



ATTENDANCE AND REVENUE DURING COVID-19 FOR MANCHESTER UNITED PLC.

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OBJECTIVE

Problem and Solution

Currently, due to the global pandemic that has affected the entire globe, the footballing community continues to battle the effects of the coronavirus pandemic. Current guidelines state that gatherings of over six people are banned for the foreseeable future, meaning football crowds will not be permitted. Globally, football will lose out on almost \$14 billion in revenue due to this pandemic, according to FIFA. This project tries to solve this problem through innovative solutions for safe environments and hygiene measures.





OBJECTIVE

Need of the Project

The repercussions of football being placed on hold until further notice is being felt across the whole footballing community. Some clubs face going out of business, many players fear losing their livelihoods, not to mention the support staff behind the scenes. Premier League Clubs are forecast to earn around half of what they normally would in matchday revenue in the 2020/21 season, with that estimate of UK£350 million (US\$409 million) set to be lost if supporters cannot return to stadiums at any stage in the season. Manchester United Plc. will lose up to \$110M matchday revenue.

SCOPE

High Level

- Improve Entry/Exit Strategies.
- Loyalty and engagement apps, will be introduced to make the environment interactive as teams try to recapture lost revenue.
- Introductions of behind-the-scenes content and enhancements available on smartphones that will only be available to those in the stadium or arena.
- Temperature checks, hand sanitizer distribution stations and touchless vending will become the norm for a while.
- Limit on beverage sales and movement.



SCOPE

Timelines

- Planning Phase: 8 weeks
- Implementation Phase: 8 weeks
- Trial Phase: 6 weeks
- Review: 2 weeks
- Final Deployment: 2 weeks

Budget

- Fees for consultants, project lead, technical lead, construction contractors and workers, and care-facilitators.
- Construction costs.
- New technology implementation costs.

STAKEHOLDERS

- **Client (for the Football Team)**
 - CEO – Ed Woodward
 - COO – Collette Roche
 - Owners – Manchester United Plc. (Avram Glazer and Kevin E. Glazer)
 - Financial Investors
- **Customer**
 - Participants (Coaches, Players, Management Staff)
 - Spectators & Fans
 - Governing Bodies (FIFA, UEFA, Government)
 - Community (City, Fan Clubs, Media)



CRITICAL SUCCESS FACTORS

- Project Scope and Goals set by GDP Consulting being precise, accurate and not to change during the duration of the project.
- Resources and staff being available and deployed throughout the process.
- Budget not exceeding predicted costs and Manchester United Plc. making the payments on time.
- Time and Schedules set by GDP Consulting followed accordingly to ensure project gets completed on time.
- Risk Assessment being accurate and counter-measures implemented in the master plan.
- Complete support by Manchester United Plc. as well as top management from GDP Consulting support for the project.
- High competency from the construction team with extreme efficiency to implement and set-up of equipment within the 4-week timeframe.



ASSUMPTIONS

- No vaccine or cure has been found for COVID-19 at the present time or will be found in the foreseeable future.
- Only one supplier for the materials, i.e., only one quotation has been received and reviewed.
- The number of workers is loosely based on the area of work, that is the 75,000-capacity stadium of Old Trafford.
- Players will continue playing football behind closed doors.
- All competitions, i.e., Champions League, English Premier League, Carabao Cup and F.A. Cup will be continued as scheduled.
- The U.K. Government will approve the plan and not place any further restrictions.
- The fans will attend the games once the solutions have been implemented.

