

ALBION TENNIS CLUB DOUBLES TOURNAMENT

S A T U R D A Y 6 T H & S U N D A Y 7 T H O F
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1 Project Overview

1.1 Project Title

Albion Tennis Club Doubles Tournament

1.2 Project Background & Strategic Context

The Albion Tennis club has been a part of the Sunshine area of Melbourne's western suburbs since the late 1930s. However, over the past decade the club has endured a steady decline in its membership base. Newly elected president, John Smith, attributes this to the club's failure to revitalise itself in the face of greater competition from new local sporting clubs. Furthermore, two of Albion's six courts need resurfacing, segments of the courts' exterior fencing are damaged, and the club has no online presence.

Smith has charged long term club coach Nick Watts with the responsibility of organising and implementing a local tournament. Moreover, club members Uvin, Tim, Harrison and Joanne have volunteered to assist Nick. By offering a range of attractions and capitalising on both the school holidays and 'buzz' surrounding the upcoming Australian Open, the President believes the tournament will appeal to families, competitors and casuals alike. Furthermore, Smith has the full support of the club's board of management to use most of its long-term savings to fund the necessary repair, advertising and administrative costs. Ultimately, it is expected that this tournament will facilitate the long over-due restoration of the club and boost its membership base.

1.3 Project Purpose

The purpose of this tennis tournament is to encourage a new wave of club members.

The project team hopes that by putting on a large-scale tournament with side attractions for children and families, attendees will be impressed by the scale and atmosphere of the Albion Tennis Club. Also, the club will have a platform to showcase its new upgrades. This in turn should lead to an increase in membership, both during and after the tournament, once people have experienced the rejuvenated club first hand and heard about it via word of mouth.

1.4 Project Goal

The primary goal of the project is to arrange a weekend long, free entry, tennis doubles tournament at the Albion Tennis Club for children, adolescents and adults.

Hoping to attract approximately 100 people, tournament preparations will require the club to undertake costly upgrades to its facilities and professionally develop a website. Ultimately, in fulfilling this primary objective, Albion Tennis Club should be able to build and sustain a solid membership base long into the future.

1.5 Assumptions

The project is being undertaken with the following assumptions in mind:

- Albion Tennis Club possess the existing seating infrastructure to cater for up to 100 people
- The club is directly connected to a public park and attendees can utilise public toilet facilities in addition to the club's toilet facilities throughout the tournament.



- The club's car park and parking spots around the surrounding park are expected to provide sufficient parking spaces throughout the tournament
- Weather conditions will not postpone the court resurfacing and fence repairing activities
- The club has a pre-established liability waiver that players will be presented to sign during the tournament registration process
- Tournament administration, membership registration and first aid services will be overseen by volunteer club members during the tournament

1.6 Constraints

The three primary constraints impacting on the ultimate success of the project are:

- **Time:** The tournament is scheduled to commence across the January 6-7th weekend of 2018. Given the project team is expected to begin preparations from the 11th of September 2017, this leaves 82 days available until the deadline (excluding weekends and public holidays). However, the tournament date could be postponed due to poor weather conditions. Practically speaking, the tournament could be delayed up to the 27-28th of January, the final weekend before the commencement of the new school year in February.
- **Budget:** \$13,700 has been budgeted for the project
- **Resources:** 5 club members are available to work on the project full time (excluding weekends and public holidays). Also, several external contractors

will be hired to provide maintenance and repair, website development, merchandising, photography and jumping castle services.

1.7 Deliverables & Milestones

The project team have agreed on 13 distinct deliverables, on which the successful completion of the project is dependent on. Furthermore, milestones have also been incorporated alongside the deliverables which have the potential to delay the tournament and in Table 1 along with their expected completion dates.

- **International Tennis Federation (ITF) Standard Tennis Court Facilities**

This deliverable contains multiple work packages. Firstly, the club's two oldest tennis courts require professional resurfacing to match the quality of the club's other four courts. This process will involve hiring a professional contractor to resurface and repaint the courts, as well as refit net poles. Secondly, these courts will require the purchase and self-installation of two new tennis nets. Thirdly, segments of the club's exterior court fencing have been damaged over the years and need to be repaired or replaced. Another contractor will need to be hired and supervised to complete this process. Lastly, although not a necessity, the club President has requested the project team acquire and install an umpire chair to add a sense of 'integrity' to the club and upcoming tournament.

Related Milestone: Tennis courts, resurfaced, repainted and refitted



- **Official Club Website**

The club President has stressed to the team the importance of launching an official club website to promote the club and the tournament. Accomplishing this objective will involve appointing and cooperating with a professional website developer. Moreover, the website must also contain a data base and e-commerce system to process online membership and tournament registrations.

Related Milestone: Club website launched

- **New Tennis Balls**

The project team will need to acquire new tins of tennis balls from the club's existing supplier. Wilson tennis balls, specifically designed for a synthetic grass playing surface will be purchased.

- **Local Tournament Sponsorship**

The project team wants to find a local business to sponsor tournament prizes for first place in each division. Finding a business prepared to provide an attractive prize, be it cash or a coupon for instance, will be crucial in incentivising seasoned players to enrol in the tournament. Identifying and negotiating with a sponsor could potentially be a lengthy process and will require each project team member to search their personal networks and local businesses.

Related Milestone: Deal made with sponsor to fund and support event

- **Merchandise**

The project team is required by the club President to identify a suitable clothing manufacturer and order a series of custom polo shirts. This merchandise will serve as the official uniform of the Albion Tennis Club, be offered to existing club members at a reduced price and sold throughout the tournament. This process involves discussing design, quantity, price, and delivery with the manufacturing. Also, a potential sponsor's name and logo may also need be incorporated into the shirt pending sponsor negotiations.

Related Milestone: Confirmation from manufacturer regarding delivery

- **Food & Beverages**

As the tournament is expected to begin at 11.00am each day, and conclude in the early evening (pending match times), it is important to satisfy players and observers by providing food & beverages. This will also help attract families and bystanders to the event. Given the club has an existing barbecue and refrigerator, the project team have decided to sell hotdogs and soft drinks. Thus, the project team will be required to identify a suitable supplier, purchase the goods and store them on site. Assuming tournament attendance is as expected (approximately 100 people) the club should sell enough hotdogs and cans of soft drink, over the two-day tournament, to turn a small profit.



- **Jumping Castle**

To help maximise tournament attendance the project team has decided to rent a jumping castle. This will appeal to children, especially those awaiting their matches, too young to play or unregistered. Organising this activity will involve contacting a supplier, and scheduling delivery and return dates.

- **Free Coaching Sessions for Children**

Prior to the commencement of tournament matches on the Saturday and Sunday, two of the club's coaching staff will organise and run free group hitting sessions for children. This event is aimed at attracting young attendees who are new to tennis and may wish to become members afterwards. Organising this event will require the project team to contact an additional club coach to assist Nick in running the session, and schedule the lesson times.

