SportGO

How to lead a Semi-Professional Sports Club into a Successful Future

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PROJECT COORDINATOR
FH JOANNEUM Graz/Austria
Rene Wenzel
rene.wenzel@fh-joanneum.at
0043 316 5453 6834

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Project Management
Table of Contents

• What is Sport Management?
• What is a project in sports clubs?
• Project as a part of Strategic Plan of sport organisations
• A lifecycle of the project
  – Initiation
  – Planning
  – Execution
  – Monitor and control
  – Close
Aims of Project Management

After this module, you should be able to:

- Know what a project is in sports clubs
- Understand how a project is connected with strategic plan of your sports club
- Assist your Board in developing and implementing Strategic Plan and Action Plan for your sports club
- Prepare Project Charter for initiation of the project in your sports club
- Develop and implement a Project Management Plan for your projects
- Monitor, control and evaluate projects in your sports club
Project Management

What is a Sport Management?
What is a Sport Management?

Source: Adapted from Soucie and Doherty (1994).
Project Management

What is a project in sports clubs?
What is a project?

OPERATIONS
- Frozen stable pattern
- Ongoing day-to-day activities (repetition)
- Standing rules and responsibilities

PROJECTS
- Unfreeze – change – refreeze
- Temporary project activities (uniqueness)
- Project rules and responsibilities
What is a project in sports clubs?

- Org. sport event
- Renov. sport facility
- New sport program
- New merchandising
- New asset
- Transformation of an organisation
Project Management

Project as a part of Strategic Plan in sports clubs
Strategy and Project

- STRATEGIC PLANNING
- STRATEGY EXECUTION
- STRATEGY CONTROLLING
- PROJECT DEFINITION AND PLANNING
- PROJECT EXECUTION
- PROJECT CONTROLLING
Strategic plan of sports clubs
Project management pictogram

- How the customer explained it
- How the project leader understood it
- How the engineer designed it
- How the programmer wrote it
- How the sales executive described it
- How the project was documented
- What operations installed
- How the customer was billed
- How the helpdesk supported it
- What the customer really needed

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Project Management

Lifecycle of project
Lifecycle of project

The elements of a project life cycle should define:

✓ What work must be accomplished?
✓ What deliverables must be generated and reviewed?
✓ Who must be involved?
✓ How to control and approve each phase?

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Phase 1: Project Initiation

• Preparation of the Business Case
  – Understanding of high level requirements, constraints, risks and assumptions
  – The complexity of business plan depend on the scope of the project (people involved, finance required...); alternatives are analyzed
  – More or less demanding feasibility study is typically done and all preparatory work required to get the project off the ground is accomplished

• The output of this phase is a Project Charter. This is the document that officially authorizes a project manager to the project and outlines his/her responsibilities and authority.
Project charter – why?

• Why do sports clubs need this document?
  – You circulate a big picture of your project amongst key stakeholders
  – Basic information about your project is gathered in one place
Project charter – what to include?

1. Background
   – Why are you doing this project?
   – How is the project connected with the strategic plan of your sports club?
2. Goals
   – What goals are you going to achieve and when?
   – SMART goals
3. Scope
   – What products, services, or results do you expect to get from this project?
     What actions will your team take to undertake the project?
4. Key Stakeholders (list of people involved)
5. Project Milestones (significant dates)
6. Project Budget (rough estimation of main project expenses)
7. Constraints, Assumptions, Risks and Dependencies
Project charter – how to create it?

• Don’t do it alone.
  – Do it with your entire team by having a project charter session
  – You may notice that many participants will have different perspectives on the project and that’s excellent
  – You’ll reach a consensus during the discussion

• Keep in mind that making a project charter is an interactive process.
  – After the project charter session write a rough draft and send it to all project participants.
  – Gather their feedback and update the document.
  – Discuss and finalize the document one more time and have the project sponsor sign it once it’s been approved.

• Don’t get too bogged down in technical requirements.
  – Those will be clarified and clearly defined in next phase.
Setting goals

- SMART goals – a way to clearly understand the implications of the goal-setting process:
  - Specific – To set specific goals, answer the following questions: who, what, where, when, which, and why?
  - Measurable – Create criteria that you can use to measure the success of a goal.
  - Attainable – Identify the most important goals and what it will take to achieve them.
  - Realistic – You should be willing and able to work towards a particular goal.
  - Timely – Create a timeframe to achieve the goal.
Project charter – how to create it?

• Project Milestones
  – A project milestone is a significant event in the project which may signify the acceptance or verification of completion of a project phase, task, decision, or deliverable. It is important to note that milestones are not activities but rather significant events during the project which usually have a duration of zero.

