

Term Project

**Attendance and Revenue during COVID-19 for Manchester
United Football Club**

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Revision History

10/4/2020	Draft #1: Original Proposal
10/23/2020	Draft #2: Original Proposal
11/1/2020	Draft #3: Original Proposal
11/15/2020	Draft #4: Original Proposal
11/29/2020	Final Proposal

1. Purpose & 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.

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 £350 million (\$409 million) set to be lost if supporters cannot return to stadiums at any stage in the season.

Manchester United Plc. generate up to \$130 million in matchday revenue with an attendance of 99% for a full-house capacity of 76,000. Manchester United Plc., currently are looking at full loss of matchday revenue as well as extra revenue through sale of merchandize, food and beverage. GDP Consulting is proposing COVID-19 stadium renovation and matchday methodology change for Manchester United in order to generate revenue and get fans back into Old Trafford.

Distinguishing Factors:

- a. Purchase of tickets.
- b. Entry strategy into the stadium.
- c. Ability to welcome supporters for games.
- d. Safe-distance and safe-hygiene practices.
- e. In-house movement of supporters in the stadium.
- f. Air Circulation methodology.
- g. Touchless systems.
- h. Exit strategy out of the stadium.

End Result: Initially, about half or even quarter of the stadium capacity will be allowed to be filled. After a few weeks of trial, a slow linear increase will take place. In the end – this project hopes to bring the fans back to the stadiums, increase revenue and improve the national mood as a whole.

2. Scope

Currently, we plan to solve the issue of lack of supporters for Manchester United and try to implement solutions for their stadium Old Trafford and Carrington Training Ground:

High Level:

- a. Improve Entry/Exit Strategies.
- b. Loyalty and engagement apps, will be introduced to make the environment interactive as teams try to recapture lost revenue.

- c. Introductions of behind-the-scenes content and enhancements available on smartphones that will only be available to those in the stadium or arena.
- d. Temperature checks, hand sanitizer distribution stations and touchless vending will become the norm for a while.
- e. Limit on beverage sales and movement.

Timelines:

- a. Planning Phase: 8 weeks
- b. Implementation Phase: 8 weeks
- c. Trial Phase: 6 weeks
- d. Review: 2 weeks
- e. Final Deployment: 2 weeks

Budget:

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

3. Investing Stakeholder(s)

a) Stakeholders:

a. Client (for the Football Team)

- i. CEO – Ed Woodward
- ii. COO – Collette Roche
- iii. Owners – Manchester United Plc. (Avram Glazer and Kevin E. Glazer)
- iv. Financial Investors

b. Customer

- i. Participants (Coaches, Players, Management Staff)
- ii. Spectators & Fans
- iii. Governing Bodies (FIFA, UEFA, Government)
- iv. Community (City, Fan Clubs, Media)

b) Investor Needs:

- a. Increase revenue: Revenue generation through ticket sales, increased sponsorships as well as food and beverage sales.
- b. Get supporters back into stadiums: Fans have been craving some live action and this gives opportunity to continue growing the fan-base.
- c. Gain goodwill in community: By having fans back in the stadium as well as investing towards increasing fan experience, a good faith, a sense of goodwill and pride is instilled in the city as well as the communities within the city.
- d. Early preparation for new normal: In case COVID-19 is here for the long run, Manchester United Plc. will be prepared much ahead of other clubs.
- e. Investor pays for the service to increase ticketing-based revenue: Manchester United Plc. will be making required investments as advised by GDP Consulting.
- f. Better home-based-advantage for teams with supporters back in the stands: Home advantage is a major factor in terms of turning results. The thrill and support of

having fans cheering for the team will motivate players and improve results as well as generating revenue by winning games and trophies.

c) Return on Investment:

- a. Initial investment might be high – but ticketing based revenue will increase from 0% to 25% initially to 50-100% eventually which results to initial projected of \$45 million revenue and eventually to rising up \$150 million.
- b. Community and Supporters comply to the new-normal procedures.
- c. Players will be motivated by support from fans, indirectly leading to better results while other teams still do not have fans in their stadiums leading to immense home advantage.

4. Critical Success Factors

Based on the various phases and requirements for the project, the listed below are the Critical Success Factors that will be essential towards the completion of the Project during initial, implementation and final phases:

- 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.
- Highest Construction and Material Quality supplied by the identified vendor.
- Material Procurement being on-time and accurate according to predicted costs.
- Formal establishment of Functional Lead, Project Manager and Consulting Lead with high experience in such projects with highest authority given to Project Manager.
- Functional Lead, Project Manager and Consulting Lead being competent and up for any type of challenge or difficulty that might crop up during the project.
- Formal establishment of the Project Team and highest competency from the team.
- Top Management support for the project.
- Client support throughout the project and regular payments.
- High competency from the construction team with extreme efficiency to implement and set-up of equipment within the 4-week timeframe.
- Effective communication procedures set up internally as well effective communication channels set up for clients.
- Monitoring, risk management and change control within the project to ensure budget constraints are met and schedules are followed.
- Motivation and dedication of the Project Team towards the project throughout the process.
- High precision and constant report generation for the Project Manager by the analysts.
- Project Team meetings as well as regular stand-up calls to ensure regular reporting of progress.
- The same project manager in the project planning and execution phases as well as same team throughout the project process.

- Use of proper tools and techniques for the project implementation.