INVESTOR

N e e d

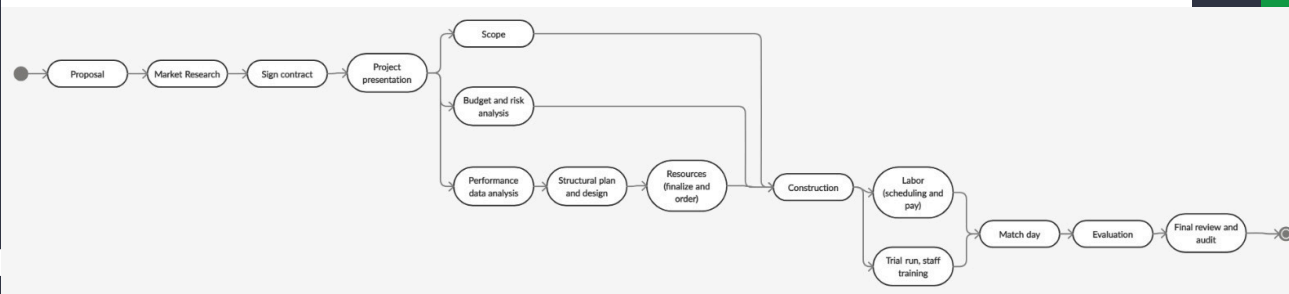
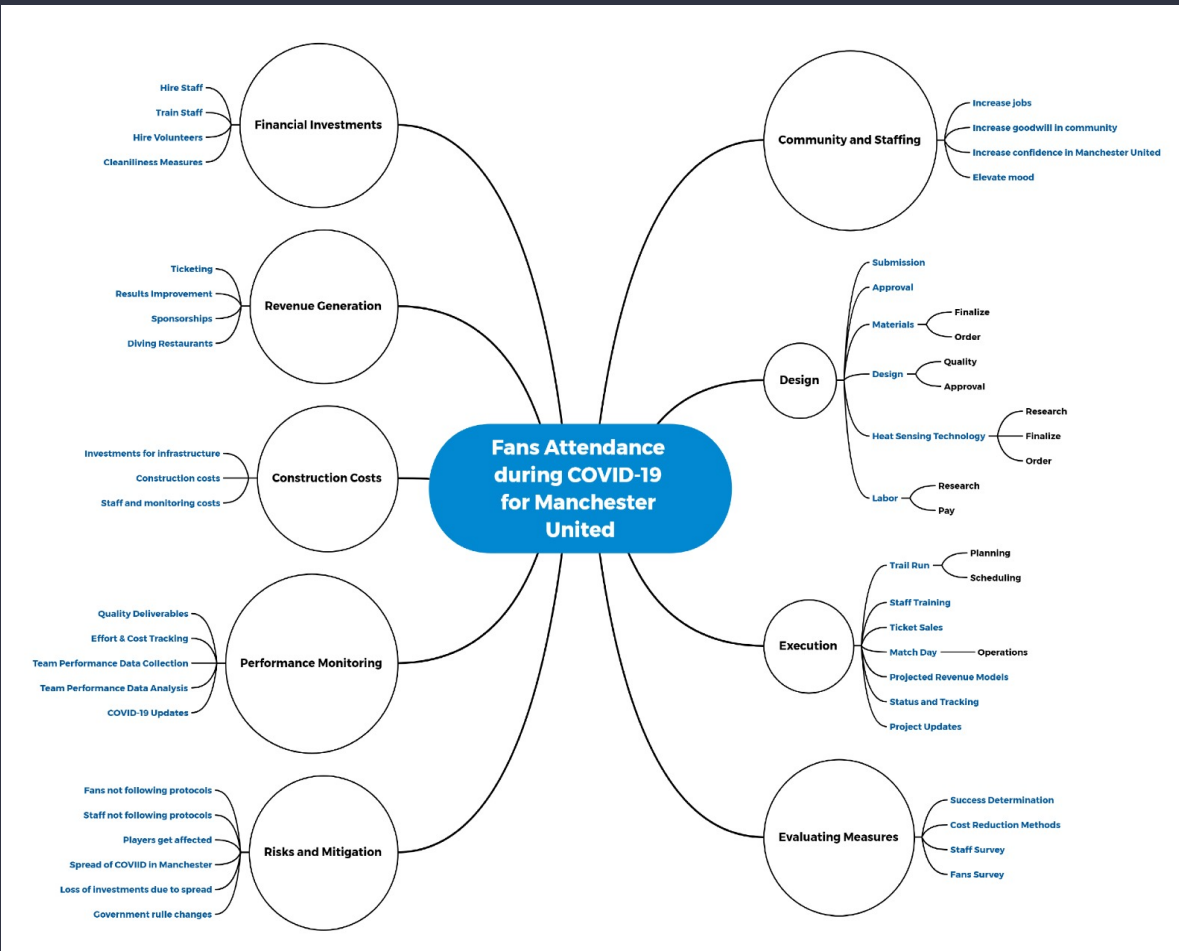
- Increase revenue.
- Get supporters back into stadiums.
- Gain goodwill in community.
- Early preparation for new normal.
- Investor pays for the service to increase ticketing-based revenue.
- Better home-based-advantage for teams with supporters back in the stands.



