Case Study – Boutique Build Australia

For the purpose of this assessment, you are to assume you are a Senior Project Manager of IT Biz Solutions, which offers a wide range of Information and Computer Technology services to businesses of all sizes.

The company is made up of the following staff:

| **Name** | **Area of speciality** |
| --- | --- |
| Roy Belk | Software including website design |
| Dani Chen | Software |
| Maurice Berry | Software |
| Zakary Pineda | Hardware |
| Martha Johannsson | Hardware |
| Jen Moss | Networking |
| Roland Morris | Project management |
| Muhammad Patel | Client support/ help desk |
| Ali Reynholm | Project administration |

The company often manages projects for clients, following its Project Management Policy and Procedures at all times.

You have been assigned a new client, Build Australia, based in Sydney.

Established in 2010, Boutique Build Australia is a small building company specialising in the design and building of high-quality designer homes for the Sydney metropolitan and surrounding areas.

The company’s overall business objectives for the next three years are to expand into Queensland and to set up and operate a permanent model home.

The company is currently quite small in size and everyone except for the site managers work in the same building. At this stage the business is using an old server which often has problems. Management have preferred not to upgrade their systems as they did not believe it was worth the expense and everyone just ‘got on’ with any software of hardware issues. Anything ‘dramatic’ required a tech from IT Biz Solutions to come and address.

Staff have been saving their documentation on their hard drives, which is against procedure. This process has in some cases led to data loss and file corruption. Recently there was a situation in which data in a client’s directory was corrupted. This information was being held on one of the Customer Service Officer’s laptops and had not been copied to the server. The client was not impressed at the loss of data that they needed to resend to Boutique Build, and they questioned the organisation’s IT processes. It took some days to obtain information from suppliers and other sources to replace what was corrupt.

Management realised that this mistake was quite costly in terms of their reputation and the time that was wasted in gathering all the required information. They decided to contract IT Biz Solutions to implement new hardware and software, with a focus on applications that will allow the team to work remotely – as they are looking to expand interstate, they will need effective systems to keep the business running and keep all staff connected.

As well as the issue with the hardware and software as described above, the company would like you to design a new website for them. Their current one is adequate but very basic. A new high quality web site designed to attract more customers and create a better brand image.

The new website should be simple but engaging and stylish. The website will need to include information about the company, details of the products (ideally videos of each type of house), have a contact page and have a blog page for the latest news.

Your job is to develop two project management plans so your team and those at Boutique Build have a road map to project completion.

The information you have been provided with to develop the project management plan related to the hardware and software project is as follows:

* IT Biz Solutions will replace the outdated IT systems and hardware of Boutique Build Australia and implement user-friendly, accessible products and services. This will include use of cloud-based applications to allow remote access for all staff, upgrading existing hardware to ensure all staff are able to remain efficient and productive, implementing applications that are able to be integrated to ensure maximum productivity.
* The budget for this project is $40,000 and is not negotiable. The full amount will be provided upfront for the project and will be spent accordingly.
* Hardware and software decided upon:
  + Accounting software: Xero
  + Office application: Microsoft Office 365 Business Premium
  + Anti-virus: Webroot Secure Anywhere
  + File management: Dropbox
  + Project management application: Wrike
  + Tablet devices: Apple iPad 32GB, Wi-Fi and cellular connectivity
  + Hardware:
    - All customer service staff – desktop computers with specifications appropriate to general administrative duties
    - Three customer service officers – new monitors up to 27 inches in size
    - All managers - new laptops no larger than 15 inch
* Major milestones to include
  + Hardware installation and configuration
  + Installation of all required applications
  + Setting up of user accounts
  + Data backup and migration
  + Testing of hardware and software
  + Rollout

Roles and responsibilities for this project will be as follows:

| **Name** | **Role** | **Responsibilities** |
| --- | --- | --- |
| Manuel Sergio Perez E | Senior IT Project Manager | * Develop and manage the project * Liaise with CEO and Operations Manager of Boutique Build Australia * Monitor project progress * Performance manage the team |
| Roland Morris | Assistant Project Manager | * Provide information from project manager to the team * Keep team focused during meetings * Ensures project schedule is being met * Refers to project manager where difficulties are encountered |
| Zakary Pineda | Hardware Specialist | * Order and acquire hardware as per project resources requirements * Configures hardware to specifications * Installs hardware * Tests hardware * Refers to Assistant Project Manager |
| Dani Chen | Software Specialist | * Order and acquire software as per project resources requirements * Installs software * Sets up user accounts * Configures software * Tests software * Refers to Assistant Project Manager |

The information you have been provided with to develop the project management plan related to the website project is as follows:

* The new website should be simple but engaging and stylish. The website will need to include information about the company, details of the products (ideally videos of each type of house), have a contact page and have a blog page for the latest news.
* The budget is $10,000. The full amount will be provided upfront for the project and will be spent accordingly.
* Call to action is watch videos and buy products.

Roles and responsibilities for this project will be as follows:

| **Name** | **Role** | **Responsibilities** |
| --- | --- | --- |
| Manuel Sergio Perez E | Senior IT Project Manager | * Develop and manage the project * Liaise with CEO and Operations Manager of Boutique Build Australia * Monitor project progress * Performance manage the team |
| Ben Nguyen | Project Assistant | * Provide information from project manager to the team * Keep team focused during meetings * Ensures project schedule is being met * Refers to project manager where difficulties are encountered |
| Dani Chen | Software Specialist | * Designs and builds website as per WBS * Refers to Assistant Project Manager |

Please note that all ICT team members are costed out to clients at $150 per hour.