5. Assumptions

We are running the project on a basis of multiple assumptions listed below:

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

6. Project Organization

GDP Consulting will be deploying a 'Projectized Organization' type of project organization as this project involves a team going over to Manchester United and working with Manchester United Plc. to establish the required solution. Gagan Prabhu, the Project Manager will have full authority over the project and team members involved will report directly to the Project Manager. The project is a self-contained unit with its own technical team and staff to achieve the goal which is listed below:

Project Manager: Gagan Prabhu

Operations Manager: Ash Ketchum

Consulting Lead: Brock Hendricks

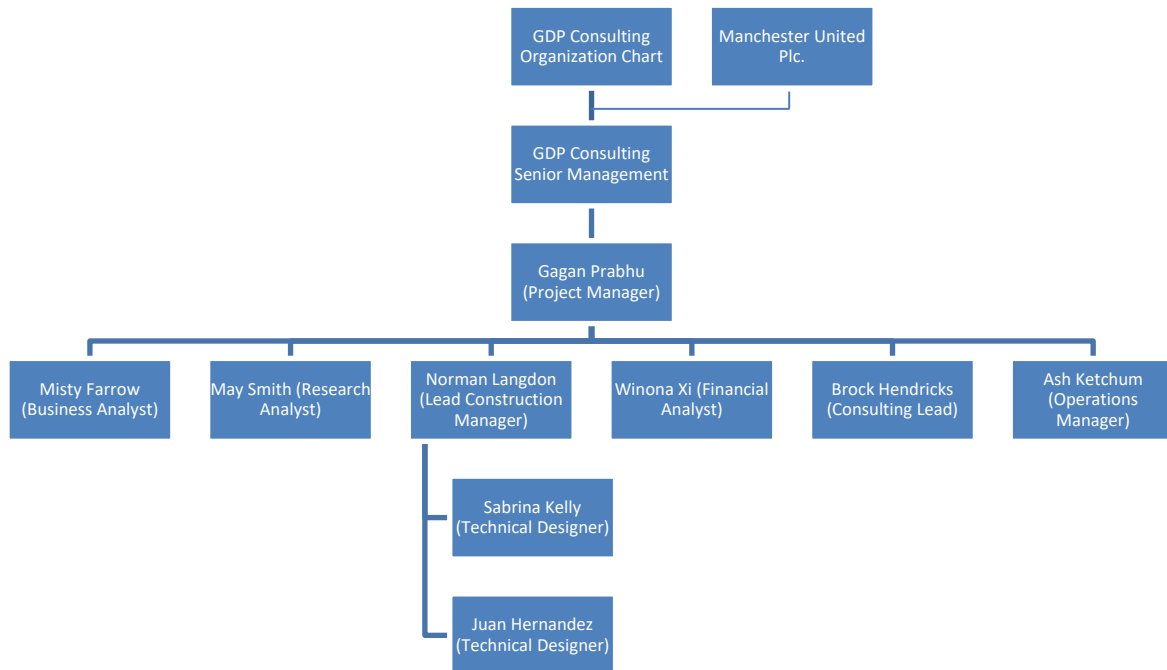
Business Analysts: Misty Farrow

Research Analyst: May Smith

Lead Construction Manager: Norman Langdon

Technical Designer: Sabrina Kelly, Juan Hernandez

Financial Analyst: Winona Xi



7. Implementation Plan

Technical Approach:

a. Research

i. Understand the COVID-19 Guidelines

1. Current guidelines in England
2. U.K. Government policies

ii. Understand the Football Stadium

1. Size/Dimensions of Old Trafford and Carrington
2. Capacity of Old Trafford and Carrington
3. City Structure of Manchester

iii. Financial Capabilities

1. Ticketing Fees and Structure
2. Investment Capacity

b. Implementation

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

Work Breakdown Structure

WBS Number	Task Number	Task Name	Duration	Start	Finish	Predecessors	Resource Names
	1	Project WBS	130 days	Mon 1/4/21	Fri 7/2/21		
1	2	Project Conception & Initiation	20 days	Mon 1/4/21	Fri 1/29/21		
1.1	3	Project Proposal	5 days	Mon 1/4/21	Fri 1/8/21		Gagan Prabhu
1.1.1	4	Project Proposal Revisions	13 days	Mon 1/11/21	Wed 1/27/21	3	Gagan Prabhu
1.2	5	Market Research	10 days	Mon 1/18/21	Fri 1/29/21	3	Misty Farrow
1.3	6	Projections	5 days	Mon 1/11/21	Fri 1/15/21	3	May Smith
1.4	7	Contract Signature with Manchester United Plc.	5 days	Mon 1/11/21	Fri 1/15/21	3	Brock Hendricks
1.5	8	COVID Guidelines	10 days	Mon 1/18/21	Fri 1/29/21	6	May Smith
1.6	9	Initial Project Financial Projections	10 days	Mon 1/11/21	Fri 1/22/21	3	Winona Xi
1.4.1	10	Project Presentation to Manchester United Plc.	10 days	Mon 1/18/21	Fri 1/29/21	7	Brock Hendricks
1.7	11	Status & Tracking	1 day	Thu 1/28/21	Thu 1/28/21	4	Gagan Prabhu
1.8	12	Project Updates	1 day	Thu 1/28/21	Thu 1/28/21	4	Ash Ketchum
1.9	13	Chart Updates	1 day	Fri 1/29/21	Fri 1/29/21	11,12	Gagan Prabhu
2	14	Project Definition & Planning	10 days	Mon 2/1/21	Fri 2/12/21	2	
2.1	15	Scope & Goal Setting	5 days	Mon 2/1/21	Fri 2/5/21	13	Gagan Prabhu
2.2	16	Budget	5 days	Mon 2/1/21	Fri 2/5/21	9	Winona Xi
2.2.1	17	Finalize Budget	5 days	Mon 2/8/21	Fri 2/12/21	16	Winona Xi
2.3	18	Structural Plan	3 days	Mon 2/8/21	Wed 2/10/21	15	Gagan Prabhu
2.4	19	Risk Management	10 days	Mon 2/1/21	Fri 2/12/21	13	Brock Hendricks
2.5	20	Structural Design Implementation	5 days	Mon 2/8/21	Fri 2/12/21	15	Juan Hernandez
2.6	21	Status & Tracking	1 day	Thu 2/11/21	Thu 2/11/21	18	Gagan Prabhu
2.7	22	Project Updates	1 day	Thu 2/11/21	Thu 2/11/21	18	Ash Ketchum

