Farmers' Market Setup and Launch

Study Project
Module Project Management

at Hof University of Applied Sciences
Department of Computer Science
Software Engineering for Industrial Applications

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Hof, January 17, 2025

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1. Project & Project Goals

The project focuses on establishing and launching a Farmers' Market to provide a platform for local farmers and artisans to sell fresh produce and handmade goods directly to the community. This initiative aims to promote local agriculture, strengthen community connections, and support sustainable practices.

This project is being carried out by a team of five members. Together, we are responsible for planning, organizing, and implementing all activities required to launch the market successfully. Each team member will contribute specific expertise and take on defined roles to ensure efficient execution.

The primary customers are local residents seeking fresh, locally sourced products, as well as farmers and artisans who need a platform to sell their goods. Secondary stakeholders include community organizations, municipal authorities, and sponsors interested in supporting sustainable local economies.

Goals:

1. Collaboratively set up and launch the Farmers' Market within the agreed timeline.
2. Divide responsibilities among team members to ensure a smooth planning and execution process.
3. Provide an accessible, attractive, and well-organized venue for farmers and customers.
4. Create a positive impact in the local community by promoting sustainable and locally sourced products.
5. Successfully attract and engage vendors and customers for the inaugural event through targeted marketing and outreach.

1.1. Project Description

The Farmers' Market Setup and Launch project aims to establish a community-driven marketplace where local farmers and artisans can sell fresh produce and handmade goods directly to consumers. This project focuses on the initial planning, organization, and execution stages required to successfully set up and open the market.

Key activities include securing a location, designing the market layout, recruiting vendors, and promoting the launch event. The goal is to create a vibrant and accessible space that fosters connections between producers and consumers, encourages local economic growth, and promotes sustainable practices.

The project is a collaborative effort among a team of five members, each bringing unique expertise to ensure the smooth execution of tasks. Upon completion, the Farmers' Market will serve as a hub for fresh, locally sourced goods and a space for community engagement.

PROJECT CHARTER			
Project name	**Farmers' Market Initial Setup and Opening**	**Project ID**	FM-001
Client	**University**		
Project manager	Md Fahim Hossain		
Business case	The establishment of a farmers' market aims to provide the local community with fresh, locally grown produce and products while supporting local farmers and promoting sustainable agriculture. This project will focus on setting up the infrastructure, recruiting vendors, and ensuring a successful market launch. The actual operation of the market after the launch will not be part of the project.		
Main goal	To successfully set up and launch the first day of a farmers' market, providing a platform for local vendors to sell their goods, and ensuring the market's infrastructure and logistics are in place for smooth operation on launch day.		
Important stakeholders	• **Local Community:** The potential customers of the market. • **Farmers/Vendors:** Local producers and artisans participating in the market. • **Local Authorities/Regulatory Bodies:** Ensuring all legal and health requirements are met for the market setup. • **Project Team Members:** Responsible for planning and execution. • **Marketing Partners:** Responsible for advertising and publicizing the market before its launch.		
Other team members and their roles	• **Ali Abedini - Market Research & Location Specialist:** Securing the location and conducting necessary research. • **Shakiba Salmanpour - Vendor Relations & Recruitment:** Reaching out to and confirming vendors for the market. • **Elham Keshavarzsafiei - Marketing & Promotion:** Managing advertising, flyers, social media campaigns to create awareness of the market. • **Aynaz Sardast - Logistics & Operations:** Overseeing the setup of the market infrastructure, such as booths, signage, utilities, etc.		
Risks	• **Vendor Non-participation or Delayed Sign-ups:** Mitigated by early vendor outreach and clear contracts.		

	• **Permit Delays or Legal Hurdles:** Mitigated by starting the permit process early and close collaboration with local authorities. • **Weather Impact on Market Setup:** Mitigated by choosing a location with an indoor contingency or by having flexible plans for outdoor setups. • **Budget Overruns:** Managed by carefully tracking all expenses and adjusting plans where necessary to stay within the approved budget.	
Total project budget	**€5,500**	
Costs	Human Resources: **€1,500** Internal: **€3,800** External: **€1,500**	Material: **€700**
Time frame	Start: **11.10.24**	Finish: **10.01.25**
Important milestones	Market Research & Location Secured: **25.10.24** Vendor Recruitment Complete: **22.11.24** Marketing Campaign Launch: **29.11.24** Market Setup Complete: **27.12.24** Market Opening Day: **10.01.25**	

Table 1: Project charter

1.2. Goal Description

The project aims to set up a Farmers' Market in Hof, Germany, within the duration of the Winter Semester. This market will provide local farmers, artisans, and small businesses with the opportunity to sell their fresh, organic, and locally produced goods. The market setup includes securing a suitable location, obtaining necessary permits, organizing vendors, and promoting the market to ensure a successful opening. The success of the project will be evaluated based on clear, measurable acceptance criteria.

