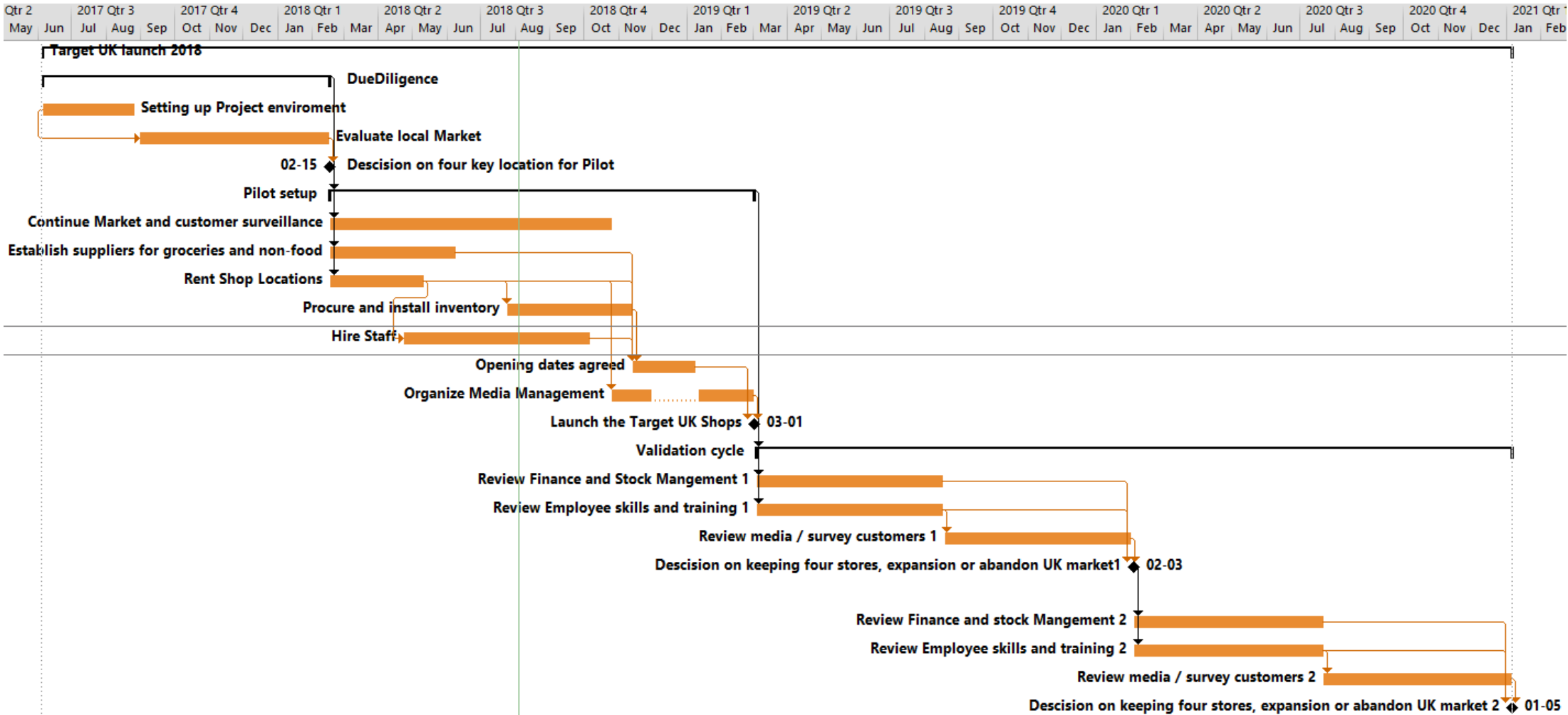
Graphic 3.2.8S2:   Project Gantt chart showing the waterfall timeline with some parallel tasks and their dependencies for the UK launch;
Source: Author

3.2.9. Conclusion

With these experiences from project management and perspectives on the Target UK launch and project management tools on hand, the business expansion has the best options to be a success.

Attendance to the meetings of all staff is required, senior leadership support and following the plan will make this a successful project.

As project management is needed, it is recommended that a permanent project management office is setup to allow the company to benefit from the project management usage throughout the company in the suggested framework (Charvat, 2003).