- **Photographer**

The club president wants the project team to hire a professional photographer to take photos during the tournament. Captured photos of the club's newly refurbished grounds with numerous 'smiling' players will be uploaded to the new website to attract future members. In terms of organising this activity the project team will have to contact and organise payment and schedule details with a professional photographer.

- **Local & Online Advertisements**

Informing the local Sunshine and western suburban public about the tournament is crucial to maximise player turnout and increase the potential number of new members. Achieving this deliverable requires the completion of several activities. Firstly, flyers are to be designed, printed and distributed by the project team around the community and to other members, friends, and family. Secondly, the project team is to create a Facebook page and subsequent online ‘event’. Thirdly, tournament information will be uploaded onto the Albion Tennis Club website, once developed, and registered with the Tennis Victoria Website. Lastly, an advertisement will be placed in the star weekly, the local Sunshine newspaper.

Related Milestone: Advertisements placed locally and online

- **Tournament Match Schedule**

This deliverable is to be completed towards the end of tournament preparations, once the project team have processed the written, club website and Facebook player application forms. Once the project team can gauge the number of players involved across both days of the tournament, they can finalise divisions and partnerships based on the age, gender and nominated skill level of applicants.

Related Milestone: Finalisation of Tournament Schedule

- **Volunteer Umpires**

The club president has requested the presence of volunteer umpires to officiate the tournament matches. This is viewed as a luxury by local tennis club standards and ideally will impress players. In terms of organising umpires, the project team will need to identify willing club members, who are available to oversee matches during the tournament, and schedule them to matches.

Related Milestone: Confirmation of volunteers

- **Volunteer Assistants**

The running of the club tournament will require first aid, barbecue, tournament administration and membership registration services. The latter role (fee collection and information processing) is to provide tournament attendees the opportunity to become members onsite. Given the project team lacks the manpower to adequately fulfil these roles, volunteers will need to be found and scheduled.

Related Milestone: Confirmation of volunteers

Milestone	Date
Exterior court fencing repairs completed	05/10/17
Deal made with sponsor to fund and support event	11/10/17
Launch of club website	12/10/17
Advertisements placed online and locally	13/10/17
Tennis courts resurfaced, repainted and refitted	27/10/17
Confirmation from manufacturer regarding shirts	31/10/17
Confirmation of tournament participants	12/12/17
Finalisation of tournament schedule	19/12/17
Confirmation of volunteers	29/12/17

Table 1: Milestones

2 Project Scope Statement

Project Objective

The arrangement of a free-for-all doubles tournament at the Albion Tennis Club.

This event will cater for both newcomers and advanced players aged 12 plus, be on

the 6-7th of January 2018 and not exceed a cost of \$14,000X

Deliverables

- ITF Standard Tennis Facilities
- Umpire Chair
- Official Club Website
- Local Tournament Sponsorship
- Merchandise
- Food & Beverages
- Jumping Castle
- Free Coaching Sessions for Children (under 12)
- Photographer
- Local & Online Advertisements
- Tournament Match Schedule
- Volunteer Umpires
- Volunteer Assistants

Milestones

- Exterior court fencing repairs completed - 05/10/17
- Deal made with sponsor to fund and support event - 11/10/17
- Launch of club website -12/10/17
- Advertisements placed online and locally - 13/10/17
- Tennis courts resurfaced, repainted and refitted - 27/10/17
- Confirmation from manufacturer regarding shirts -31/10/17
- Confirmation of tournament participants - 12/12/17
- Finalisation of tournament schedule - 19/12/17
- Confirmation of volunteers - 29/12/17

Technical Requirements

- The dimensions of the refurbished tennis courts and heights of the newly installed tennis nets must comply with ITF standards
- Tournament tennis balls must be designed for a synthetic grass playing surface
- At least three volunteers are required on both days of the tournament
- Jumping castle must meet relevant health and safety standards
- Official club website must contain database and e-commerce systems for online tournament and membership registrations
- In registering to participate in the tournament, players must agree to a liability waiver

Limits & Exclusions

- Additional seating, toilet and parking facilities are not provided

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- Tournament participants are responsible for providing their own tennis racquets, tennis shoes and towels
- Prizes designated for first place in men's, women's and mixed doubles divisions across all age groups
- On site supervision of tennis court and fence refurbishment contractor limited to weekdays
- EFTPOS facility unavailable to attendees wishing to purchase a club membership on the day of the tournament.

Customer Review: Albion Tennis Club President John Smith

3 Project Priorities

To maximise the project team's performance in organising and executing the club's doubles tournament, Nick has decided that project cost will be prioritised as a constraint, while performance will be enhanced, and the time parameter accepted. This decision has been summarised in Table 2 below.

	<i>Time</i>	<i>Performance</i>	<i>Cost</i>
<i>Constraint</i>			
<i>Enhance</i>			
<i>Accept</i>			

Table 2: Project Priority Matrix

3.1 Cost

Given the Albion Tennis Club's limited budget, the cost parameter of project performance will be fixed. It is of high importance to the club that costs are minimised as several expensive repairs to court facilities must be completed prior to tournament commencement. Additionally, there other critical activities such as

advertising and website development that cannot be completed without the necessary funds. Therefore, the project team must ensure activities remain under or within budget to complete tournament preparations.

3.2 Performance:

Project performance is to be enhanced, as the more participants enjoy the tournament, the greater the number of new members the club can expect. Overtime, this should lead to increased revenue and recognition within the community, as well as the possibility of repeat tournaments. Therefore, it is vital that the project team is able to maximise the number of player participants and quality of the additional tournament activities, especially given the club's heavy financial investment.

3.3 Time:

Project completion time is an important factor but relatively less critical to tournament success when compared to project cost and performance. This is mainly because the tournament is planned to commence during the school holidays and preferably close to the date of the Australian Open. Thus, unlike cost and performance, this allows the project team some flexibility in establishing the tournament date in any weekend during January and pending weather conditions. Ultimately, it is imperative that the project team complete activities in a timely manner yet there is room within the project schedule to accept delays.

4 Responsibilities

The roles and responsibilities necessary for project completion have been explicitly described and assigned to each member of the project team and summarised in Table 3.

Tasks have been allocated to team members based on their relative experience, personal resources and availability. For example, Joanne has been delegated the task of designing tournament flyers based on her experience as a graphic designer. Additionally, Uvin has been delegated the role of Finance Officer by Nick, and is responsible for identifying and hiring contractors, as well as paying for equipment. This has been done to ensure members have a firm comprehension of their contribution toward project completion and a degree of accountability for activities.