No	Goal Category	Goal	Acceptance Criteria	Importance	Prioritization
Sc-1	Scope	Secure a location for the Farmers' Market	A venue is secured, with a signed rental agreement by the end of the first month	Must	1
Sc-2	Scope	Obtain necessary legal permits	Permits for market operation are obtained by week 6	Must	2

Ti-1	Time	Complete setup and market stalls	Market stalls are fully set up, including vendor booths and infrastructure, by the week of the opening	Must	3
Ti-2	Time	Launch the market by the end of the Winter Semester	Market opens and operates on the scheduled date	Must	4
Co-1	Cost	Keep total project cost under budget	The total project cost does not exceed €5,500	Must	5
Co-2	Cost	Ensure payment for vendors is collected on time	All vendor fees are paid before the event begins	Should	6
So-1	Social	Attract at least 10 vendors to participate	At least 10 local vendors register for the market	Must	7
So-2	Social	Attract at least 200 visitors to the opening day	The opening day sees at least 200 attendees	Must	8
So-3	Social	Promote market via social media & local advertising	The market is advertised through at least 3 local channels (e.g., social media, flyers, local news)	Should	9
So-4	Social	Ensure community engagement through feedback	80% of participants (vendors and visitors) provide positive feedback after the event	Can	10

Table 2: List of Goals

Non-Goals of the Project:

The non-goals of this project help to clearly delineate what is not part of the project scope and will avoid any ambiguity in expectations:

- **Market Operation and Management Post-Launch:** The management and daily operation of the market after the initial setup and first opening is not part of this project. This includes day-to-day vendor management, customer service, and operational activities beyond the opening day.
- **Long-Term Vendor or Customer Growth:** The focus is on the initial setup and launch, not on the sustained growth or future scaling of the market. Attracting more vendors or customers in the long-term will not be part of this project's scope.
- **Financial Profitability Beyond Setup Costs:** The project will not focus on profit generation from the market operations, as its aim is purely to establish and launch the market for the first time.

Graphical Representation (Goal Hierarchy):

As a team, we have developed a goal hierarchy to clearly represent the objectives of our Farmers' Market project. Our primary focus is to successfully launch the market, and we have categorized the goals into four main areas: Scope, Time, Cost, and Social. Each category reflects the priorities of different stakeholders, ensuring that the goals are aligned, complementary, and free of conflicts.

- **Scope** focuses on foundational requirements, such as securing a suitable location and obtaining necessary permits, which are critical to establishing the market.
- **Time** ensures the project is executed efficiently by completing all setup tasks on schedule and launching the market by the end of the Winter Semester.
- **Cost** addresses the financial aspects of the project, with an emphasis on staying within the budget and ensuring timely vendor payments to build trust.
- **Social** focuses on community engagement and marketing, aiming to attract vendors, draw visitors to the opening event, and promote the market effectively while gathering valuable feedback.

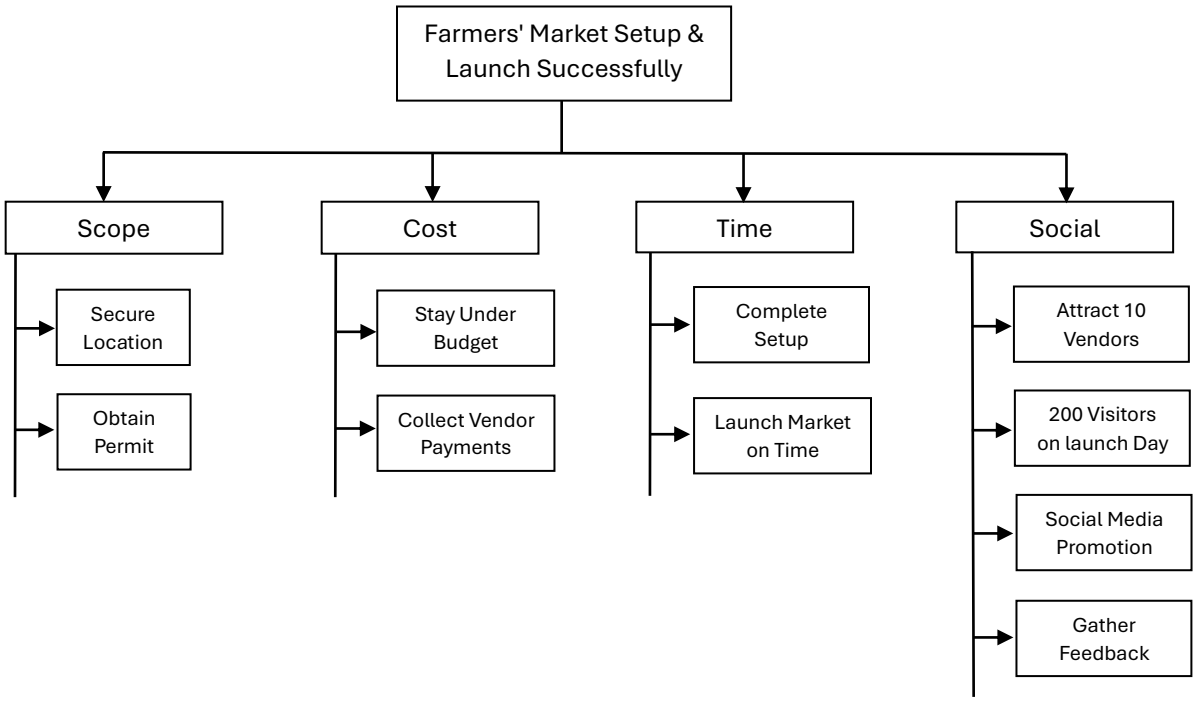
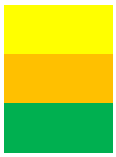