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5. Appendix A1: Declaration of Originality / Conduct Of Assessed Work

Research Degree Program: MSc in Information Systems Management

Assessment Title: Mid-Terms: Class #1786: Project Management,
Leadership and Skills: Planning and Control

Title of the report: Business Case for Target UK

Family name of candidate: UNSER

Given name of candidate FREDERIK

ID number: @00533325

In presenting my Assessment I declare that I have read and understood the University Policy on Academic Misconduct

(available at http://www.salford.ac.uk/about-us/corporate-information/governance/policies-and-procedures/browse-by-theme/2) and that:

1. This work is my own
2. The work of others used in its completion has been duly acknowledged
3. I have been granted the appropriate level of ethical approval for my research

Signature of candidate: …………………………….   Date: 05 August 2018
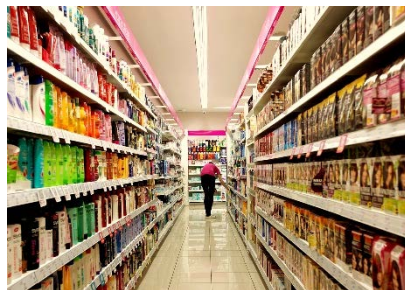
6. Appendix A2: Slide deck for projector

Class #1786
Project Management

Business Case for Target UK

By Frederik Unser

Agenda

- ☐ Executive Summary
- ☐ Finance Estimations
- ☐ Project Definition
- ☐ Project Approach
- ☐ Risk Assessment
- ☐ Project Governance / Stakeholders
- ☐ Schedule
- ☐ Conclusion

Executive Summary

The lessons learned from the Canada expansion imply the use of a project management methodology like PMBoK to handle scope, costs and schedule. Suggested is that a concrete scope will be worked out by an onsite team and staffing started early. UK warehouse / supply chain is tested three months before opening four pilot stores. Key Project Indicators (KPI) are set on finance, data quality and customer satisfaction to help improving quality, stay within budget during launch and ongoing Target UK business. The entire project has been scheduled for two years stores operation, reviewing the next steps every year. Communications is key for decisions on, for example, risks and regular meeting for all levels, internal and externally should be setup. A setup of a project management office to ensure templates and knowledge is shared.

☐ Finance for 3 years:

Total Expense:	£	9.838.400,00
Total Capital:	£	434.000,00
Total:	£	10.272.400,00

☐ Four Pilot stores

☐ KPIs to ensure Quality

☐ Yearly decision on future plans

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Finance Estimations

Request Description	Spend Classification	Total over 3 years	One-time or Reoccurring	Type: Capital/ Expense	Order at: Month/year
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Store3 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18
Store4 Lease	Lease	£ 162.000,00	Reoccurring Monthly	Expense	May-18
Store1 Interior setup	Hardware	£ 80.000,00	One Time	Capital	July-18
Store2 Interior setup	Hardware	£ 75.000,00	One Time	Capital	July-18
Store3 Interior setup	Hardware	£ 75.000,00	One Time	Capital	July-18
Store4 Interior setup (small)	Hardware	£ 60.000,00	One Time	Capital	July-18
Groceries costs 2 years	Material	£ 219.000,00	Reoccurring Monthly	Expense	February-19
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Media & Ad costs	Expense	£ 350.000,00	One Time	Expense	January-19

Total Expense:	£	9.838.400,00
Total Capital:	£	434.000,00
Total:	£	10.272.400,00

Return on Investment (ROI) requires 5.2 Mio GBP sales volume per anno

University of Salford MANCHESTER

Robert Kennedy College
SWISS QUALITY EDUCATION & BRITISH TRADITION

Project Definition (1)

- ☐ For Target's development Expansion is an option
- ☐ UK is attractive for Target due to possible tax/customs-free agreements
- ☐ Target Team to research UK retail and customers for 1 year
- ☐ Launch four test stores for further data gathering

Project Definition (2)

- ☐ Shop launch with optimize products
- ☐ Evaluate UK Market for two years
- ☐ Keep sunken costs low in case of exit
- ☐ Apply Project Management standards for:
  - ■ Scope
  - ■ Risk
  - ■ Finance
  - ■ Change

Approach – Realisation (1)