Role(s)	Name(s)	Responsibilities
Project Sponsor Project Client	John Smith (Albion Tennis Club President)	<ul style="list-style-type: none"> • Final approval of Albion Tennis Club Doubles Tournament • Sign off upon successful fulfilment of each milestone
Project Board	John Smith and the Albion Tennis Club Board of Management (voluntary committee members)	<ul style="list-style-type: none"> • Broadly define project scope, budget and duration • Regularly communicate with project manager to monitor progress • Identify potential risks and develop risk management strategy accordingly

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Project Manager	Nick Watts (Club Coach)	<ul style="list-style-type: none"> • Communicate progress to project board • Allocate resources • Manage project operations • Identify suitable sponsor • Sponsor contract negotiation • Manage free coaching session for children • Seek and schedule volunteers
Project Team Member	Uvin Abeysinghe (Finance Officer)	<ul style="list-style-type: none"> • Hire contractors to repair fencing and tennis courts • Hire professional web developer, clothing manufacturer, jumping castle, photographer and schedule time, delivery details • Purchase two tennis nets, an umpire chair, and tennis balls • Pay for advertisement in local newspaper • Support Nick in sponsor contract negotiation • Process player application forms • Seek and schedule volunteers
Project Team Member	Tim Brejcha (Club Member)	<ul style="list-style-type: none"> • Assist Uvin in identifying fencing contractor, tennis nets, umpire chair and tennis balls • Meet contractor, supervise fencing repairs on site • Assist Harrison in supervising court resurfacing contractor • Collect tennis nets and umpire chair from sellers and self-install

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		<ul style="list-style-type: none"> • Monitor progress of website development • Assist Joanne in placing online advertisements • Aid Nick in sponsor negotiations • Buy food and beverages • Assist Joanne in distributing flyers • Finalise tournament match schedule
Project Team Member	Harrison Frood-Marich (Club Member)	<ul style="list-style-type: none"> • Meet contractor, supervise court refurbishment on site • Assist Joanne with manufacturer design and delivery details • Assist Tim in collecting tennis nets and umpire chair from sellers and self-installation • Aid Nick in contract sponsor negotiations • Assist Joanne in distributing flyers • Finalise tournament match schedule • Assist Tim in buying food and beverages
Project Team Member	Joanne Ly (Club Member)	<ul style="list-style-type: none"> • Find suitable sponsor • Support Nick in sponsor contract negotiation • Discuss design specifications with clothing manufacturer and website developer • Assist Uvin in identify photographer and jumping castle • Design, print and distribute flyers • Assist Uvin with newspaper advertisement • Place online advertisements in collaboration with Tim

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		<ul style="list-style-type: none"> • Process player application form • Finalise tournament match schedule • Perform cooking duties with volunteer
Contractor	Website Development	<ul style="list-style-type: none"> • Discuss design and specifications with Joanne • Create data base and e-commerce system for online tournament and membership registration
Contractor	Tennis Court Resurface	<ul style="list-style-type: none"> • Refurbish, repaint and refit (net poles) two tennis courts as per ITF standards
Contractor	Fence Maintenance	<ul style="list-style-type: none"> • Repair damaged fencing • Replace segments of fencing if required and upon approval from Nick
Contractor	Photographer	<ul style="list-style-type: none"> • Photograph tournament, matches, refurbished facilities, and players • Email photos to Joanne
Contractor	Jumping Castle	<ul style="list-style-type: none"> • Deliver and set up jumping castle • Deflate and collect jumping castle
Manufacturer	Albion Tennis Club Polos	<ul style="list-style-type: none"> • Manufacture and deliver polo shirts
Sponsor	Local Sponsorship	<ul style="list-style-type: none"> • Provide tournament prizes for place in each division
Volunteer	Umpire	<ul style="list-style-type: none"> • Officiate designated tournament matches • Record match scores
Volunteer	Tennis Coach	<ul style="list-style-type: none"> • Assist Nick in coaching sessions for children
Volunteer	First Aid	<ul style="list-style-type: none"> • On standby to use first aid kit and dial 000 in the event of an emergency
Volunteer	Barbeque	<ul style="list-style-type: none"> • Assist Harrison in cooking sausages on the barbeque • Collect payments and dispense change

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Volunteer	Membership Registration	<ul style="list-style-type: none">• Provide onsite membership registration (fee collection and information processing)
Volunteer	Tournament Administration	<ul style="list-style-type: none">• Collect and process match results from umpires

Table 3: Roles and Responsibilities

5 Project Plan

To arrange a successful Tennis Tournament a well-defined project schedule needs to be constructed. The project is planned to begin on the 22nd of September 2017 finish on the 7th of January 2018. However, resource scheduling may result in a delayed completion date. Furthermore, A Work Breakdown Structure (WBS) has been included to facilitate the project planning process.

5.1 Work Breakdown Structure (WBS)

A coded WBS for the club tournament has been incorporated as Figure 1 and provides an overall outline of the project, showcasing deliverables, work packages and the core activities required for successful completion. Here, the WBS is made up of 13 deliverables and has been used as a foundation for the project network diagram, Gantt chart, resource schedule and budget.

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		Task Mode ▾	Task Name
1			1 Albion Tennis Club Doubles Tournament
2			1.1 Court refurbishment
3			1.1.1 Professional resurfacing of 2 tennis courts
4			1.1.1.1 Search and hire contractor
5			1.1.1.2 Site supervision
6			1.1.1.2.1 Concrete resurfacing
7			1.1.1.2.2 Installation of net poles
8			1.1.1.2.3 Paint new lines
9			1.1.2 New fencing
10			1.1.2.1 Search and hire contractor
11			1.1.2.2 Site supervision
12			1.1.2.3 Repair existing damages
13			1.1.3 Nets
14			1.1.3.1 Search and purchase 2 tennis nets
15			1.1.3.2 Collect nets from seller
16			1.1.3.3 Self-installation of nets
17			1.1.4 Umpire chairs
18			1.1.4.1 Search and purchase an umpire chair
19			1.1.4.2 Schedule delivery of the umpire chair
20			1.1.4.3 Self-installation of the umpire chair
21			1.2 Official club website
22			1.2.1 Professionally designed membership registration system
23			1.2.1.1 Search and hire web developers
24			1.2.1.2 Discuss design and monitor progress of web development
25			1.3 Tournament sponsorship
26			1.3.1 Local sponsorship
27			1.3.1.1 Search personal networks and online to find suitable candidate (Tennis Victoria website ad)
28			1.3.1.2 Define terms of agreement, including financial contribution and prize provision
29			1.3.1.3 Provide banking details
30			1.3.1.4 Affiliate the sponsor's name with merchandise and tournament
31			1.4 Merchandise
32			1.4.1 Tennis club apparel
33			1.4.1.1 Include Club logo and sponsor
34			1.4.1.2 Identify clothing manufacturer