Figure 1: Farmer's Market Goal Hierarchy

This hierarchy reflects the diverse objectives of all stakeholders while maintaining coherence and avoiding conflicts. It serves as a structured guide to achieving the successful launch of the Farmers' Market.

Goals	Sc-1	Sc-2	Ti-1	Ti-2	Co-1	Co-2	So-1	So-2	So-3	So-4
Sc-1										
Sc-2										
Ti-1										
Ti-2										
Co-1										
Co-2										
So-1										
So-2										
So-3										
So-4										



Neutral: Goals are independent, meaning they do not directly affect each other.

Conflicting: Goals conflict, like Promote market & stay under budget, as promotion might increase costs.

Complementary: Goals support each other, such as SC-1: Secure location & Ti-1: Complete setup

Figure 2: Graphical representation of the goal relationship matrix

Relationship Between Sc-1 (Secure a Location) and Ti-1 (Complete Setup):

- **Type**: Complementary
- **Description**: Securing a suitable location is essential for completing the market setup as it provides the foundation for installing stalls and organizing the infrastructure. Without the location, setup cannot proceed.

Relationship Between Sc-2 (Obtain Permits) and Ti-2 (Launch Market on Time):

- **Type**: Complementary
- **Description**: Obtaining the necessary legal permits is critical for launching the market on schedule. Delays in securing permits could hinder the timely opening of the market.

Relationship Between Co-1 (Stay Under Budget) and So-3 (Promote Market via social media):

- **Type**: Conflicting

- **Description**: While promoting the market through social media is vital for attracting visitors, extensive marketing efforts might exceed the allocated budget, creating a conflict between these two goals.

Relationship Between So-1 (Attract Vendors) and So-2 (Attract Visitors):

- **Type**: Complementary
- **Description**: Attracting more vendors to the market improves its appeal and variety, which, in turn, helps attract more visitors to the opening day event.

Relationship Between Co-2 (Collect Vendor Payments) and Ti-2 (Launch Market on Time):

- **Type**: Neutral
- **Description**: Collecting vendor payments and launching the market on time are independent tasks. Neither directly impacts the other, as both processes can be managed simultaneously without overlap.

2. Project Context and Stakeholders

2.1. Project Context

The Farmers' Market Setup and Management project is initiated to address the growing demand for locally sourced, fresh produce within the community. This project is undertaken within the framework of a university program and is designed to conclude with the successful launch of the market. The primary focus is on planning, setting up, and executing the initial phase, without extending into the ongoing management of the market post-launch.

The project operates in a multifaceted environment shaped by internal and external factors. Internally, the project team faces the challenge of adhering to strict university timelines and budgetary constraints while ensuring effective team collaboration and task management. Externally, the project is influenced by the participation of local vendors, community interest, and regulatory requirements. Additionally, external environmental factors, such as weather conditions, can impact the setup and launch day.

Several contextual factors present unique opportunities and challenges for the project. The increasing consumer preference for fresh, local produce creates a supportive social environment for the market. However, obtaining the necessary legal permits and addressing financial limitations demand meticulous planning and proactive management. Furthermore, technological tools for vendor registration and marketing campaigns need to be leveraged efficiently to attract both vendors and visitors.