INVESTOR

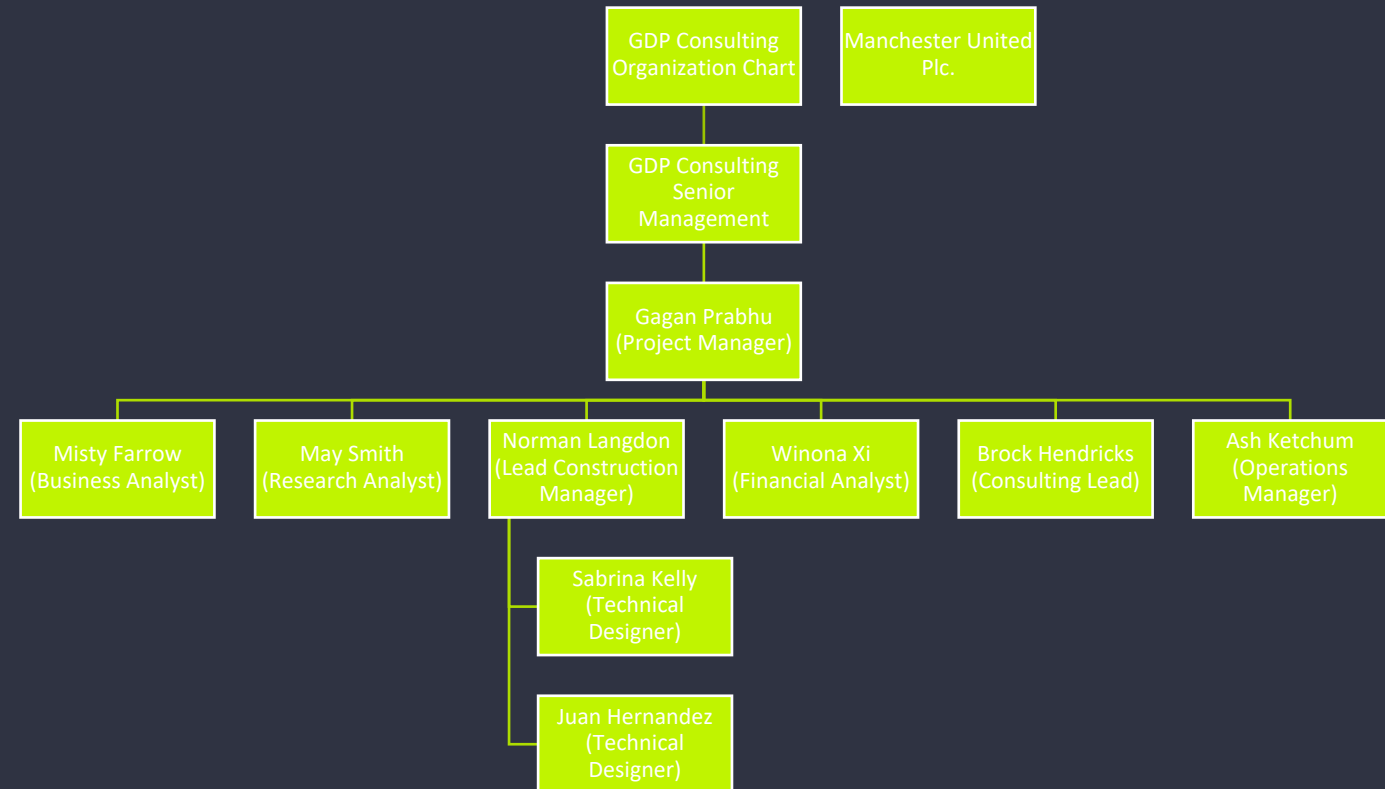
R e t u r n

- Initial investment might be high – but ticketing based revenue will increase from 0% to 25% initially to 50-100% eventually.
- Community and Supporters comply to the new-normal procedures.
- Players will be motivated by support from fans, indirectly leading to better results.