2.8	23	Chart Updates	1 day	Fri 2/12/21	Fri 2/12/21	21,22	Gagan Prabhu
3	24	Project Performance / Monitoring	20 days	Mon 2/1/21	Fri 2/26/21	14	
3.1	25	Project Objectives	5 days	Mon 2/1/21	Fri 2/5/21	13	Ash Ketchum
3.2	26	Quality Deliverables	5 days	Mon 2/8/21	Fri 2/12/21	15,25	Sabrina Kelly
3.3	27	Effort & Cost Tracking	10 days	Mon 2/15/21	Fri 2/26/21	26	Winona Xi
3.4	28	Team Performance Data Collection	5 days	Mon 2/8/21	Fri 2/12/21	23	May Smith
3.4.1	29	Team Performance Data Analysis	3 days	Mon 2/22/21	Wed 2/24/21	28,30	Gagan Prabhu
3.5	30	COVID-19 Updates	5 days	Mon 2/15/21	Fri 2/19/21	23	Misty Farrow
4	31	Design Development Phase	10 days	Mon 2/15/21	Fri 2/26/21	24	
4.1	32	Design Submission	1 day	Mon 2/15/21	Mon 2/15/21	20	Juan Hernandez
4.1.1	33	Design Approval	2 days	Tue 2/16/21	Wed 2/17/21	32	Norman Langdon
4.1.2	34	Finalization of Material	1 day	Thu 2/18/21	Thu 2/18/21	33	Norman Langdon
4.1.3	35	Ordering Materials	1 day	Fri 2/19/21	Fri 2/19/21	34	Norman Langdon
4.2	36	Design Quality and Approval	4 days	Tue 2/16/21	Fri 2/19/21	32	Gagan Prabhu
4.3	37	Heat Sensing Technology Research	4 days	Tue 2/16/21	Fri 2/19/21	32	May Smith
4.3.1	38	Heat Sensing Technology Finalization	2 days	Mon 2/22/21	Tue 2/23/21	37	Norman Langdon
4.3.2	39	Heat Sensing Technology Order	1 day	Wed 2/24/21	Wed 2/24/21	38	Norman Langdon
4.4	40	Labor Pay and Research	5 days	Mon 2/22/21	Fri 2/26/21	32	Misty Farrow
4.5	41	Status & Tracking	1 day	Thu 2/25/21	Thu 2/25/21	35,39	Gagan Prabhu
4.6	42	Project Updates	1 day	Thu 2/25/21	Thu 2/25/21	35,39	Ash Ketchum
4.7	43	Chart Updates	1 day	Fri 2/26/21	Fri 2/26/21	41,42	Gagan Prabhu
5	44	Construction Phase	40 days	Mon 3/1/21	Fri 4/23/21	31	
5.1	45	Notice to Proceed	5 days	Mon 3/1/21	Fri 3/5/21	43,40	Gagan Prabhu
5.2	46	Labor Efficiency Research	5 days	Mon 3/1/21	Fri 3/5/21	43	Misty Farrow
5.2	47	Gathering of Labors and Task Allotment	5 days	Mon 3/1/21	Fri 3/5/21	43	Norman Langdon

5.3	48	Structural Steel and Precast	5 days	Mon 3/8/21	Fri 3/12/21	45	Norman Langdon
5.4	49	Touchless Toilet Systems	5 days	Mon 3/8/21	Fri 3/12/21	45	Juan Hernandez
5.5	50	Electrical Updates	5 days	Mon 3/8/21	Fri 3/12/21	45	Sabrina Kelly
5.6	51	Roofing and Air Vent	5 days	Mon 3/15/21	Fri 3/19/21	49	Juan Hernandez
5.7	52	Electronic Installations	5 days	Mon 3/22/21	Fri 3/26/21	51	Juan Hernandez
5.8	53	Seat Stickers and Allotments	10 days	Mon 3/15/21	Fri 3/26/21	48	Norman Langdon
5.9	54	Heat Sensors Installations	8 days	Mon 3/29/21	Wed 4/7/21	52	Juan Hernandez
5.10	55	Thermo-Technology Installation	10 days	Thu 4/8/21	Wed 4/21/21	54	Juan Hernandez
5.11	56	Plexiglass Installations	10 days	Mon 3/29/21	Fri 4/9/21	53	Norman Langdon
5.12	57	Ticketing Office	8 days	Mon 4/12/21	Wed 4/21/21	56	Norman Langdon
5.13	58	Entrance Gates	15 days	Mon 3/15/21	Fri 4/2/21	50	Sabrina Kelly
5.14	59	Food Sections	13 days	Mon 4/5/21	Wed 4/21/21	58	Sabrina Kelly
5.15	60	Labor Co-ordination	10 days	Mon 3/8/21	Fri 3/19/21	45,46	Ash Ketchum
5.16	61	Labor Pay Prediction	5 days	Mon 3/8/21	Fri 3/12/21	46,45	Winona Xi
5.16.1	62	Labor Pay Sanctions and Release	1 day	Thu 4/22/21	Thu 4/22/21	55,57,59	Winona Xi
5.16.2	63	Labor Pay	35 days	Mon 3/8/21	Fri 4/23/21	46,45	Brock Hendricks
5.17	64	Labor Scheduling	33 days	Mon 3/8/21	Wed 4/21/21	45,46	Gagan Prabhu
5.18	65	Entry Strategy Planning	10 days	Mon 3/22/21	Fri 4/2/21	60	Ash Ketchum
5.18.1	66	Exit Strategy Planning	10 days	Mon 4/5/21	Fri 4/16/21	65	Ash Ketchum
5.19	67	Status & Tracking	1 day	Thu 4/22/21	Thu 4/22/21	55,57,59	Gagan Prabhu
5.20	68	Project Updates	1 day	Thu 4/22/21	Thu 4/22/21	55,57,59	Ash Ketchum
5.21	69	Chart Updates	1 day	Fri 4/23/21	Fri 4/23/21	62,67,68	Gagan Prabhu
6	70	Execution Phase	30 days	Mon 4/26/21	Fri 6/4/21	44	
6.1	71	Trail Run Planning and Scheduling	5 days	Mon 4/26/21	Fri 4/30/21	69	Gagan Prabhu
6.2	72	Staff Training	5 days	Mon 5/3/21	Fri 5/7/21	71	Gagan Prabhu