By understanding and addressing these contextual factors, the project team aims to ensure the timely and successful launch of the Farmers' Market while delivering value to all stakeholders involved.

Context Factors

The following table outlines the key internal and external factors that influence the Farmers' Market project. These factors are categorized into Social and Other Aspects to provide a structured understanding of the project environment. Identifying these factors helps in recognizing opportunities and addressing potential challenges that could impact the successful setup and launch of the market.

Context Factors	Social	Other Aspects
Internal	1. Team collaboration and communication dynamics.	1. University deadlines for project completion.
	2. Community involvement in planning.	2. Budgetary constraints and approvals.
External	3. Community interest and demand for fresh produce.	3. Legal requirements (permits and compliance).
	4. Vendor availability and engagement.	4. Weather conditions during market launch.

Table 2: Context factors

Description of other aspects

The table below provides a detailed analysis of additional factors influencing the Farmers' Market project. These aspects, such as legal compliance, weather conditions, and technological tools, have been identified as critical elements that could impact the project's success. Each factor is described in terms of its relevance to the project and its potential impact.

No	Name	Description	Impact on the Project
1	**Legal Requirements**	Compliance with local regulations, including obtaining permits and approvals.	Non-compliance could delay the project and prevent the market from launching.
2	**Weather Conditions**	External environmental factors, such as unpredictable weather during the launch.	Adverse weather could affect setup and attendance, requiring contingency planning.
3	**Budget Constraints**	Limited financial resources allocated for setup and marketing efforts.	Overspending could limit marketing effectiveness or impact vendor payments.
4	**Technological Tools**	Use of online tools for marketing and vendor registration.	Inefficient tools could lead to reduced vendor participation and poor outreach.

Table 4: Other Aspects

2.2. Stakeholders

Stakeholders are individuals or groups that have a vested interest in the success or outcome of the Farmers' Market project. Each stakeholder plays a unique role in contributing to or influencing the project, with varying expectations, levels of power, and potential conflicts. Understanding their interests and potential conflicts allows the project team to develop strategies for effective communication, collaboration, and conflict resolution.

For the Farmers' Market project, stakeholders include local vendors, community members, university administration, local government, and the project team itself. Each of these groups has distinct expectations and levels of influence:

- **Local Vendors** rely on the project to provide a profitable platform for selling their goods.
- **Community Members** are the primary customers who expect fresh produce and a pleasant market experience.
- **University Administration** oversees the project to ensure adherence to academic and budgetary requirements.
- **Local Government** ensures compliance with legal regulations, such as permits and safety standards.
- **The Project Team** is responsible for coordinating all aspects of the project to achieve its goals within the set timeline.

By identifying these stakeholders and understanding their needs, the project team can prioritize actions that foster collaboration and reduce conflict, ensuring the successful launch of the Farmers' Market.

No	Stakeholder	Expectations of the Stakeholder	Conflict Potential (high/low)	Power (high/low)	Actions to be taken
1	Local Vendors	Vendors expect a well-organized platform to sell their goods and attract customers.	Low	High	Provide regular updates on market setup, ensure fair allocation of stalls, and offer promotional support for vendor products.
2	Community Members	Expect access to fresh produce, a community-driven event, and an enjoyable shopping experience.	Low	Low	Promote the market through social media, host pre-launch events to generate interest, and ensure the market layout is customer friendly.
3	University Administration	Expects adherence to academic guidelines, proper resource utilization, and timely project completion.	High	High	Maintain transparency through progress reports, ensure compliance with university policies, and address concerns promptly.
4	Local Government	Expects the project to comply with legal regulations, safety standards, and permit requirements.	High	High	Submit all required documents early, address regulatory feedback, and maintain open communication with authorities.
5	Project Team	The team expects clear task delegation, collaborative problem-solving, and successful completion of the project.	Low	High	Conduct regular team meetings, utilize project management tools for tracking, and provide support to resolve internal challenges.

Table 5: Stakeholders

Key Takeaways for Each Stakeholder

- **Local Vendors:** Engage early to build trust and address their needs for profitability and exposure.
- **Community Members:** Focus on communication and accessibility to ensure high attendance and satisfaction.
- **University Administration:** Prioritize academic alignment to avoid conflicts and secure necessary support.
- **Local Government:** Ensure legal compliance to avoid delays or risks to the project's launch.
- **Project Team:** Maintain strong collaboration and accountability to achieve project milestones.

Stakeholder Matrix

The Stakeholder Matrix categorizes project stakeholders based on their levels of influence and interest in the Farmers' Market project. This tool ensures the project team understands stakeholder priorities and develops appropriate engagement strategies.