- Project Manager: Gagan Prabhu
- Operations Manager: Ash Ketchum
- Consulting Lead: Brock Hendricks
- Business/Research Analysts: Misty Farrow, May Smith
- Contraction Manager: Norman Langdon
- Technical Designer: Sabrina Kelly, Juan Hernandez
- Financial Analyst: Winona Xi

PROJECT TEAM



TECHNICAL APPROACH

R e s e a r c h

- Understand the COVID-19 Guidelines
 - Current guidelines
 - Government policies
- Understand the Football Stadium
 - Size/Dimensions
 - Capacity
 - City Structure
- Financial Capabilities
 - Ticketing Fees and Structure
 - Investment Capacity



TECHNICAL APPROACH

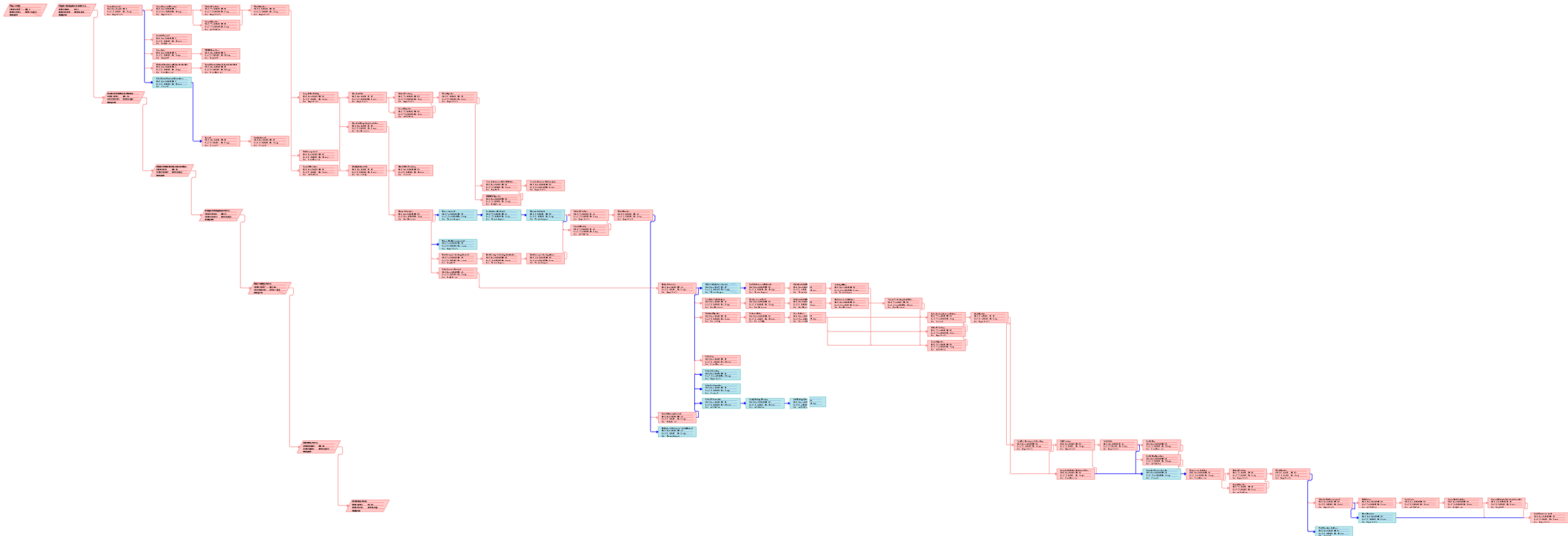
I m p l e m e n t a t i o n

- Minimal temporary modifications to current structure
- Better ticketing process
- Strategize Entry/Exit
- Enhance in-house experience
- Touchless systems
- Higher hygiene capabilities and better air circulation systems
- End-to-End process for week over week preparation