- ☐ One year due diligence
- ☐ Get locations and staff committed early
- ☐ Two month before launch simulate sales:
  - ◼ Trains people
  - ◼ Established Quality
  - ◼ Test communication path
- ☐ Critical Success Factors are costs and customer statisfaction

Approach – Realisation (2)

- ☐ During operation use KPIs for
    - ■ Warehouse
    - ■ Stock management
    - ■ Products sold
- ☐ Yearly review with action to
    - ■ Keep UK market
    - ■ Expand UK market
    - ■ Abandon UK market

Risk Assessment

Risk ID #	Risk Statement	Risk Category	Risk Severity	Probability	Exposure	Risk Response	Risk Owner	Mitigation Plan (Preventative Action)	Contingency Plan (Corrective Action)	Threshold/Trigger for Implementing Contingency Plan
Ri001	Shops like Amazon launch aggressive campaign under organic (WholeFoods) brands	Costs	3	10%	0,30	Monitor	TargetUK team1 Due Diligence	Not Available	Increase Media Presence and extend organic food section	Campaign launched
Ri002	Inventory is not build out in time	Resource, Schedule	4	30%	1,20	Avoid	TargetUK team3 Store	Map out inventory tasks and responsibilities, share and agree with all parties	Tasks missed must be done by project team3 store	A task for getting the store ready was not performed in time
Ri003	Stock Management is not able to handle orders	Resource, Schedule, Quality	2	10%	0,20	Avoid	PM	Test and Simulate Orders for three month	Switch to manual inventory	Two or more shops experience order issues
Ri004	Exchange rate from GBP to EUR or GBP to USD changes drastically to TargetUK/US disadvantage	Schedule, Quality	5	10%	0,50	Transfer	TargetUS; TargetUK team1 Due Diligence	Not Available	Put insurance policy in place	Exchange rate changes more then 4% in a year
Ri005	Selected goods in the store do not sell quickly enough, for example go bad	costs, Quality	8	40%	3,20	Monitor	TargetUK team3 Store; TargetUK team1 Due Diligence	Run market surveys and verify current products from competitors	Reduce price of goods that do not sell, replace with a local product	More than 7% of the goods on offer do not sell as quickly as anticipated or at competitors
Ri006	Media Presence from Target UK could not be established or only a negative one	costs, Quality	6	20%	1,20	Control	TargetUK team1 Due Diligence	Evaluate UK taste and create new slogan fitting the country and	Rebrand including slogan	over 30% of the media reports (including social networks) are negative

Project Governance Overview

Target US Management

Target UK Store Management

Target UK Due Diligence team

Store Employee

Supply chain / warehouse operation

Product selection & Media Management

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Project Governance Details (Stakeholder)

☐ All CEOs and CFOs to be included in
- ■ Upcoming activities, changes
- ■ Risk review and trigger mitigation

| Stakeholder name	Role	Location	Power	Interest	Goal	Contact/Email
Rocky Snumb	Target US CEO	US	High	High	Ensure Target UK will be profitable until the end of the test phase	r-s@salfordTarget.us.edu
Lard Suit	Target UK CEO	UK	High	High	Establish Target UK permanently	l-s@salfordtarget.uk.edu
Nickel Pound	Target UK Store Manager	UK	Low	High	Ensuring in UK stores run well	n-p@salfordtarget.uk.edu
Tom White	CEO whiteShelves	UK	Low	low	Sell inventory	tom@whiteShelvesSalford.uk.edu
Tina Blitz	CEO HypeM3dia	UK	Low	low	Sell campaigns and run them	TB@hypesalford.uk.edu
Rolf Pence	Target UK procurement / CFO	UK	high	low	Ensure cheap supplier prices	r-p@salfordtarget.uk.edu

Communication plan

☐ The following meetings are to be attended by representatives of the project governance team:

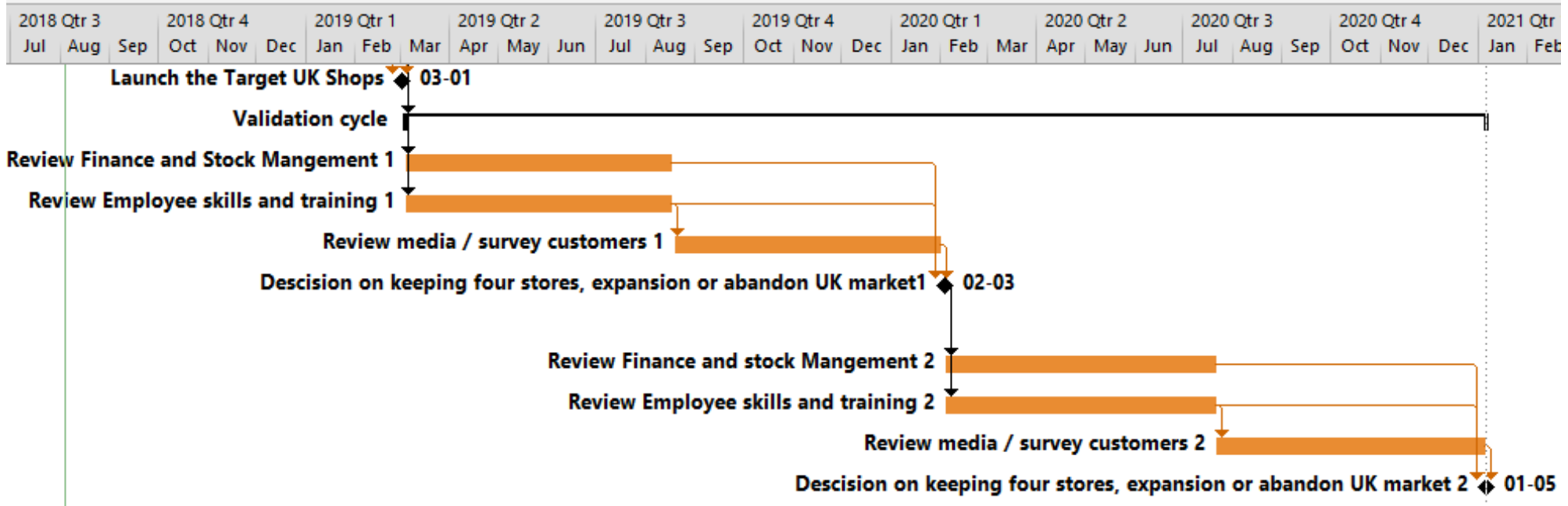| Type	Information/ Content	How/When/Medium/ Frequency	Owner	Audience/Distribution List
Project Kick off	Project Manager informs that the project work is started and agreeing the project scope with management	Once	Project Manager	TargetUS Management; Target UK; Supplier
Health report	Weekly update of Accomplishments, Next Steps, Milestones	Weekly in a tele conference	Project Manager	TargetUS Management; Target UK
Weekly local meetings	UK Meeting with suppliers about status	2x onsite (London), 1x tele conference	Project Manager	Target UK; Supplier
Weekly local meetings	UK internal meetings to discuss progress and risks	Weekly in a tele conference 13:00 GMT Wednesdays	Project Manager	Target UK teams