Categorization of Stakeholders:

- **High Influence, High Interest:** Stakeholders in this category are critical to the project's success. They have significant power and a vested interest in the project:
    1. **Local Vendors**: Rely on the market for profitability and exposure.
    2. **University Administration**: Oversee adherence to academic and project goals.
    3. **Project Team**: Responsible for the project's execution and overall success.
- **High Influence, Low Interest:** Stakeholders in this category have substantial influence but limited direct interest in the project's success. Effective management is necessary to avoid potential conflicts:
    1. **Local Government**: Ensure compliance with legal requirements and permit acquisition.
- **Low Influence, High Interest:** Stakeholders in this category have limited power but are highly invested in the project's outcome. Their satisfaction is essential for public acceptance:
    1. **Community Members**: Seek access to fresh produce and a vibrant community event.

This matrix enables the team to prioritize engagement efforts, ensuring high-influence stakeholders are closely managed while maintaining transparent communication with all parties.

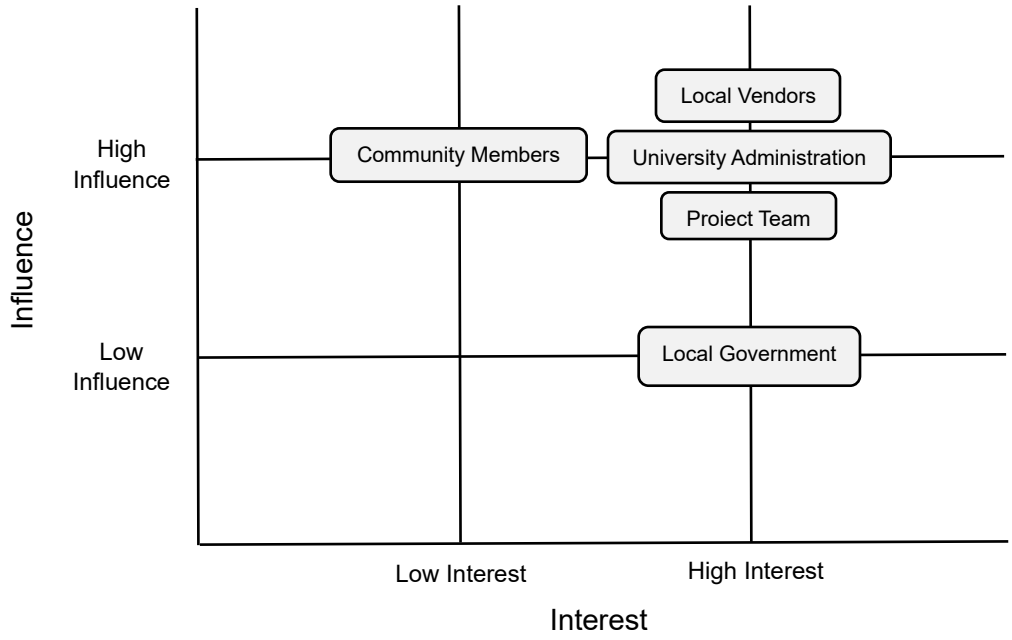


Figure 3: Stakeholder Matrix

3. Risk Management

Risk management is a critical component of the Farmers' Market project, aimed at identifying, analyzing, and mitigating potential threats that could impact the project's success. Effective risk management ensures the project remains on track, within budget, and aligned with stakeholder expectations.

This section focuses on the systematic identification of risks relevant to the project, categorized based on their nature, and described in terms of their potential impact. By addressing these risks proactively, the project team aims to minimize disruptions and enhance the likelihood of achieving the project goals. The subsequent sections outline the risks identified, their categories, and detailed descriptions, followed by mitigation strategies.

3.1. Identification & Description of Risks

The following table presents the key risks identified for the Farmers' Market project. These risks have been categorized based on their nature (e.g., ecological, financial, or schedule-related) and are described in terms of their potential impact on the project.

No	Risk	Risk Category	Risk Description
1	Permit Delays	Schedule	Delays in obtaining legal permits could postpone the market's launch.
2	Budget Overrun	Financial	Exceeding the allocated budget might impact marketing efforts or vendor incentives.
3	Adverse Weather	Ecological	Unexpected weather conditions on launch day could reduce attendance or disrupt setup.
4	Low Vendor Participation	Financial	Fewer vendors than anticipated could reduce market appeal and profitability.
5	Inefficient Tools	Technological	Poorly implemented online tools for vendor registration or marketing could limit engagement.