6.3	73	Manchester United Plc. Presentation	5 days	Mon 5/3/21	Fri 5/7/21	69,71	Brock Hendricks
6.4	74	Ticket Sales	5 days	Mon 5/10/21	Fri 5/14/21	72,73	Gagan Prabhu
6.5	75	Match Day	10 days	Mon 5/17/21	Fri 5/28/21	74	Brock Hendricks
6.6	76	Match Day Operations	10 days	Mon 5/17/21	Fri 5/28/21	74	Ash Ketchum
6.7	77	Projected Revenue Models	3 days	Mon 5/17/21	Wed 5/19/21	73,74	Winona Xi
6.8	78	Regroup and Evaluation	3 days	Mon 5/31/21	Wed 6/2/21	75,76,77	Brock Hendricks
6.9	79	Status & Tracking	1 day	Thu 6/3/21	Thu 6/3/21	78	Gagan Prabhu
6.10	80	Project Updates	1 day	Thu 6/3/21	Thu 6/3/21	78	Ash Ketchum
6.11	81	Chart Updates	1 day	Fri 6/4/21	Fri 6/4/21	79,80	Gagan Prabhu
7	82	Evaluation Phase	20 days	Mon 6/7/21	Fri 7/2/21	70	
7.1	83	Plans for Risk Management	5 days	Mon 6/7/21	Fri 6/11/21	81	Gagan Prabhu
7.2	84	Cost Reduction Methods	10 days	Mon 6/7/21	Fri 6/18/21	81	Winona Xi
7.3	85	Staff Survey	2 days	Mon 6/14/21	Tue 6/15/21	83	Ash Ketchum
7.3.1	86	Fans Survey	3 days	Wed 6/16/21	Fri 6/18/21	85	Ash Ketchum
7.3.2	87	Survey Data Evaluation	2 days	Mon 6/21/21	Tue 6/22/21	86	Misty Farrow
7.4	88	Success Determination Project v/s Actual	3 days	Wed 6/23/21	Fri 6/25/21	87	May Smith
7.5	89	Plans Overview	5 days	Mon 6/14/21	Fri 6/18/21	83	Gagan Prabhu
7.6	90	Final Review and Audit	5 days	Mon 6/28/21	Fri 7/2/21	87,89,88	Gagan Prabhu

RACI Matrix

Task Name	Project Manager	Operations Manager	Consulting Lead	Lead Construction Manager
Project Proposal	R	C	C	
Market Research	A		R	C
Contract Signature with Manchester United Plc.	A	R		
COVID Guidelines	A		R	
Initial Project Financial Projections	A		C	
Project Presentation to Manchester United Plc.	A	R	C	
Scope & Goal Setting	R	I	C	
Budget	A	I	C	
Structural Plan	A	I	C	R
Risk Management	R		C	A
Team Performance Data Analysis	A			I
Design	A			R
Finalization of Materials	A			R
Ordering Materials	A			R
Construction	A			R
Labor Co-ordination	A		R	I
Labor Pay	A	R	C	I
Labor Scheduling	A	R	C	I
Trail Run Planning and Scheduling	R	I	C	
Staff Training	R	I	C	
Manchester United Plc. Presentation	A	R	C	
Ticket Sales	R	C	A	
Match Day Operations	A	R		I
Projected Revenue Models	A		C	
Regroup and Evaluation	R	I	C	I
Survey	R		C	
Plans Overview	R	I	C	I
Final Review and Audit	R	C	C	I