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PERT CHART



FINANCIAL PLAN

Cost Description				Total Amount (\$)		
Description	Rate (\$/hr)	Day Labor	Night Labor	Day Shift (hr)	Night Shift (hr)	Cost
Labore rs	20	30	30	12	12	
Operat or	25	10	10	12	12	
Carpen ters	22	15	15	12	12	
Electric ians	100	5	5	12	12	0.00
Manag ers	40	2	2	12	12	0.00
Ash Ketchum	Operations Manager		\$45.00	8	55	19,800.00
Description	Rate (\$/hr)	Total Employees	Total hours	Total Cost per day (\$)	Total Cost for 4 weeks (\$)	
Laborers	20	60	12	14,400	403,200	00
Operator	25	20	12	6,000	168,000	00
Carpenters	22	30	12	7,920	221,760	
Electricians	100	10	12	12,000	336,000	
Managers	40	4	12	1,920	53,760	
Staff Sanitizing Equipment				40,000		
Contactless Payment Devices				100,000		
EMV Chip Readers Payment Devices				70,000		

RESOURCE ALLOCATION

Resource Name	Type	Max. Units	Std. Rate	Work	Cost
Gagan Prabhu	Work	100%	\$40.00/hr	888 hrs	\$35,520.00
Misty Farrow	Work	100%	\$50.00/hr	216 hrs	\$10,800.00
May Smith	Work	100%	\$50.00/hr	216 hrs	\$10,800.00
Brock Hendricks	Work	100%	\$40.00/hr	624 hrs	\$24,960.00
Ash Ketchum	Work	100%	\$45.00/hr	440 hrs	\$19,800.00
Winona Xi	Work	100%	\$50.00/hr	392 hrs	\$19,600.00
Sabrina Kelly	Work	100%	\$55.00/hr	304 hrs	\$16,720.00
Norman Langdon	Work	100%	\$65.00/hr	360 hrs	\$23,400.00
Juan Hernandez	Work	100%	\$55.00/hr	312 hrs	\$17,160.00

RISK ASSESSMENT

1. Traveling fans come from various different geographic areas to attend the match.
2. The fans are welcomed back before the complete construction of the modifications.
3. The materials supplied is sub-par.
4. The construction work is sub-par.
5. Attendees do not wear masks or constantly remove their masks.
6. Attendees yell, chant, and sing without masks.
7. Attendees do not stay at least six feet away from people they do not live with.
8. The staff do not follow COVID protocols in place.
9. Security measures due to a riot or unrest.
10. Attendees freely share their food and personal items with people they don't live with.
11. Change in British Government policies.
12. Change in British Government policies during mid-construction.
13. Investments made to have vaccine/cure discovered immediately.

	1	2	3	4	5	6	7
1		vi		iii			
2	xi						
3		xii	v		iv		ix
4							
5				i		ii	x
6						viii	
7	vii			xiii			

Risk Type	S	P	D	RPN
i.	5	4	6	120
ii.	5	6	7	210
iii.	1	4	3	12
iv.	3	5	3	45
v.	3	3	5	45
vi.	1	2	6	12
vii.	7	1	2	14
viii.	6	6	4	144
ix.	3	7	6	126
x.	5	7	3	105
xi.	2	1	6	12
xii.	3	2	4	24
xiii.	7	4	1	28

- Passionate and Bright Project Team.
- Top Sports Consulting personnel.
- Support from Higher Management and Manchester United Plc.
- GDP Consulting first in the market implementing it.

- Poor Execution.
- First time being implemented.
- Inexperienced team for Pandemic.