• Constraints, Assumptions, Risks and Dependencies
  – Constraints: these are the limiting factors that impact your project in a particular way.
    • When developing a new sport programme the number of trainees on the trainer and technical limitations (required sport premises, capacity of sport facility, etc.) must be considered.
  – Assumptions: factors that you are relying on in order to succeed in your project; these factors are considered to be true, but without including proof.
    • A few assumptions: contractors will be paid without delay, the weather on the day of sport event will be fine
Project charter – how to create it?

- Risks: anything that might get in the way of you and your team when you’re trying to accomplish your project goals.
  - Tight timeframe. The deadline doesn’t allow any force majeure circumstances
  - Part of the team are volunteers with no formal responsibility – which may means that you’ll have to find and train new project participants.
  - Technical risks: i.e. web app for registration on sport events may not work properly

- Dependencies: an absolutely essential part of the project.
  - For performing sport events few kind of permissions will be needed.
Phase 2: Project Planning

• This phase is a key to successful project management and focuses on developing a roadmap that everyone will follow.
  – All other domain knowledge specific plans called ‘subsidiary plans’ are prepared – these include risk planning, human resource planning, communication planning, procurement planning (if required) and so on. Certain baselines such as scope, cost and schedule baselines are prepared.
• Project management output document will be the Project management plan.
Development of Project Management Plan

- Scope Statement
- Milestones
- Communication Plan
- Gantt Chart
- Risk Management Plan
Scope Statement

• The scope statement from the project charter should be used as a starting point
  – It should include what the project does and does not include
  – Adjustments should be done according to balance the time, cost, and scope constraints of your projects
Development of project management plan

- **Scope**: what and how should be done?
- **Time**: when should it be performed?
- **Cost**: how much will it cost?

**Scope**
(features, functionality)

**Quality**

**Budget**
(resources, labor)

**Time**
(schedule)
Development of project management plan
Development of project management plan

The initial plan has some time, scope and cost constrains.

You should adjust your plan if your schedule duration is decreased.

1. Decrease the duration of your schedule...

2. ...and you may have to increase your cost...

3. ...or decrease project scope.
Development of project management plan

TIME
fast

COST
cheap

QUALITY
good

poor quality
impossible

expensive
slow
Work Breakdown Schedule (WBS)
Gantt Chart
Communication Plan

AT THE BOARD, WE DECIDED TO BRING FORWARD THE SO-LIVE DATE BY 4 WEEKS.

AND HOW SHOULD WE ACCOMPLISH THIS?

I THOUGHT YOU WERE THE PROJECT MANAGER.

HAVING MANAGEMENT ATTENTION IS KEY.
Phase 3: Project Implementation

• This is where all the action happens
  – Project deliverables are prepared, changes to scope, schedule, and cost baselines are managed, communication and stakeholder engagements are handled, procurement activities (if applicable) are conducted and deliverables are accepted by the clients.
  – „Kick-off“ meeting usually marks the start of the Project Implementation phase where the teams involved are informed of their responsibilities.
Project Implementation

**PM tasks**

- Develop a team
- Execute project management plans
- Procurement management if needed
- Set up tracking systems
- Status meetings
- Update project schedule
- Modify project plans as needed
Phase 4: Project Performance/Monitoring

• Measuring project progression and performance and ensure that everything happens align with the project management plan.

• PM will use 3-5 key performance indicators to measure project performance:
  
  – **Project Objectives**: Measuring if a project is on schedule and budget is an indication if the project will meet stakeholder objectives.

  – **Quality Deliverables**: This determines if specific task deliverables are being met.
Project Performance/Monitoring

– **Effort and Cost Tracking:** PMs will account for the effort and cost of resources to see if the budget is on track.
  - This type of tracking informs if a project will meet its completion date based on current performance.

– **Project Performance:** This monitors changes in the project.
  - It takes into consideration the amount and types of issues that arise and how quickly they are addressed. These can occur from unforeseen hurdles and scope changes.
  - PM may need to adjust schedules and resources to ensure the project is on track.
Phase 5: Project Closure

- Formal project closure:
  - Contractors that hired to work specifically on the project are terminated.
  - Valuable team members are recognized.
  - “Post mortem” evaluation meeting to identify project failures.
    - Punch list of things that didn’t get accomplished during the project and work with team members to complete them.
  - A final project budget and a final project report will be developed.
  - A project archive.
Reading List

Project as a part of a Strategic Plan


A lifecycle of the project

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