Figure 1a : Coded WBS

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		Task Mode	Task Name
35			1.4.1.3 Discuss design
36			1.4.1.4 Formalise date and delivery
37			1.5 Food and beverages
38			1.5.1 Cooking facilities
39			1.5.1.1 Use existing barbecue
40			1.5.2 Food and Soft drink
41			1.5.2.1 Buy \$x worth of food in bulk
42			1.5.2.2 Store onsite
43			1.6 Jumping castle
44			1.6.1 Search and hire
45			1.6.2 Schedule delivery and return date
46			1.7 Free coaching sessions
47			1.7.1 Two, one hour sessions for under twelves
48			1.7.1.1 Scheduling Saturday and Sunday afternoon sessions
49			1.8 Photographer
50			1.8.1 Professional photos of club, courts, players and kids.
51			1.8.1.1 Hire photographer
52			1.8.1.2 Schedule for 2 hours during tournament
53			1.9 Advertisements
54			1.9.1 Local
55			1.9.1.1 Flyers
56			1.9.1.1.1 Self designed
57			1.9.1.1.2 Place an order in a printing company
58			1.9.1.1.3 Distribute Flyers
59			1.9.1.2 Newspaper
60			1.9.1.2.1 Contact newspaper company
61			1.9.1.2.2 Place ad
62			1.9.2 Online
63			1.9.2.1 Facebook
64			1.9.2.1.1 Create official facebook page
65			1.9.2.1.2 Create event on facebook promoting the tournament and surveying attendance.
66			1.9.2.2 Website
67			1.9.2.2.1 Update website with tournament information
68			1.9.2.2.2 Place tournament advertisement on Tennis Victoria website
69			1.10 Tournament schedule

Figure 1b : Coded WBS

	Task Mode	Task Name
70	➡	1.10.1 Single set, doubles knock-out type
71	➡	1.10.1.1 Juniors (under 14s, under 18s) and seniors (18+) divisions
72	➡	1.10.1.1.1 Formalise divisions based on player gender and skill level
73	↗?	1.10.1.1.2 Schedule date, time and court where matches will be played
74	↗?	1.10.1.1.3 Process player application forms
75	↗?	1.10.1.1.4 Confirm doubles pairings
76	↗?	1.10.1.1.5 Schedule first round and subsequent matches
77	➡	1.11 Umpires
78	↗?	1.11.1 Find and appoint six volunteer umpires
79	↗?	1.11.2 Schedule date, time, court and match that umpire will oversee
80	➡	1.12 Volunteers
81	↗?	1.12.1 First aid
82	↗?	1.12.2 Membership registration
83	➡	1.12.3 Tournament administration and general inquiries
84	↗?	1.12.4 Seek and confirm volunteers
85	↗?	1.12.5 Schedule date, time and location
86	➡	1.13 Tennis balls
87	➡	1.13.1 Purchase tennis balls and store onsite

Figure 1c : Coded WBS

5.2 Tasks

This WBS has identified 32 individual tasks, listed in appendix 1, providing the project team with a detailed progress map towards project completion.

5.3 Network Diagram

Upon creating a list of project tasks and estimated durations, a network diagram of the tournament was completed. This diagram, listed below as Figure 2, identifies the activities that are essential to project completion. Such activities, like the development of an official Albion Tennis Club website, have been prioritised for early completion and form the network diagram's critical path, shown in red on Figure 2. After identifying the critical path, subsequent activities were ranked by relative importance

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and classification as a predecessor or successor activity. Enlarged network diagram:

appendix 2.

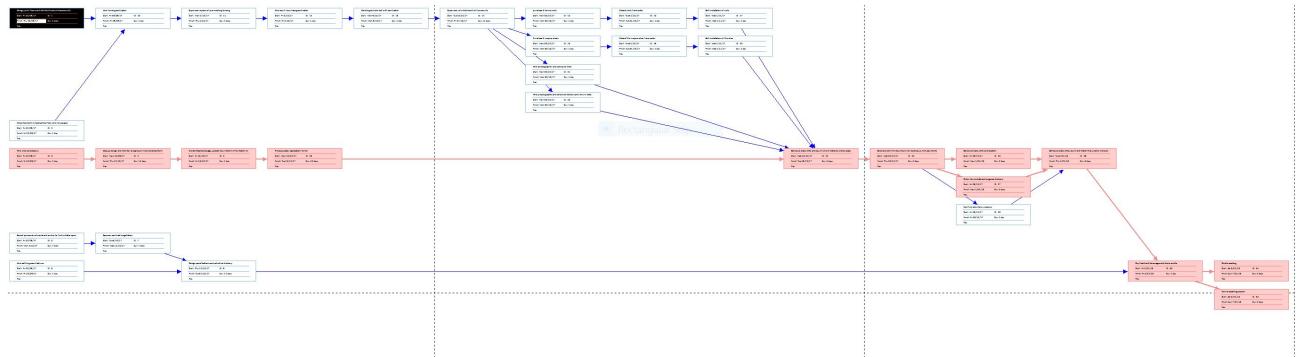


Figure 2: Network Diagram

5.4 Gantt Chart

The tournament Gantt chart, shown in Figure 3, displays the project's timeline, emphasizing the durations and dependencies of activities. Furthermore, it can be used to measure project progress by tracking activities. For instance, Task 23 requires two project members and has an estimated duration of 42 days.

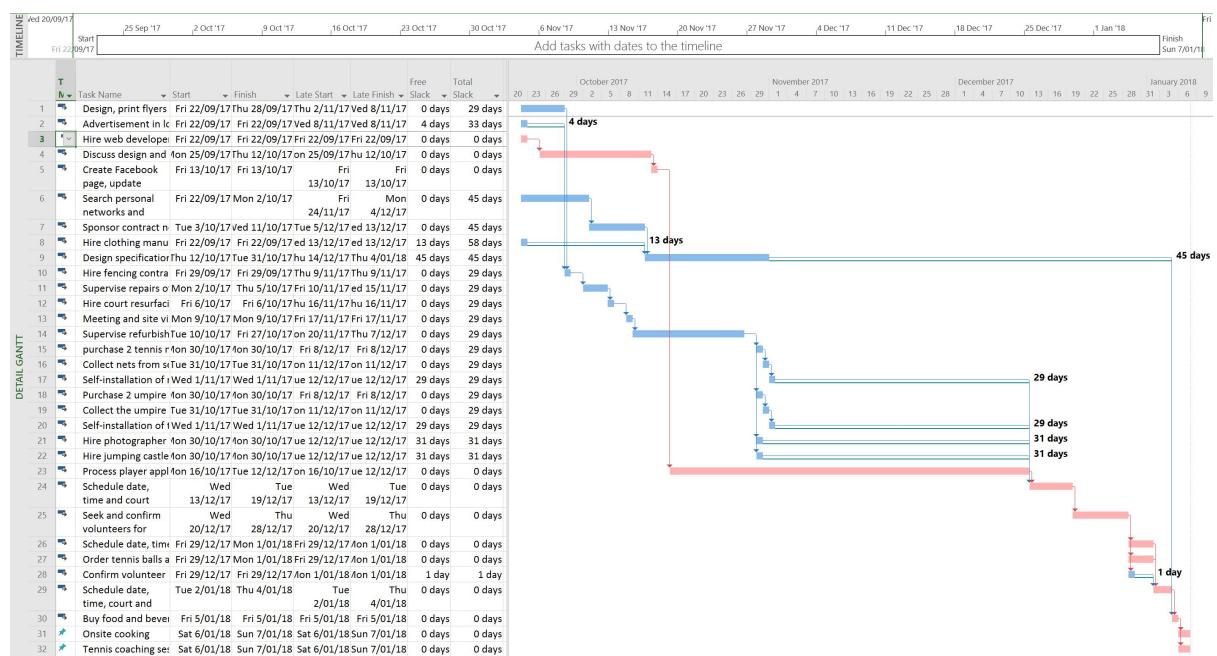


Figure 3: Gantt Chart

6 Project Activity Cost & Time Estimations

The duration and cost of each individual project activity has been estimated as part of a bottom-up budgeting process. Total costs for the Albion Tennis Club Doubles Tournament are expected to total \$13,698. Table 4 depicts these cost and duration estimates, which are based on Nick's experience as a head coach and market prices found online. Lastly, since cost has been established as a constraint, it's minimisation has been prioritised over task duration.