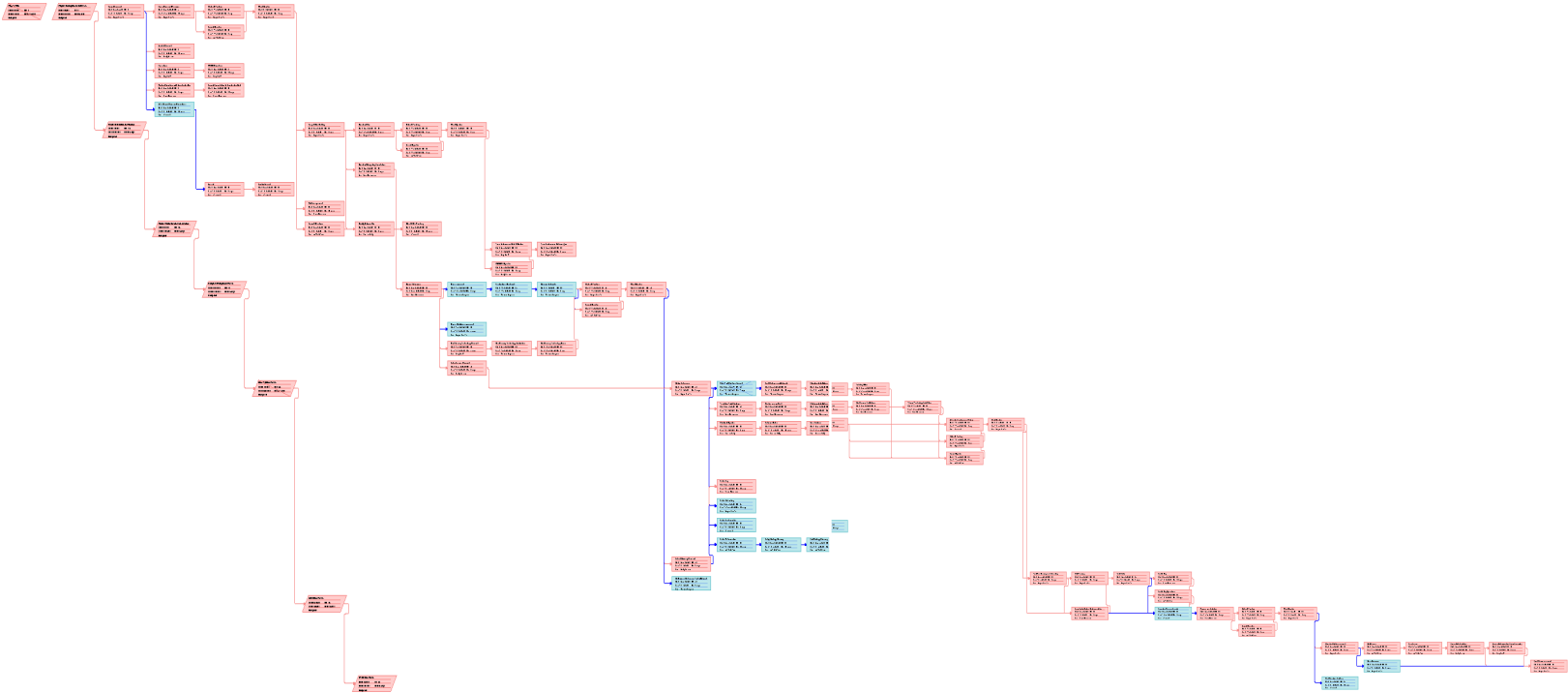
R= Responsible

A= Accountable

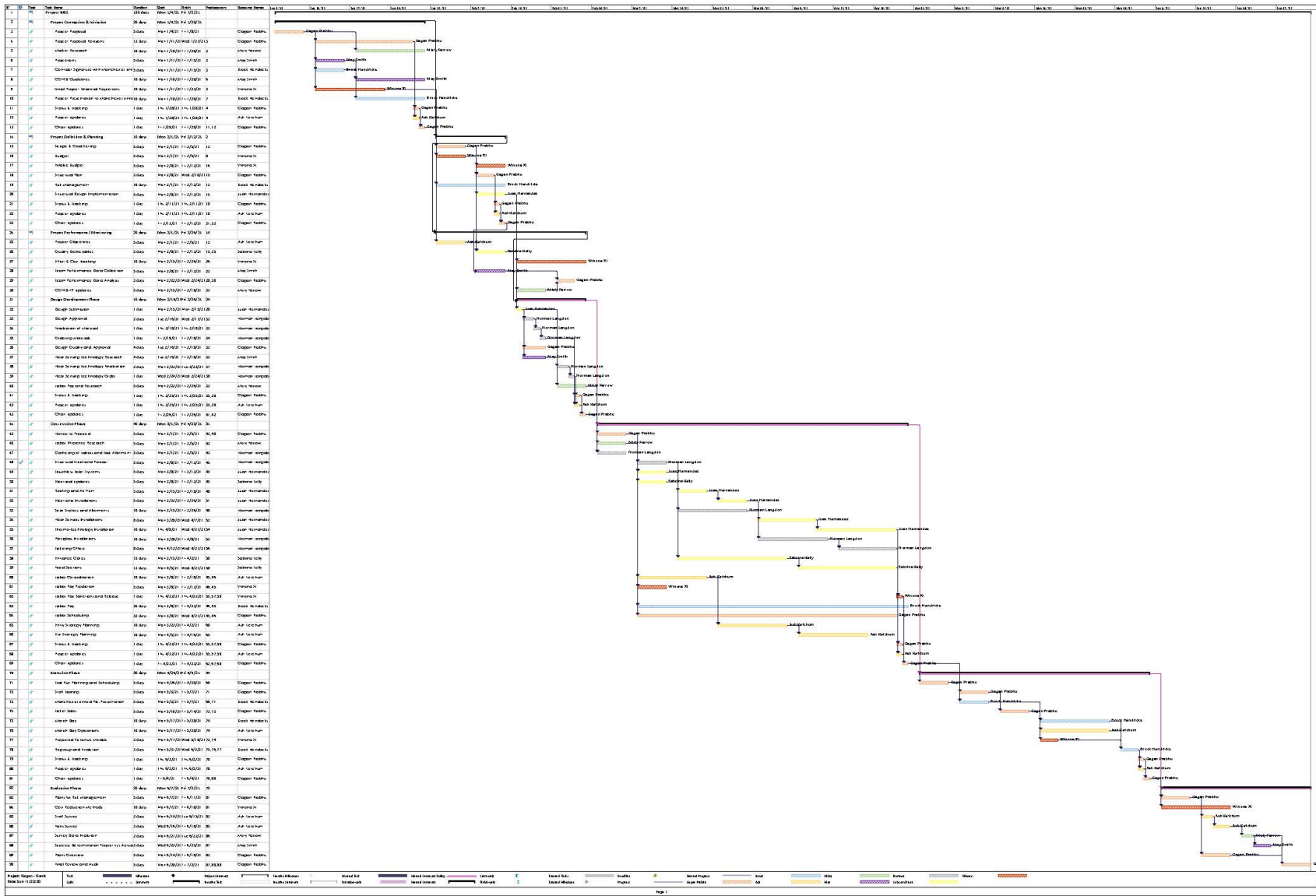
C= Consulted

I= Informed

PERT Chart



Gantt Chart



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

Financial Plan

The GDP Consulting have mapped out a COVID-19 mitigation plan for the Old Trafford Stadium and Carrington Grounds, which is owned by Manchester United Plc. The consultants have researched and proposed a budget of **\$2,761,480.00** for COVID-19 mitigation-related and recommended building modifications. The budgeting is split in two phases, with the first phase focused on Old Trafford Stadium and the second centered on Carrington Grounds.

Cost Description	Total Amount (\$)
Canopy	100,000
Thermometers	10,000
Contactless Turnstile	60,000
Ticket Pedestal	60,000
Stanchions	20,000
Bike Stands	10,000
Public Announcement Systems	50,000
Dining Area Updates	150,000
Seating Unavailable Signage	50,000
Plexiglas (Ticketing)	20,000
Plexiglas (Dining)	20,000
Plexiglas (Security)	10,000
Hands-Free Toilets	30,000
Touch Free Paper Towel	60,000
Touch Free Soap Dispenser	50,000
Wall Mounted Sanitizing Station	5,000
Pedestal Sanitizing Station	10,000
Electrostatic Sprayers	15,000

Pure Air HVAC Photocatalysis Systems	150,000
Temperature Kiosks (Employee)	10,000
Staff Sanitizing Equipment	40,000
Contactless Payment Devices	100,000
EMV Chip Readers Payment Devices	70,000

Total Construction Cost for Material will be **\$1,400,000**.

GDP Consulting Employee Costs: All the employees consulting Manchester United Plc. will be charging them on per hour basis towards this Project. The costs and totals are outlined below:

Name	Description	Cost (\$/hr)	Hours per day	Total billable days	Total Cost (\$)
Gagan Prabhu	Project Manager	\$40.00	8	111	35,520.00
Misty Farrow	Business Analyst	\$50.00	8	27	10,800.00
May Smith	Research Analyst	\$50.00	8	27	10,800.00
Brock Hendricks	Consulting Lead	\$40.00	8	78	24,960.00
Ash Ketchum	Operations Manager	\$45.00	8	55	19,800.00