Table 6: Risk List

3.2. Quantitative Evaluation of Risks and Risk Management Plan

In this section, risks identified in the project are evaluated quantitatively to assess their potential impact. Each risk is analyzed based on its probability of occurrence, the financial threat it poses, and its risk value, calculated as:

Risk Value = Probability (%) x Threat (€)

The **Threat in Euro** represents the estimated financial impact of each risk if it materializes. These estimates are based on:

1. **Expert Judgment**: Leveraging team experience or consultation with stakeholders to estimate potential losses.
2. **Historical Data**: Referring to similar past projects to determine potential costs.
3. **Assumptions**: Making reasonable estimates where data is unavailable, based on project specifics.

4. **Impact Categories**: Assigning a financial range (e.g., minor = €5,000, moderate = €10,000, severe = €20,000) to each risk based on its nature and scope.

For example:

- **Permit Delays** may result in additional costs for expedited permits or rescheduling.
- **Budget Overrun** may arise from unexpected expenses such as higher material costs or extended marketing campaigns.
- **Adverse Weather** may require rescheduling or weather-resistant setups, incurring extra costs.
- **Low Vendor Participation** could lead to a loss of vendor fees and reduced market appeal.
- **Inefficient Tools** may require additional investment in fixing systems or manual interventions.

This evaluation helps prioritize risks and supports the development of a robust risk management plan.

No	Description of Risk	Probability in %	Threat in Euro	Risk Value in Euro
1	Permit delays	30%	20,000	6,000
2	Budget overrun	40%	15,000	6,000
3	Adverse weather	20%	10,000	2,000
4	Low vendor participation	25%	12,000	3,000
5	Inefficient tools for registration	15%	8,000	1,200

Table 7: Risk evaluation before risk management plan

The actions identified in the **Risk Management Plan** are prioritized based on the impact and cost-effectiveness:

1. **Permit Delays (Preventive Action)**: Allocating €2,000 for expedited applications ensures timely approval, reducing high-impact risks on the schedule.
2. **Budget Overrun (Corrective Action)**: Allocating €500 as a buffer allows flexibility for unforeseen expenses without compromising overall project goals.
3. **Weather Risk**: Preventive measures such as allocating €1,500 for contingency ensure weather disruptions are managed effectively.
4. **Inefficient Tools**: Upgrading online tools (€1,000) prevents larger issues, such as vendor dissatisfaction and reduced participation.

The chosen strategies are cost-effective and mitigate high-probability, high-impact risks. Corrective actions are planned for less probable scenarios to minimize unnecessary expenditure.

Risk Management Plan				
No	**Strategy**	**Action**	**Costs in €**	**Responsible**
1a	Preventive	Expedite permit application process	2,000	Project Manager
1b	Corrective	Allocate resources to handle delays	500	Project Team
2a	Preventive	Set a contingency budget for marketing and weather risks	1,500	Finance Lead
2b	Corrective	Arrange emergency weatherproofing	700	Logistics Team
3	Preventive	Upgrade online tools for registration and marketing	1,000	IT Specialist

Table 8: Risk Management Plan

After implementing the identified preventive and corrective actions, the risks are re-evaluated to reflect the reduced probabilities and impacts. The revised probabilities consider the effectiveness of the actions taken, while the financial threat remains the same unless the action directly addresses cost reduction.

The **Risk Value 2** is recalculated using the same formula: **Risk Value 2 = Probability (%) x Threat (€)**

Here's how the calculations were performed:

1. **Permit Delays**:
    - Preventive actions (e.g., expediting permits) reduced the probability from 30% to 10%.
    - Threat remains €16,000, leading to a recalculated Risk Value of: **10% x €16,000 = €1,600**
2. **Budget Overrun**:
    - Corrective measures (e.g., budget buffer) reduced the probability from 40% to 20%.
    - Threat is now €10,000, leading to a recalculated Risk Value of: **20% x €10,000 = €2,000**
3. **Adverse Weather**:
    - Preventive contingency actions reduced the probability from 20% to 15%.
    - Threat is €8,000, leading to a recalculated Risk Value of: **15% x €8,000 = €1,200**
4. **Inefficient Tools**:
    - Preventive measures (e.g., upgrading tools) reduced the probability from 15% to 10%.
    - Threat is €6,000, leading to a recalculated Risk Value of: **10% x €6,000 = €600**

By recalculating the risks after implementing the management plan, the project team can clearly see the effectiveness of the actions taken. This updated evaluation demonstrates the reduced exposure to risk and helps justify the cost of mitigation strategies.