ID (order)	Task	Estimated Duration (Days)	Cost
1	Design, print and distribute flyers around community	5	\$119
2	Advertisement in local newspaper	1	\$300
3	Hire web developers	1	\$400
4	Discuss design and monitor progress of web development	14	\$0
5	Create Facebook page, update tournament information on club and Tennis Victoria websites	1	\$0
6	Search personal networks and online to find suitable sponsorship candidate	7	\$0
7	Sponsor contract negotiation	7	\$0
8	Hire clothing manufacturer	1	\$1000
9	Design specifications and schedule delivery of the clothing.	14	\$0
10	Hire fencing contractor	1	\$1020
11	Supervise repairs of pre-existing fencing	4	\$0
12	Hire court resurfacing contractor	1	\$8000
13	Meeting and site visit with contractor	1	\$0
14	Supervise refurbishment of two courts	14	\$0
15	Purchase 2 tennis nets	1	\$400
16	Collect nets from seller	1	\$0
17	Self-installation of nets	1	\$0
18	Purchase umpire chair	1	\$800
19	Collect umpire chair from seller	1	\$0
20	Self-installation of umpire chair	1	\$0

21	Hire photographer and schedule time	1	\$60
22	Hire jumping castle, schedule delivery and return date.	1	\$199
23	Process player application forms	42	\$0
24	Schedule date, time and court where matches will be played, as well as teams	5	\$0
25	Seek and confirm volunteers for barbecue, first aid, membership registration and administration	5	\$0
26	Schedule date, time and location for volunteers	2	\$0
27	Order tennis balls and organise delivery	2	\$300
28	Confirm volunteer umpires	1	\$0
29	Schedule date, time, court and match that umpire will oversee	3	\$0
30	Buy food and beverages and store onsite	1	\$300
31	Onsite cooking	2	\$0
32	Free tennis coaching sessions for children	2	\$0

Table 4: Cost and Duration

6.1 Cost Justification

Flyers:

The cost to print 1000 flyers at the local office works is \$199. This leaves the project team with more than enough flyers to distribute around the community. 5 days has been set as the estimated duration for this activity, which accounts for designing printing and distributing the flyers.

Newspaper Advertisements:

Having researched online for local newspapers slot prices, the cost of a quarter page advertisement in the Star weekly, the local Sunshine newspaper, is approximately \$300 and offers the best value in terms of size and circulation. The process of organising an advertisement in this paper is expected to be streamlined process and therefore 1 day.

Website and Facebook:

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The cost of promoting the tournament on the club's official website and Facebook page is \$0. Furthermore, as the Albion Tennis Club is already registered and affiliated with Tennis Victoria, it can promote its tournament information on the Tennis Victoria website at no additional cost. The expected duration of this activity is one day given the club's website has already been developed, a Facebook account is relatively easy to establish and Tennis Victoria already has Albion Tennis Club registered on its system.

Sponsors:

The cost of searching for a sponsor is \$0 as it involves members searching on a voluntary basis. However, it is important that the process of finding an ideal candidate is not rushed, nor the subsequent negotiations. Thus, the durations of finding a sponsor and negotiating a contract have been set at 7 days each.

Merchandise:

Joanne has recommended a small time, Canberra based clothing manufacturer that charges \$20 per polo shirt. As the President has wants enough uniforms for the clubs 30 existing members, and some left over to resell over the tournament, the project team have decided upon ordering 50 shirts. This brings the total cost to \$1000. However, the project team expects to sell all 50 shirts at \$35 per shirt by the end of the tournament, resulting in a \$725 profit. Lastly, 14 days have been assigned for designing and delivering the shirts, which must include the club logo and potentially a sponsor logo.

Fencing and Court Resurfacing:

Albion Tennis Club had set aside cash prior to the tournament project for the purpose of repairing its exterior court fencing. Given the club a quote 6 months ago to replace

up to 32m of fencing for \$1020. Therefore, the project team will assume this is still the current cost. Also, the expected completion time of 4 days was based on the previous contractor's time estimate. Furthermore, the cost to professionally resurface a synthetic grass tennis court is approximately \$4000. Given the club wishes to restore two courts this sets an expected cost of \$8000. Lastly, based on the last time the club resurfaced its tennis courts, the expected duration of this process is 14 days.

Tennis nets and Umpire Chair:

Nick, as a registered Tennis Victoria coach, has obtained discounted quotes for tennis nets and an umpire chair from Tennis warehouse. The process of buying, collecting and installing the tennis nets and umpire chair is expected to take 3 days respectively.

Photographer:

Joanne's partner is a professional photographer and has agreed to take photos of the tournament at a discounted rate of \$30 per hour. Thus, the expected duration of this activity, including the scheduling process and 2 hours of photo taking, has been set to 1 day.

Jumping Castle:

The cost of renting a jumping castle from the nearest provider and one large enough for 10 children was \$199 per day. The project team has set aside enough money to have the jumping castle set up for one day. Thus, the estimated duration of the activity is only 1 day, including hiring, set up and deflation.

Scheduling:

The processing of tournament application forms has been designated an estimated duration of 42 days. This should allow enough time for many applicants to enrol in the tournament, and for the project team to process all applications prior to the tournament date. Furthermore, 5 days have been set aside to schedule the dates and times of tournament matches. This duration also allows enough time for the participants to be notified, as well as factor in any late withdrawals. Additionally, another 5 days have been set aside to seek out volunteers for various activities such as first aid and barbecue. Ideally a full work week will be enough time to identify club members available to volunteer. Lastly, as these activities will be performed by the project team there estimated costs are all \$0.

Tennis Balls:

The average online price for a Wilson, four ball tin, box set containing 18 tins was approximately \$150 each. Given 2 new balls are required per match, purchasing two boxes would provide enough balls for 72 matches. As this is more than enough to cover tournament matches, excess balls will go towards the club's training programs. Finally, the duration for this activity was calculated as 2 days, enough time to find a suitable deal and schedule delivery.