Winona Xi	Financial Analyst	\$50.00	8	49	19,600.00
Sabrina Kelly	Technical Designer	\$55.00	8	38	16,720.00
Norman Langdon	Lead Construction Manager	\$65.00	8	45	23,400.00
Juan Hernandez	Technical Designer	\$55.00	8	39	17,160.00

Total Project Cost for GDP Consulting Employees will be **\$178,760**.

Labor Costs and Duration: Due to the use of Laborer's during construction for the enhancement for the Old Trafford Stadium, we have calculated the required number of laborers for the 4-week duration and the costs associated with it.

Description	Rate (\$/hr)	Day Labor	Night Labor	Day Shift (hr)	Night Shift (hr)
Laborers	20	30	30	12	12
Operator	25	10	10	12	12
Carpenters	22	15	15	12	12
Electricians	100	5	5	12	12
Managers	40	2	2	12	12

Description	Rate (\$/hr)	Total Employees	Total hours	Total Cost per day (\$)	Total Cost for 4 weeks (\$)
Laborers	20	60	12	14,400	403,200
Operator	25	20	12	6,000	168,000
Carpenters	22	30	12	7,920	221,760
Electricians	100	10	12	12,000	336,000
Managers	40	4	12	1,920	53,760

Total Construction Cost for Labor will be **\$1,182,720**.

8. Monitoring and Control

Essentially, project controls are a series of tools that help keep a project on schedule, and it is extremely important for GDP Consulting to monitor and control the project such that it doesn't over shoot the schedule and be on track to achieve the required scope and results. Combined with our team skill and project experience, we will deliver information that enables accurate decision making. The project control process mainly focuses on:

- Scope
- Schedule
- Budget
- Risk

The following techniques will be used:

- Review and Status Meetings: Gagan Prabhu (Project Manager) will lead these meetings and get regular reports and status at end of each phase. A final review report will also be drafted.
- Control Chart: A multivariate control chart will be used to display the quality of the project along its progress.
- A Go/No-Go methodology will be applied in case of any obstacles faced during the project.