Schedule (1)
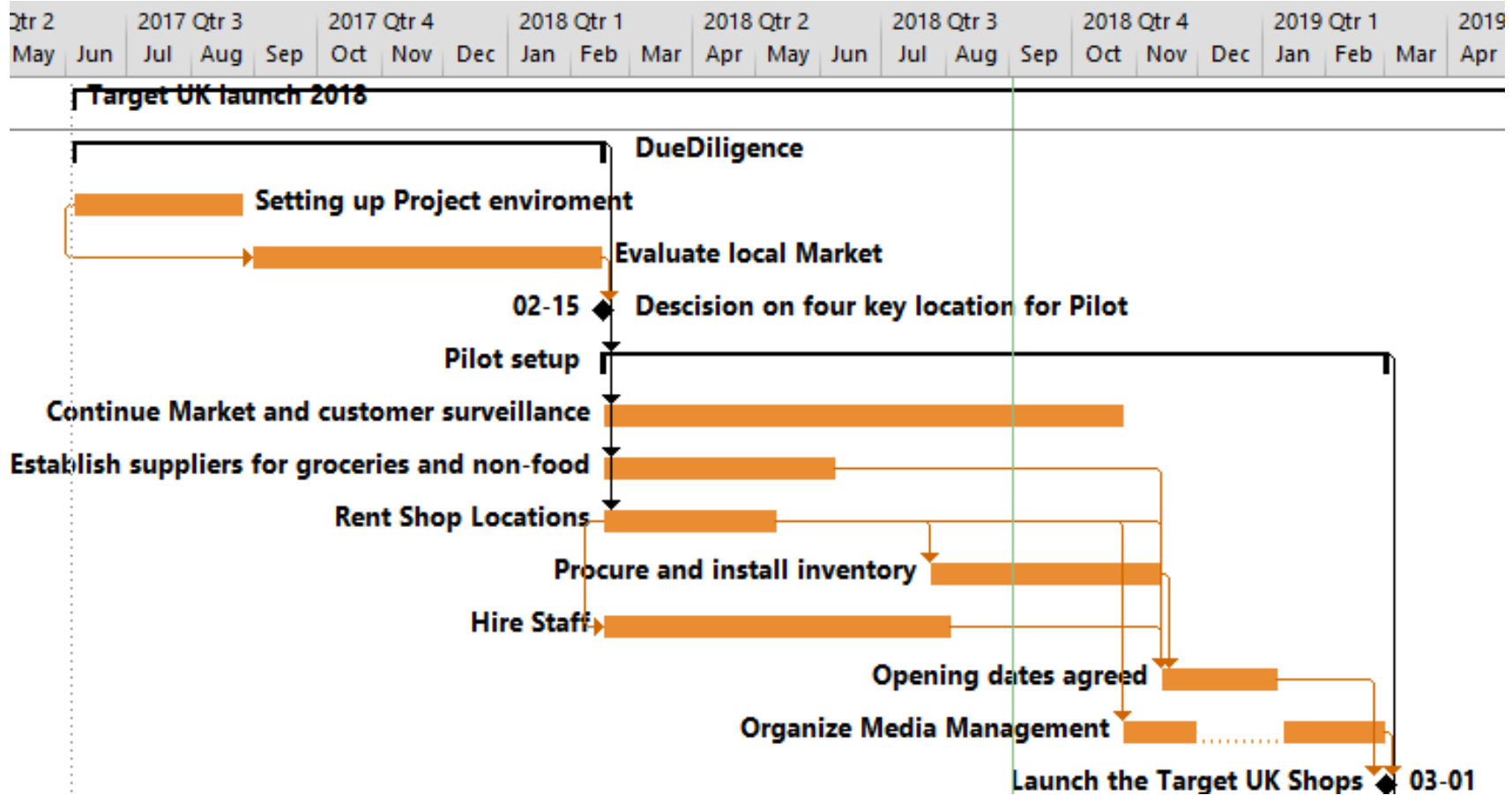
Schedule (2)

Schedule (3)