Food and Beverages:

\$300 has been set aside for food and beverages. By Nick's calculations, this is enough to feed approximately 100 people across two days. The activity of purchasing, storing and preparing the food is expected to take two days, as will onsite cooking duties.

7 Project Risk Analysis

The internal and external risks associated with the tennis tournament project have been summarised in Table 5. Here, a qualitative analysis, that grades several risks factors in terms of likelihood and impact, has been implemented. Both likelihood and impact are graded on the same scale of low (L), medium (M) and high (H).

Risk ID	Risks	Likelihood (H/M/L)	Impact (H/M/L)	Response	Contingency
1	Bad weather	L	M	Retention-Check weather forecast.	Postpone tournament.
2	Low number of registered participants	M	H	Reduce-Increase PR campaign.	Reduce length of tournament and forfeit respective teams.
3	Accident/injury	M	M	Reduce-Inform players to do a pre-match warm-up, inspect each court before a game to ensure that there are no slippery surfaces, loose gravel, or debris.	First aid, postpone or cancel match, emergency player replacement, call ambulance.
4	Food poisoning	L	M	Reduce-Store in correct place, ensure food does not contain any common allergens and notify patrons if it does, wash hands, wear gloves and make sure food handler is in good health.	If there is an allergic reaction use onsite Epi-pen, call ambulance and notify emergency contacts that were listed on the individual's registration form.

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5	Umpires fail to show up	L	L	Retention-Organise emergency umpires.	Players self-officiate, or ask a spectator to oversee match.
6	Over budget	M	H	Avoidance- Buy in bulk, pay in cash, and source multiple quotes.	Use a bank overdraft facility as a short term loan
7	Photographer does not arrive on time or at all	L	L	Retention	Club member or volunteer takes photos using their smart phone.
8	Jumping castle not up to safety standards	L	L	Reduction- Ensure that the company is insured, check company's reputation/reviews and inspect jumping castle before use.	Immediately shut down jumping castle and don't allow children to participate.
9	Match arguments	M	L	Reduction- Recruit seasoned umpires and assign best umpires to most important games.	Have a tournament Chief who adjudicates appeals.
10	Abusive parents	L	L	Retention	Ask the parent to stop, escort the parent from the tournament.
11	Inadequate parking	L	M	Reduction- Promote public transport to venue.	Signage of additional parking facilities away from the courts.
12	Fighting	L	L	Reduction- Train umpires on how to diffuse potentially violent situations/publicise stiff penalties for fighting.	Umpires, game officials and club members intervene.
13	Merchandise is of a poor quality	L	M	Reduction- Order merchandise from a reputable clothing manufacturer and read reviews of various manufacturers.	Ask for a refund, source another clothing company, or sell the merchandise at a reduced price.

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14	Website crashes	L	H	Reduction- Ensure that the website and data is constantly backed up. The website has to withstand a relative amount of traffic and be sturdy.	Inform everyone who has registered to re-register, store details in a secure database.
15	Cannot find a suitable tournament sponsor	M	H	Reduction- Expand PR, build more connections, organise sponsorship agreements well before tournament.	Self-fund the tournament, ask for donations, reduce budget and scope.
16	Tennis courts are not properly resurfaced	L	H	Reduction- Ensure contractor has positive reviews and is well presented. Supervise contractor to be certain that the job is meeting expectations.	Hire another contractor, ask for a refund from the previous contractor and utilise court if it is still up to playing standards.
17	Tennis balls do not arrive	L	H	Reduction- Order tennis balls well in advance of the tournament from a company that is preferably in Victoria or Australia.	Buy tennis balls in bulk from local sports store, or use club's training balls
18	Club barbecue malfunctions	L	L	Reduction- Frequent maintenance and gas bottle checks on barbecue facility.	Hire a barbecue, or borrow one of the club member's barbecue if they own one.
19	Food supply runs out	M	L	Reduction- Purchase a sufficient amount of food that will be more than enough for the expected crowd. Store remaining food onsite.	Buy more supplies from local supermarket, or stop serving food.

Table 5 : Risk Analysis

7.1 Risk Management Strategy:

The project's risk management strategy largely involves reducing or retaining the risks associated with tournament activities. The reduction of risk involves instructing internal members to organise events with a degree of scrutiny such that services hired, or inventory bought, were carefully reviewed prior to purchase. However, the only response to some risks, such as bad weather, is acceptance. Fortunately, contingency measures can be planned in the case of pre-identified risks occurring.

7.2. Serious Risk Factors:

In this section of the report, risk factors with the potential to negatively impact the success of the project have been identified and designated a H (high) impact rating in Table 6. Furthermore, an explanation of the relevant management strategy for each risk has been provided.

Risk category (by ID)	Impact			
		L	M	H
Likelihood	L	5,7,8,10,12,18	1,4,11,13	2,14,16,17
	M	9,19	3	6,15
	H	-	-	-

Table 6 : Risk Likelihood and Impact

2. Bad weather

The likelihood of bad weather cancelling the tournament is unlikely, given the time of year, but still a possibility. Thus, it has been decided by Nick and the Project Board that the team's only available strategy is to accept this risk event. Monitoring the risk of poor weather will involve regular weather forecasts, while the project team's only contingency is to delay the tournament.

6. Over budget

Going over budget was designated as high impact due to the number of costly critical project activities that rely on contractors. Therefore, it is imperative that costs are regularly monitored throughout the project life cycle, ensuring the project team has enough to finance contractors. The project team could also minimise costs by buying goods like food and tennis balls in bulk and obtaining multiple quotes before deciding on a contractor. This reflects a risk avoidance strategy, as going over budget could cause major delays to several critical activities. In the event that the project team does go over budget, their only response is to source a short term loan such as a bank overdraft facility.

14. Website Crash

The risk of the club's new website crashing is considered low but has a high impact on project success. If the website crashes and registered player data is lost, participants will have to reload tournament application forms, resulting in delays. Reduction has been deemed the best response to this risk event, and would involve ensuring website data is routinely backed up. The contingency plan to this issue would be to publicly announce on the club website, once restored, Facebook page and Tennis Victoria website that player

information has been lost and formerly registered players need to re-enrol in the tournament.

15. Unable to find a suitable tournament sponsor

In the event a sponsor cannot be found, a risk reduction approach that involves expanding the project team's advertising campaign will be implemented to reach out to more local business. If the club is unable to find a sponsor, club members will be asked to donate a small contribution toward the tournament's budget.