9. Risk Assessment

- i. Traveling fans come from various different geographic areas to attend the match.
- ii. The fans are welcomed back before the complete construction of the modifications.
- iii. The materials supplied is sub-par.
- iv. The construction work is sub-par.
- v. Attendees do not wear masks or constantly remove their masks.
- vi. Attendees yell, chant, and sing without masks.
- vii. Attendees do not stay at least six feet away from people they do not live with.
- viii. The staff do not follow COVID protocols in place.
- ix. Security measures due to a riot or unrest.
- x. Attendees freely share their food and personal items with people they don't live with.
- xi. Change in British Government policies.
- xii. Change in British Government policies during mid-construction.
- xiii. 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							

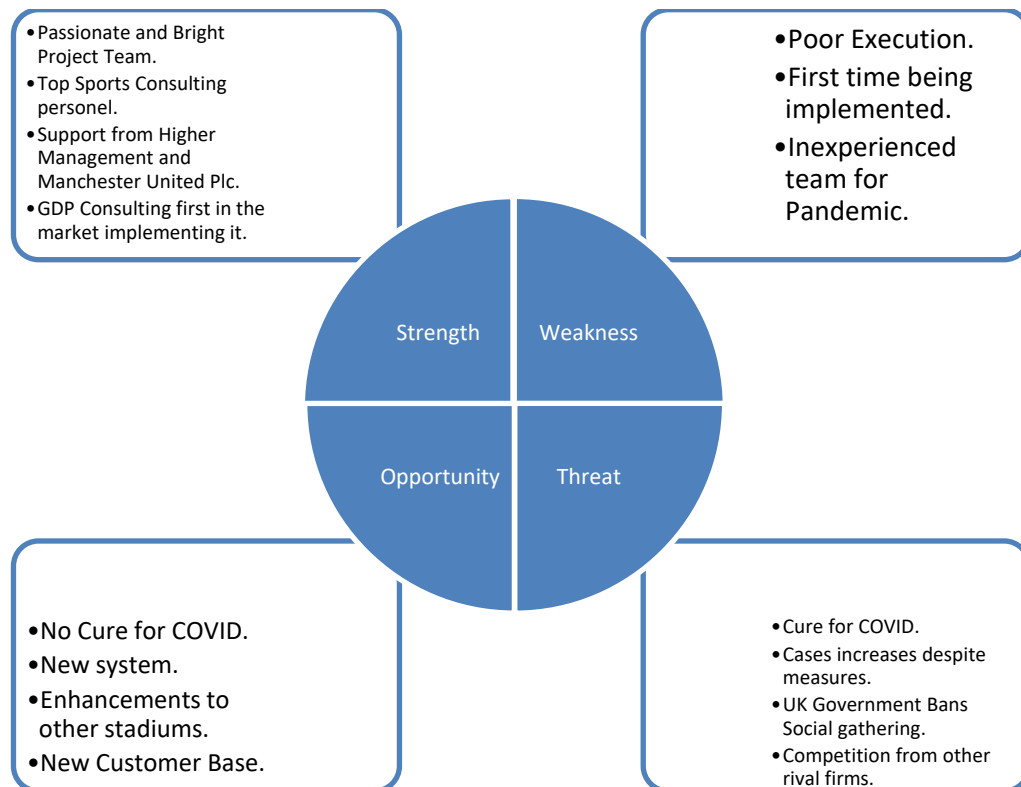
5				i		ii	x
6						viii	
7	vii			xiii			

Figure: Probability of Occurrence (x-axis) vs Severity (y-axis)