Boutique Build Australia Information

Organisation Chart

Chief Executive Officer

Judith Lee

Operations Manager

Ishtar Kahn

Human Resources Manager

Erin Close

Marketing and Sales Manager

Susan Morgan

Customer Service Manager

Lucas Ngan

Customer Service Officer

Salma Vallin

Customer Service Officer

Ben Nguyen

Customer Service Officer

Sasha Quinn

Site Manager

Ingrid Kowalski

Site Manager

Anwar Chen

Site Manager

Manuel Hermes

Roles and responsibilities

|  |  |  |
| --- | --- | --- |
| **Role** | **Name** | **Responsibilities** |
| CEO | Judith Lee | Company success |
| Operations Manager | Ishtar Kahn | Plan and direct operations and improve productivity and efficiency |
| HR Manager | Erin Close | Co-ordinate human resources activities |
| Marketing and Sales Manager | Susan Morgan | Oversee marketing, advertising and sales activities |
| Customer Service Manager | Lucas Ngan | Team coordination and training |
| Customer Service Officers | Ben Nguyen  Sasha Quinn  Salma Vallin | Liaise with customers and suppliers |
| Site Manager | Ingrid Kowalski | Coordinate employees and subcontractors |
| Site Manager | Anwar Chen | Coordinate employees and subcontractors |
| Site Manager | Manuel Hermes | Coordinate employees and subcontractors |

Strategic Plan

2021–2023

Boutique Build Australia

Executive Summary

Established in 2010, Boutique Build Australia is a building company specialising in the design and building of high-quality designer homes for the Sydney metropolitan and surrounding areas.

Our vision – to be the best home builder in Australia – drives everything we do, from the friendly greeting we give to customers at our display centre, to our supplier relationships and to our employees’ professional development.

Vision

To be the best quality home builder in Australia.

Our values are:

The core values underpinning our activities are:

* Quality
* Innovation
* Leadership
* Respect
* Honesty and reliability

Our policies:

In order to meet our core values, we have policies in these areas:

* Quality control
* High-quality and timely customer service
* Continuous improvement
* Customer complaints and feedback
* Respectful, sensitive and transparent work practices
* Work health and safety, to protect our staff and our customers
* Compliance against relevant Australian Standards, state and federal legislation and regulations

Strategic Goals

**To be well led, high performing, profitable and accountable**

* Ensure that all financial operations, performance indicators and results support the strategic policies
* Identify new and expand existing sources of revenue
* Achieve profits of at least 10% per annum
* Increase sales of homes in current Sydney market by 10% per annum over the next three years
* Establish a presence in Queensland and build at least 100 new homes in Brisbane and its surrounding areas during the period of the Strategic Plan, beginning 2020
* Plan expansion into other Australian states and territories during the second half of 2021.

**Set up and operate a permanent model home**

* Give potential customers the experience of being in a high-quality home
* Demonstrate new environmentally friendly building techniques
* Provide a point of reference for customers
* Improve brand recognition.

**Attract, engage and develop the best staff**

* Continuing the drive to a customer centred, high performance workforce and culture
* Strengthening the skills of our people, to better support customer needs
* Continuing to enhance the diversity of our workforce.

Situation Analysis

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Value and quality * Strong management * Customer loyalty * Friendly organisational culture * Level of available finance for investment | * Focus on Sydney market only * Brand name not developed as yet * High turnover of casual workforce * Poor IT infrastructure * Lack of diversity in workforce |
| **Opportunities** | **Threats** |
| * Housing sector experiencing growth * Potential for growth in Brisbane and Sunshine Coast market * Innovation in environmental housing * Many advertising channels unexplored | * Environmental effects * Changes in Industry/ Government legislation affecting construction industry * Possible adverse effects of government policy formulation * High level of competition * Predicted uncertainties in the world economy impacting level of demand for housing * Low price competitors * Failing to satisfy client demands |

Marketing Strategies

Our marketing strategies aim to:

* build trust
* generate leads now and convert those leads quickly
* demonstrate our commitment to deeper customer engagement.

We plan to develop our market share by:

* Improving our marketing and advertising
* Setting up a permanent model home near a popular shopping centre to increase interaction with potential customers.
* Placing brand recognition advertisements in the Sydney Domain Magazine
* Continually improving communication channels with all our stakeholders, ensuring a flow of timely and accurate information to facilitate effective planning and decision making
* Targeting identified growth markets with planned, market appropriate campaigns employing a variety of promotional strategies and advertising mediums
* Offering attractive fee structures to our clients
* Continually improving the skills, knowledge and effectiveness of Boutique Build Australia through our commitment to training and development
* Regularly reviewing the effectiveness of all our operations and making improvements when and where necessary.

Project management plan template

Project overview

*Provide a brief explanation of the background of the project.*

Project methodology

*Provide a brief explanation of the project methodology chosen and rationale. Include reference to tailoring required.*

Objectives

*Benefits that the project intends to achieve.*

Scope

*Document the project scope.*

Assumptions and constraints

*List assumptions and constraints.*

Deliverables

*List project deliverables.*

Roles and responsibilities

*Identify the roles of the project team.*

Risk management plan

*List the major risks that could be expected for this type of project, as well as consequences of the risk occurring (add more rows as required). Use the risk management legend below.*

| **Risk** | **Likelihood** | **Severity** | **Treatment/control methods** |
| --- | --- | --- | --- |
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| --- | --- | --- | --- | --- | --- | --- |
| **Likelihood** |  | **Impact** | | | | |
|  | Negligible | Minor | Moderate | Significant | Severe |
| Very likely | Low Medium | Medium | Medium High | High | High |
| Likely | Low | Low Medium | Medium | Medium High | High |
| Possible | Low | Low Medium | Medium | Medium High | Medium High |
| Unlikely | Low | Low Medium | Low Medium | Medium | Medium High |
| Very unlikely | Low | Low | Low Medium | Medium | Medium |