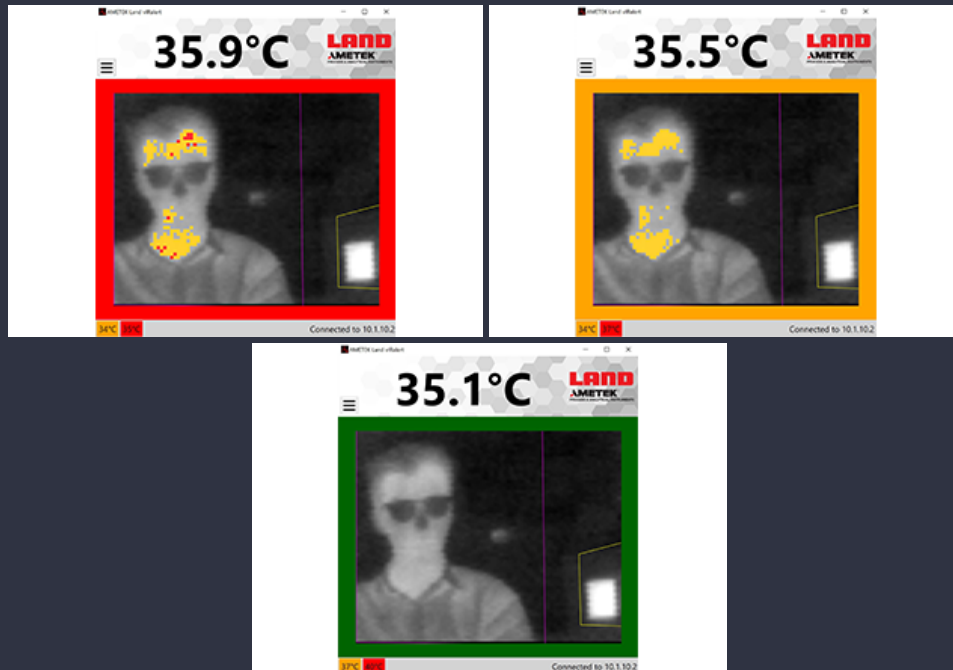
- No Cure for COVID.
- New system.
- Enhancements to other stadiums.
- New Customer Base.

- Cure for COVID.
- Cases increases despite measures.
- UK Government Bans Social gathering.
- Competition from other rival firms.

IMPLEMENTATION

Entrance for Supporters

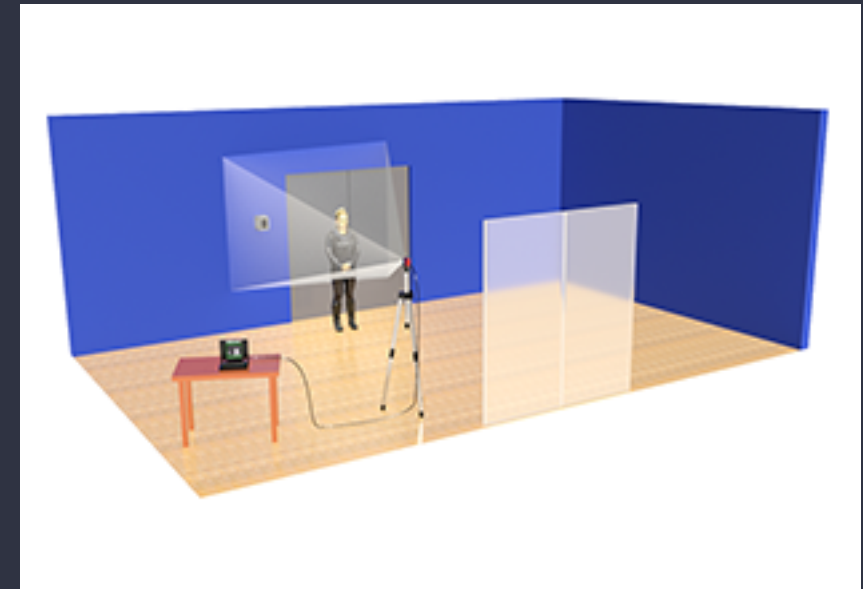
Checking temperatures at the entrances for supporters to ensure compliance.