Task Name	Duration	Start	Finish	Predecessors	Resource Names
⊿ 1 Target UK launch 2018	937 days	2017-06-05	2021-01-05		
⊿ 1.1 DueDiligence	184 days	2017-06-05	2018-02-15		
1.1.1 Setting up Project enviroment	60 days	2017-06-05	2017-08-25		TargetUKteam1-DueDiligence
1.1.2 Evaluate local Market	120 days	2017-08-31	2018-02-14	3SS+28 days	TargetUKteam1-DueDiligence
1.1.3 Descision on four key location for Pilot	1 day	2018-02-15	2018-02-15	4	TargetManagement
⊿ 1.2 Pilot setup	271 days	2018-02-16	2019-03-01	2	
1.2.1 Continue Market and customer surveillance	180 days	2018-02-16	2018-10-25	2	TargetUKteam1-DueDiligence
1.2.2 Establish suppliers for groceries and non-food	80 days	2018-02-16	2018-06-07	2	TargetUKteam2-Procurement
1.2.3 Rent Shop Locations	60 days	2018-02-16	2018-05-10	2	TargetUKteam3-Store
1.2.4 Procure and install inventory	80 days	2018-07-24	2018-11-12	9	TargetUKteam3-Store
1.2.5 Hire Staff	120 days	2018-04-23	2018-10-05	9FS-14 days	TargetUKteam4-Staff
1.2.6 Opening dates agreed	40 days	2018-11-13	2019-01-07	8;9;10;11	TargetManagementUS;TargetUKteam1-DueDiligence
1.2.7 Organize Media Management	60 days	2018-10-26	2019-02-28	9	TargetUKteam1-DueDiligence
1.2.8 Launch the Target UK Shops	1 day	2019-03-01	2019-03-01	12;13	TargetManagementUS;TargetUKteam1-DueDiligence
⊿ 1.3 Validation cycle	482 days	2019-03-04	2021-01-05	6	
1.3.1 Review Finance and Stock Mangement 1	120 days	2019-03-04	2019-08-16	6	TargetUKteam3-Store;TargetUKteam1-DueDiligence;TargetUKteam2-
1.3.2 Review Employee skills and training 1	120 days	2019-03-04	2019-08-16	6	TargetUKteam4-Staff
1.3.3 Review media / survey customers 1	120 days	2019-08-19	2020-01-31	17	TargetUKteam1-DueDiligence
1.3.4 Descision on keeping four stores, expansion or abandon UK market1	1 day	2020-02-03	2020-02-03	16;17;18	TargetUKteam1-DueDiligence;TargetManagementUS
1.3.5 Review Finance and stock Mangement 2	120 days	2020-02-04	2020-07-20	19	TargetUKteam3-Store;TargetUKteam1-DueDiligence;TargetUKteam2-
1.3.6 Review Employee skills and training 2	120 days	2020-02-04	2020-07-20	19	TargetUKteam4-Staff
1.3.7 Review media / survey customers 2	120 days	2020-07-21	2021-01-04	21	TargetUKteam1-DueDiligence
1.3.8 Descision on keeping four stores, expansion or abandon UK market 2	1 day	2021-01-05	2021-01-05	20;21;22	TargetManagementUS;TargetUKteam1-DueDiligence

Conclusion

- ☐ Target UK launch requires project management to guarantee success
- ☐ Communication up to senior leadership is key
- ☐ Cost, time and risk need to be managed
- ☐ Scope changes to be signed off by CEO
- ☐ As project management (PM) is required, a PM office should be setup

