



# EXPANSION PROJECT NEW OFFICE FOR MULTIMEDIA OPERATIONS

## PROJECT BRIEF

### Background

Since its establishment, ValleyView Publishing's main business has been the production of print-based tourist guides. However, as a result of the company's strategic planning and market research, ValleyView is preparing to expand into the production of web-based and multimedia guides.

The company's Board of Directors has decided to use this opportunity to expand the company's profile by establishing the new multimedia operations in another state, keeping print-based operations in Victoria.

### Objectives

The objective of this project is to establish an office for ValleyView Publishing's new multimedia operations and to manage the office for a start-up period.

### Outputs

The following outcomes will be achieved:

1. a suitable location for the new office will be determined
2. administrative systems will be established
3. an administrative staff base will be established
4. an appropriate staff training and professional development program will be developed
5. the new office will be managed for a start-up period.

### How will the success of the project be measured?

The success of the project will be measured by the delivery of the proposed outcomes within the appropriate timeframes and resource commitments.

## Budget

Category	Budget
Employee cost	Not for public disclosure
Information technology	Not for public disclosure
Consultancies	Not for public disclosure
Travel	Not for public disclosure
Office establishment costs	Not for public disclosure
Total cost of project	Not for public disclosure

## Governance

The Project Manager will report to the General Manager.

The Project Manager is authorised by the General Manager to manage and coordinate this important phase of the company's development. The Project Manager is authorised to issue directives relating to the project.

A steering committee will be established to provide overall policy advice and to resource project decisions.

Project team members from other departments will be responsible for managing project activities so they are completed under the Project Manager's direction within the agreed scope, schedule and resource commitments.

## Resources

The Project Manager will be provided with the necessary resources, support and direction to ensure the project meets the objective.

A project team will be established following recommendations from the Project Manager.

The Project Manager will form working groups from within the company if and when the need is identified.

## Reporting

The Project Manager will report to the General Manager on a weekly basis and provide written monthly reports to the Board of Directors.

## Major risks

Major identified risks are:

1. availability of suitably skilled project staff
2. inability to source suitable office accommodation
3. maintaining ongoing commitment and support from internal and external stakeholders
4. constraints of time and budget.

## Risk minimisation strategies

The following strategies will be used to minimise identified risks:

1. early appointment of key project staff
2. development of project methodology
3. implementation of a comprehensive stakeholder communication plan
4. tight budget control by the Project Manager, Human Resources and Finance Manager and the General Manager
5. regular liaison between the Project Manager and the General Manager, and reports to the Board of Directors will identify any likely impingements that could prevent the project being completed within the time frame and budget.

## Risk management

Risk will be managed in accordance with a Risk Management Plan to be developed by the Project Manager. The Plan will also detail the frequency of risk review.

The Risk Management Plan will be endorsed by the General Manager and the Board of Directors. All subsequent changes in risk will be reported to the General Manager by the Project Manager.

## Related projects

The Board of Directors has determined that ValleyView Publishing's new multimedia operations will be launched at the annual Australian Tourism Operator's Association conference. The new office must be fully operational by the time of the conference.

## Capturing the lessons learned

At the completion of the project a review and assessment process will be undertaken. The findings will assist in informing similar expansion projects in the future.

## Action plan

Description	Person responsible	Milestone
<b>Commence project</b> <ul style="list-style-type: none"><li>▪ Develop project brief</li><li>▪ Appoint Project Manager</li></ul>	General Manager	Project Manager commences project
<b>Determine suitable location for new office</b> <ul style="list-style-type: none"><li>▪ Organise meetings</li><li>▪ Develop a business brief</li><li>▪ Business research</li><li>▪ Present research findings professionally</li></ul>	Project Manager Project Officer Consultant	New office location determined
<b>Establish staffing base</b> <ul style="list-style-type: none"><li>▪ Determine staffing needs</li><li>▪ Recruit and select staff</li></ul>	Project Manager HR and Finance Manager	All staff appointed Payroll system established

Description	Person responsible	Milestone
<ul style="list-style-type: none"> <li>▪ Induct staff</li> <li>▪ Manage payroll services</li> </ul>		
<p><b>Develop and conduct staff training and professional development</b></p> <ul style="list-style-type: none"> <li>▪ Develop ongoing training program for new and existing staff</li> <li>▪ Develop plan for improved work performance</li> </ul>	Project Manager	Training and professional development program developed  Performance feedback program developed
<p><b>Manage office for start-up period</b></p> <ul style="list-style-type: none"> <li>▪ Conduct ongoing review and assessment of new and existing operational procedures</li> <li>▪ Plan future directions</li> </ul>	Project Manager	Launch of multimedia operations at annual Australian Tourism Operators Association conference

**Approval**

Approved and authorised by:

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Angus Smissen  
General Manager

Date:.....