IMPLEMENTATION

Entrance for Staff

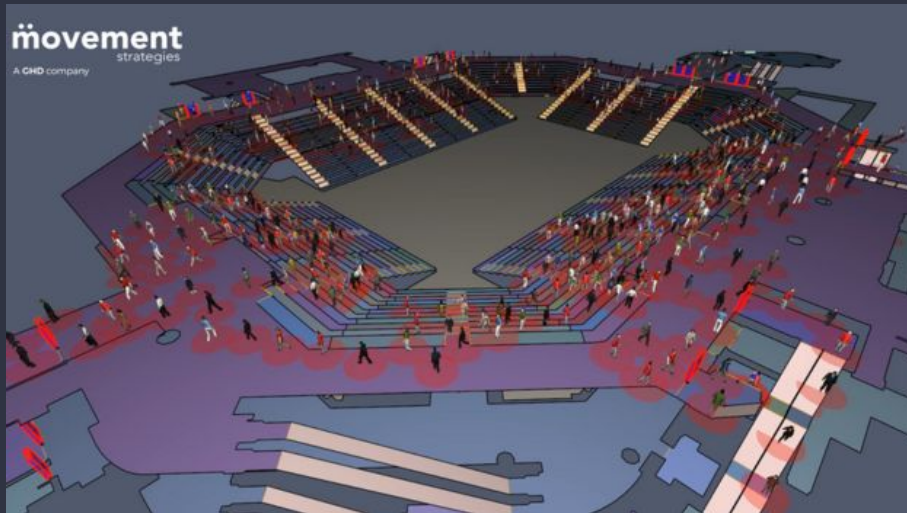
Checking temperatures at the entrances for staff where technology is placed at various entry points into the offices.



IMPLEMENTATION

M o v e m e n t

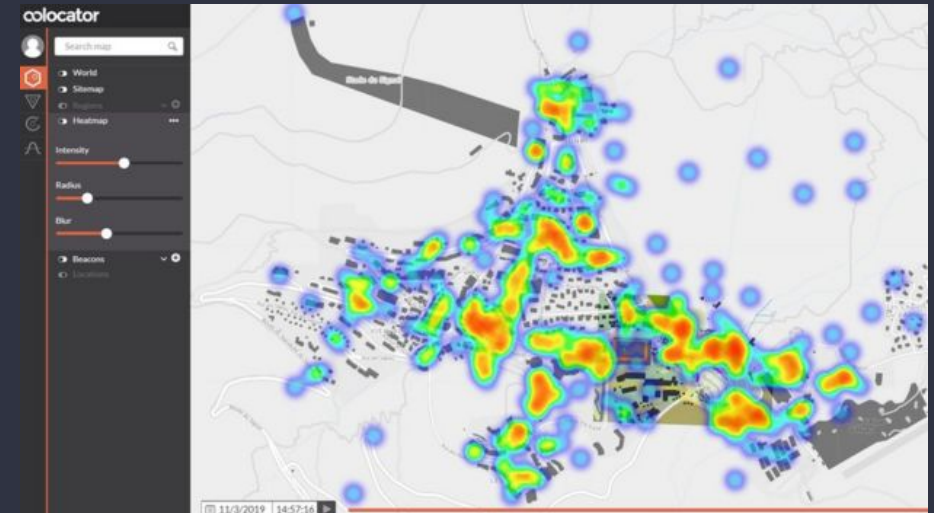
Understanding movement strategies and implementing them on large scale.



IMPLEMENTATION

T r a c k i n g

Understanding heatmaps for social distancing and improved contact tracing.



SUMMARY

Football Clubs, especially lower down the pyramid, are desperate for the revenue provided by matchday tickets. Fans, meanwhile, were aggravated by inconsistencies which allowed people to pay to watch matches in the cinema but not in stadiums. This is a great opportunity to implement a system which allows fans back into the stadium. Manchester United Plc. are desperate to continue the matchday revenue that they had by investing close to \$3 million, they hope that this will enable a safe environment for fans to get back into Old Trafford during the COVID-19 Pandemic.

GDP Consulting have thought of multiple new strategies and techniques to get fans back into the stadiums by using various project management techniques. Market analysis, resource allocation, risk assessment and control techniques have been deployed to ensure the project completion within the quoted time period. The team sent by GDP Consulting will be solely working for Manchester United Plc. and will be available throughout the implementation as well as the trial phase.





THANK YOU