Risk Evaluation after Risk Management Plan				
No	**Final Risk**	**Probability in %**	**Threat 2 in €**	**Risk Value 2 in €**
1a	Permit delays	10%	16,000	1,600
1b	Budget overrun	20%	10,000	2,000
2a	Adverse weather	15%	8,000	1,200
3	Inefficient tools for registration	10%	6,000	600

Table 9: Risk evaluation after risk management plan

Implementation and Justification of Risk Management Actions

The following analysis evaluates each identified action in the **Risk Management Plan** and determines whether it should be implemented or refrained from, based on its cost-effectiveness and impact on risk reduction.

Actions to Implement:

1. **Permit Delays - Preventive Action (€2,000)**:
    - **Reason**: Delays in permits can significantly derail the project timeline. Preventive measures, like expediting the application process, reduce the probability of this high-impact risk.
    - **Justification**: The cost is justified as it directly mitigates a critical schedule risk.
2. **Adverse Weather - Preventive Action (€1,500)**:
    - **Reason**: Weather disruptions are unpredictable, and a contingency fund ensures readiness for protective measures.
    - **Justification**: It's a proactive strategy to ensure the market launch is not hindered by environmental conditions.
3. **Inefficient Tools - Preventive Action (€1,000)**:
    - **Reason**: Upgrading tools for vendor registration and marketing is critical to avoid operational inefficiencies and vendor dissatisfaction.
    - **Justification**: Investment in tools increases participation and engagement, directly benefiting the project.

Actions to Refrain From:

1. **Budget Overrun - Corrective Action (€500)**:
    - **Reason**: Budget overruns can be managed more effectively by improving planning rather than allocating a small corrective buffer.
    - **Justification**: The €500 corrective action may not provide significant impact and can be reallocated to preventive measures instead.
2. **Adverse Weather - Corrective Action (€700)**:

- **Reason**: Corrective actions are reactive and may not provide sufficient protection if adverse weather occurs suddenly.
- **Justification**: Preventive contingency measures are more cost-effective than relying on emergency spending.

Will I Include this Risk into Risk Surcharge calculation

Risk Value Before Risk Management Plan:

From the **Table 7** in this report:

- Permit delays: 30% * €20,000 = €6,000
- Budget overrun: 40% * €15,000 = €6,000
- Adverse weather: 20% * €10,000 = €2,000
- Low vendor participation: 25% * €12,000 = €3,000
- Inefficient tools: 15% * €8,000 = €1,200

Total Risk Value Before Management = €18,200

Risk Value After Risk Management Plan:

From the revised table in the report:

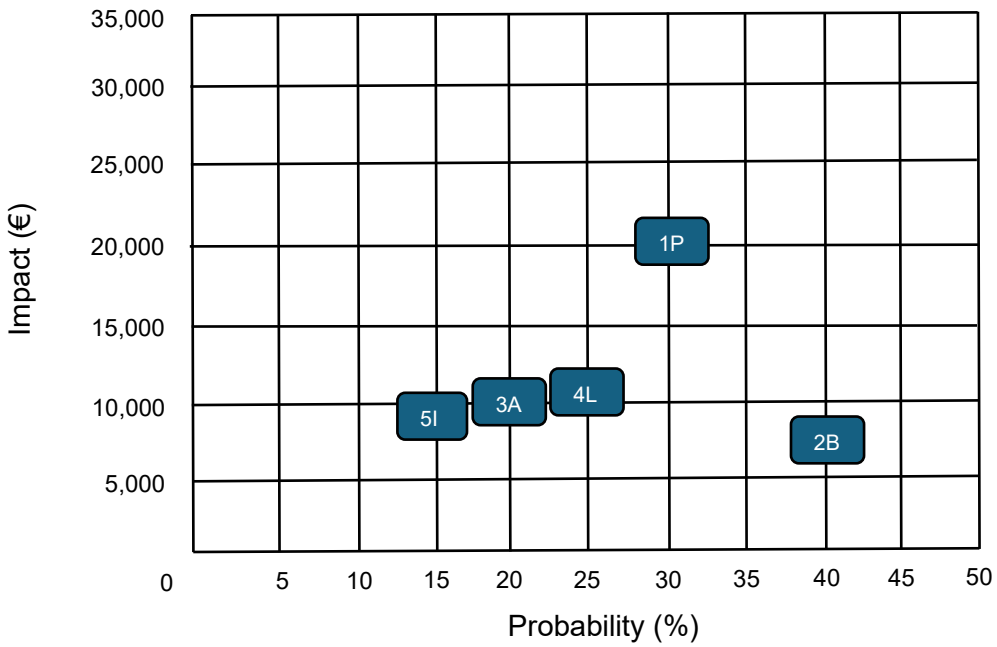
- Permit delays: 10% * €16,000 = €1,600
- Budget overrun: 20% * €10,000 = €2,000
- Adverse weather: 15% * €8,000 = €1,200
- Inefficient tools: 10% * €6,000 = €600

Total Risk Value After Management = €5,400

Risk Surcharge Calculation:

Risk Surcharge = (Risk Value After Management + Cost of Risk Management Actions
Risk Surcharge) = (€5,400+€4,500) = €9,900

The **Risk Surcharge** for the project is **€9,900**. This amount will be factored into Chapter 8 of our project budget to account for risk-related expenses.