16. Tennis courts are not correctly resurfaced

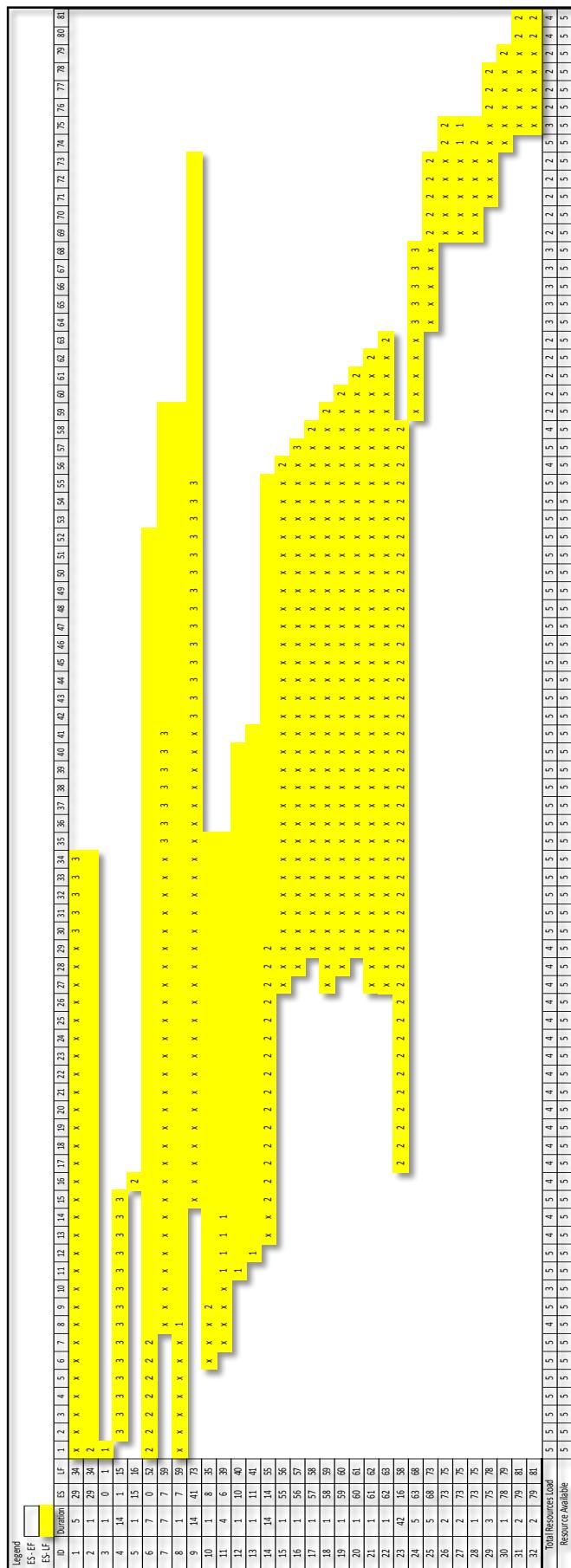
The risk of tennis courts being incorrectly resurfaced is low but such an occurrence would strongly effect the tournament given games cannot be played on unsafe or non-regulation courts. The best method of response to this risk would be to reduce its likelihood of occurring by searching and reviewing a variety of contractors prior to hiring. The contingency plan in such a case would be to divide tournament matches among 4 courts instead of six, extending the waiting time of participants.

17. Tennis balls do not arrive

If the tournament's tennis balls do not arrive on time, matches cannot be played and will have to be delayed. If this does happen, a member of the project team will have to buy tennis balls from the nearest store, increasing the probability of going over budget, or the tournament can utilise the club's current stock of used tennis balls. The most appropriate response to this risk is to reduce its likelihood, which involves ordering tennis balls from a Victorian provider, well in advance of the tournament date.

8 Resource scheduling:

The full-time effort of its members, contractors and additional volunteers are the main resources available to the project team. Materials and equipment are occasionally used for some activities, such as cooking food or tennis court equipment. However, human resources are needed in all project activities, such as storing the food on site or self-installing the tennis nets. The project team has a maximum of five full time members, therefore the total number of resources available at any given time, excluding weekends and public holidays, is five. The total duration of the project in the network diagram is 76 days but, after resource scheduling, overall duration has increased to 81 days. Fortunately, this is not a major delay as all project activities can still be completed within the January school holidays. However, overall slack has been reduced, increasing the number of critical and near-critical activities. This means the project network has become more sensitive and less flexible. See Figure 4: Resource Scheduling.



Resource scheduling table

Figure 4: Resource Scheduling

9 Time phased budget:

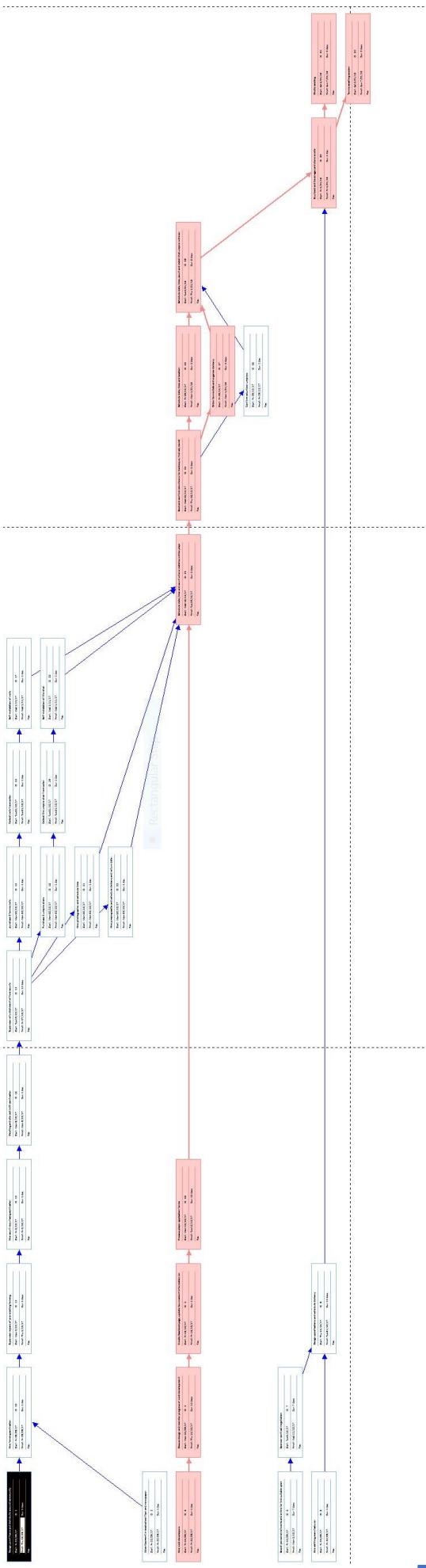
Cost minimisation has been established as a project priority. Fortunately, the project team is working on a voluntary basis, thus, many activities are completed free of charge. This explains the large number of columns in the time-phased budget that incur no cost, such as activity 23 in column 17, where the project team processes tournament application forms. Ultimately, over the 81-day duration of the project, total costs are expected to amount to \$13,698, with the largest single cost of \$8000 occurring in column 11, as per appendix 3.