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End of the Slide show

☐ Thanks for listening and reading

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Backup Slides

WBS

1.1 DueDiligence

1.1.1 Setting up Project enviroment

1.1.2 Evaluate local Market

1.1.3 Descision on four key location for Pilot

1.2 Pilot setup

1.2.1 Continue Market and customer surveillance

1.2.2 Establish suppliers for groceries and non-food

1.2.3 Rent Shop Locations

1.2.4 Procure and install inventory

1.2.5 Hire Staff

1.2.6 Opening dates agreed

1.2.7 Organize Media Management

1.2.8 Launch the Target UK Shops

1.3 Validation cycle
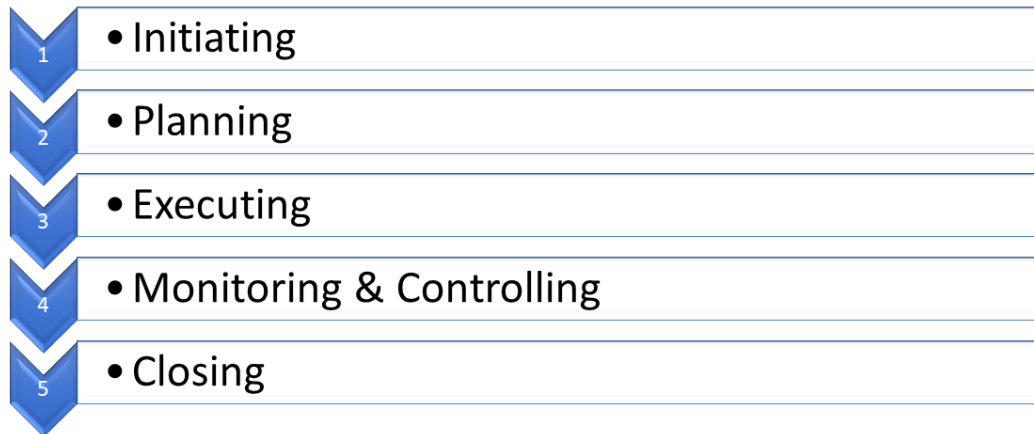
1.3.1 Review Finance and Stock Mangement 1

1.3.2 Review Employee skills and training 1

1.3.3 Review media / survey customers 1

1.3.4 Descision on keeping four stores, expansion or abandon UK market1

1.3.5 Review Finance and stock Mangement 2

1.3.6 Review Employee skills and training 2

1.3.7 Review media / survey customers 2

1.3.8 Descision on keeping four stores, expansion or abandon UK market 2
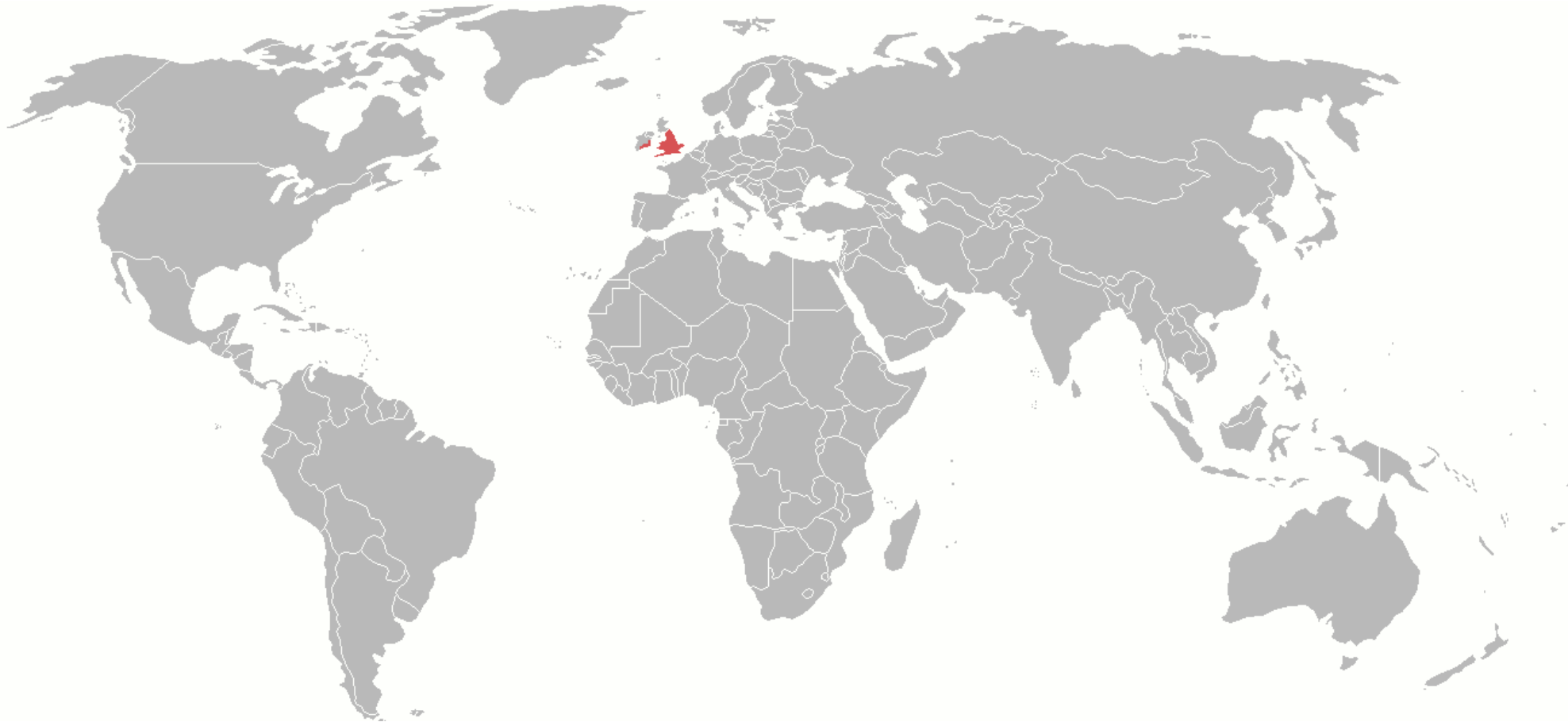
Project Life Cycle

PMBOK Processes for a project life cycle

1. • Initiating
2. • Planning
3. • Executing
4. • Monitoring & Controlling
5. • Closing

Map of the world with UK

Map of UK