1P = Permit delays
2B = Budget overrun
3A = Adverse weather
4L = Low vendor participation
5I = Inefficient tools for registration

Figure 4: Risk Portfolio Matrix

4. Project Organization

The organization of the Farmers' Market Setup and Launch project is designed to ensure clarity in roles and responsibilities, streamline communication, and enable efficient execution. This section outlines the project's organizational structure and communication planning, addressing both strategic oversight and operational tasks.

4.1. Organizational Structure of the Project

The project team comprises individuals with clearly defined roles, ensuring accountability and effective collaboration. Each role contributes to the overall success of the market's setup and launch. Below is a detailed breakdown of the roles and responsibilities within the project:

No	Role in the Project	Tasks
1	Steering Committee	- Oversees the strategic direction of the project. - Approves critical decisions, including budget allocations and key milestones. - Resolves conflicts and ensures alignment with the project goals.
2	Project Manager	- Manages overall project planning and execution. - Coordinates team activities and ensures tasks are completed on schedule. - Monitors budget usage and reports progress to the Steering Committee. - Acts as the primary point of contact for stakeholders.
3	Market Research Specialist	- Identifies and secures the market location. - Conducts demographic studies to ensure the market aligns with community needs and vendor expectations. - Provides insights to enhance the appeal and functionality of the market.
4	Vendor Relations Manager	- Recruits vendors for the market, ensuring diversity and adequate participation. - Manages vendor agreements, including fees, requirements, and logistics. - Serves as the liaison between vendors and the project team to address concerns.
5	Marketing and Promotions Lead	- Develops and implements promotional strategies to attract vendors and community members. - Utilizes social media platforms, flyers, and other channels to generate interest. - Coordinates with local media outlets for coverage of the market launch.
6	Logistics and Operations Coordinator	- Manages the physical setup of the market, including signage, stalls, utilities, and accessibility. - Ensures that infrastructure meets safety standards and is weather-resistant. - Develops contingency plans for potential logistical challenges (e.g., adverse weather conditions).

Table 10: Role Descriptions

This structure ensures every aspect of the Farmers' Market project is addressed by individuals with the expertise to manage their responsibilities effectively.

4.2. Communication Planning

Effective communication is critical to the success of the project, ensuring all stakeholders are informed and engaged throughout the project lifecycle. The communication matrix below outlines the information flow between team members and external stakeholders.

Sender	Receiver	How Often	Kind of Communication	Content
Project Manager	Steering Committee	Weekly	Progress Reports	Updates on project milestones, risks, and resource needs.
Marketing Lead	Community Members	Bi-weekly	Social media, Flyers	Announcements about the market launch, promotional events, and vendor highlights.
Vendor Relations Manager	Vendors	Weekly	Emails, In-person Meetings	Vendor agreements, logistical details, and event guidelines.
Logistics Coordinator	Project Manager	Daily	Status Reports	Updates on infrastructure setup, challenges, and operational readiness.
Project Manager	Team Members	Daily	Team Meetings, Emails	Task assignments, progress tracking, and addressing any blockers.

Table 11: Communication matrix

Elaboration on the Approach

1. **Organizational Clarity**:
    - The Steering Committee provides strategic oversight, while the Project Manager ensures day-to-day operations are aligned with the project goals.
    - Specialized roles, such as Vendor Relations and Marketing, focus on critical aspects of the market setup, allowing for targeted expertise.
2. **Communication Efficiency**:
    - Frequent updates (e.g., daily status reports, weekly progress meetings) ensure timely identification of risks and opportunities.
    - Using a mix of communication channels, such as emails, social media, and in-person meetings, ensures all stakeholders are well-informed and engaged.
3. **Team Coordination**:
    - Daily team meetings foster collaboration and address challenges in real-time.
    - Clear task allocations and reporting lines prevent confusion and ensure accountability.

This structure and communication plan ensure that the Farmers' Market project operates smoothly, meeting its strategic and operational goals while addressing the needs of all stakeholders.