10 Appendix:

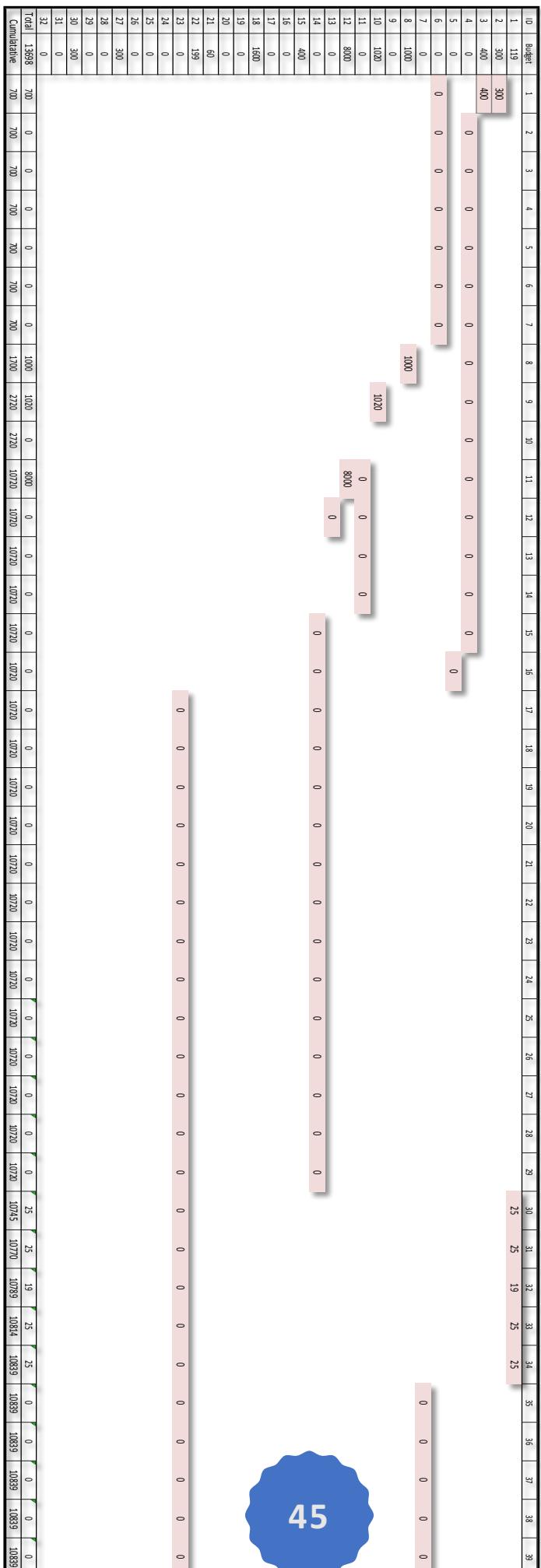
ID (order)	Task
1	Design, print and distribute flyers around community
2	Advertisement in local newspaper
3	Hire web developers
4	Discuss design and monitor progress of web development
5	Create Facebook page, update tournament information on club and Tennis Victoria websites
6	Search personal networks and online to find suitable sponsorship candidate
7	Sponsor contract negotiation
8	Hire clothing manufacturer
9	Design specifications and schedule delivery of the clothing.
10	Hire fencing contractor
11	Supervise repairs of pre-existing fencing
12	Hire court resurfacing contractor
13	Meeting and site visit with contractor
14	Supervise refurbishment of two courts
15	Purchase 2 tennis nets
16	Collect nets from seller
17	Self-installation of nets
18	Purchase umpire chair
19	Collect umpire chair from seller
20	Self-installation of umpire chair
21	Hire photographer and schedule time
22	Hire jumping castle, schedule delivery and return date.
23	Process player application forms
24	Schedule date, time and court where matches will be played, as well as teams
25	Seek and confirm volunteers for barbecue, first aid, membership registration and administration
26	Schedule date, time and location for volunteers
27	Order tennis balls and organise delivery
28	Confirm volunteer umpires
29	Schedule date, time, court and match that umpire will oversee
30	Buy food and beverages and store onsite
31	Onsite cooking
32	Tennis coaching session

Appendix 1: Tasks

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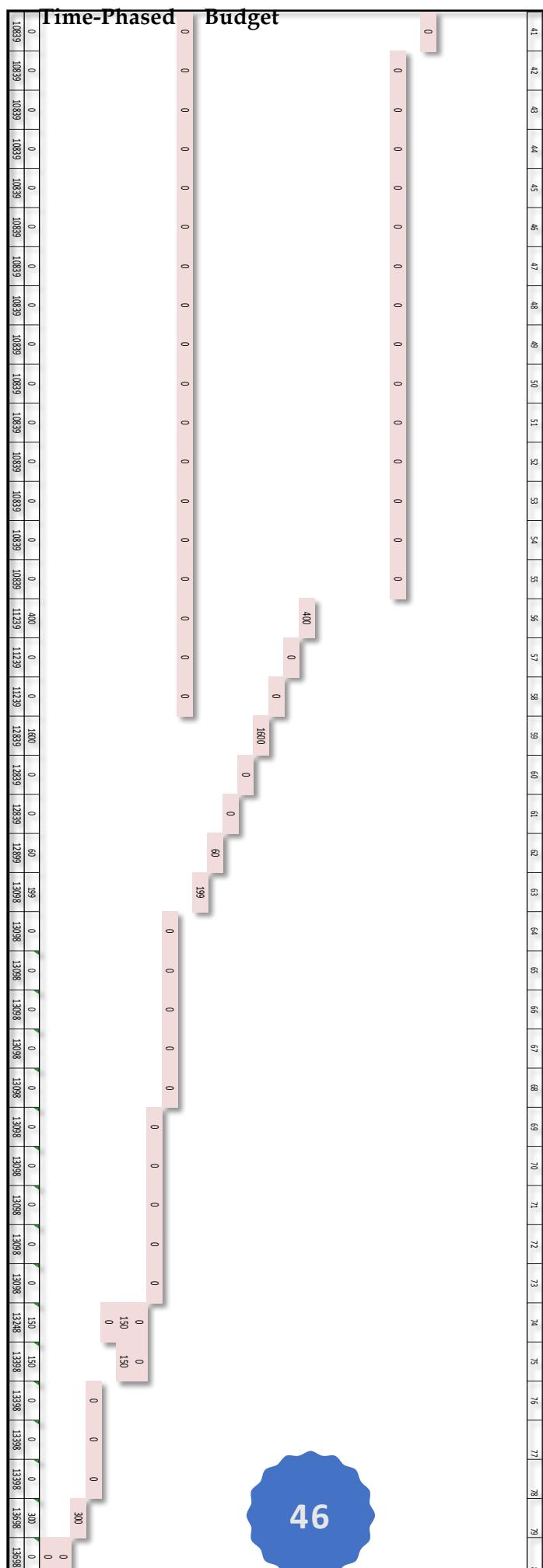


Albion Tennis Club Doubles Tournament



Albion Tennis Club Doubles Tournament

Appendix 3:



Appendix 4 : WBS Diagram, This was broken down to deliverables and shown separately since the page size wasn't sufficient.

(P.T.O)