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

Figure: Severity, Probability of Occurrence, Probability of Detection and RPN

SWOT Analysis



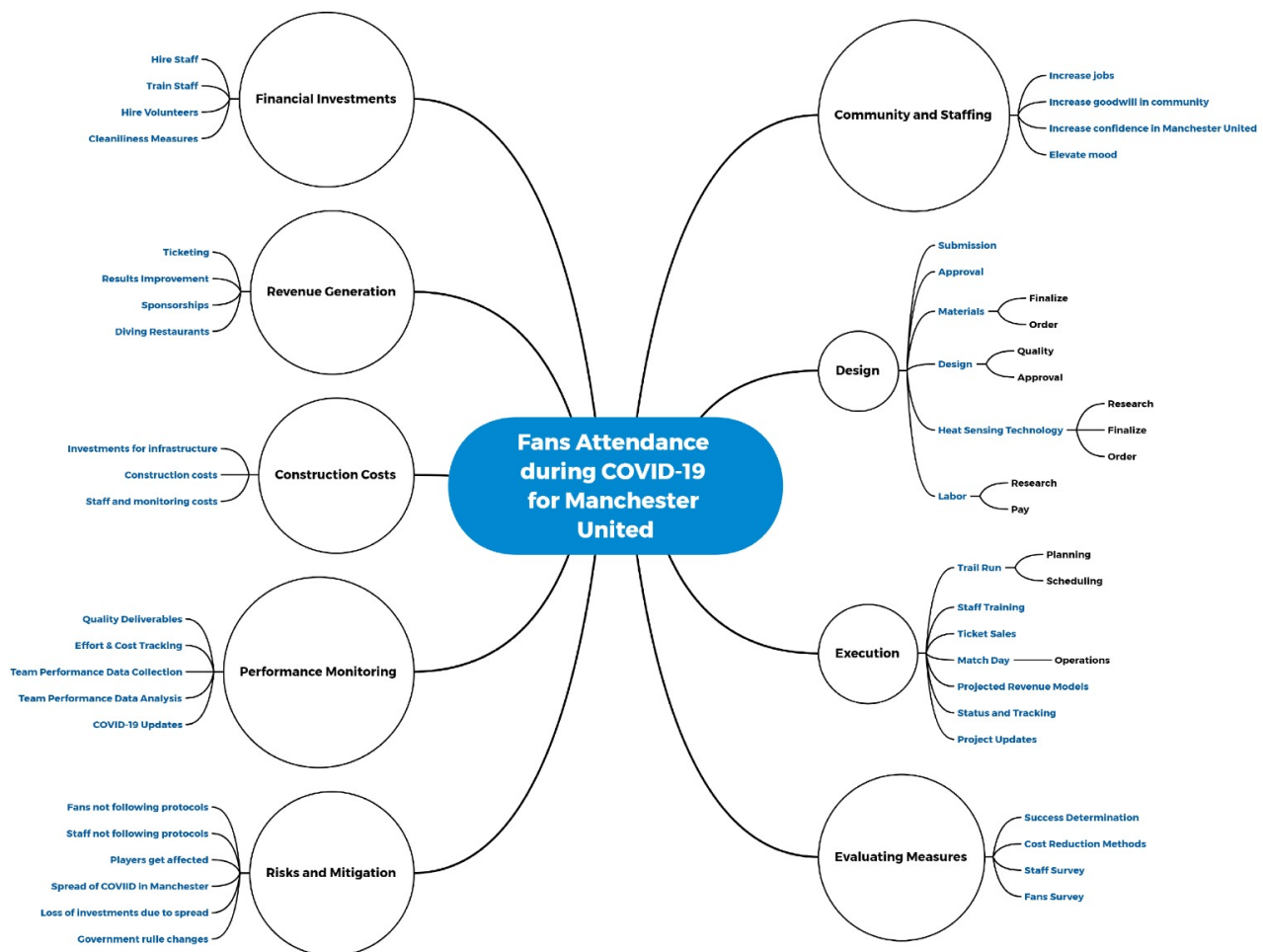
10. Summary

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.

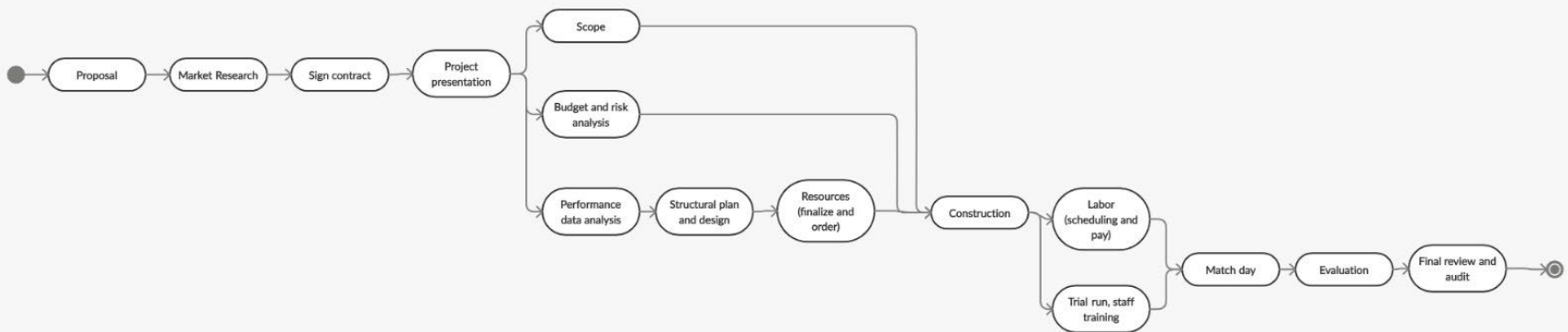
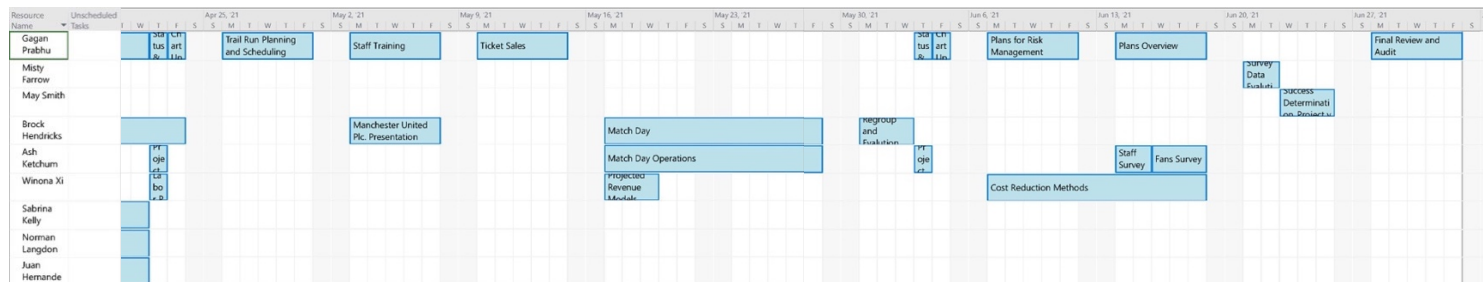
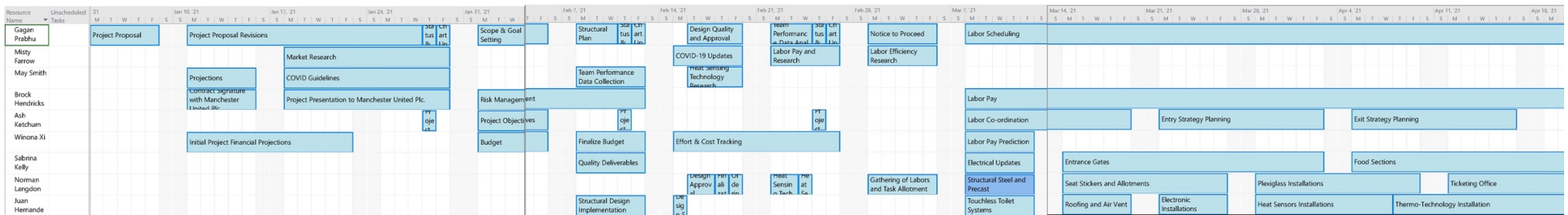
GDP Consulting have thought of multiple new strategies and techniques to get fans back into the stadiums by using various project management techniques. Market analysis, resource allocation, risk assessment and control techniques have been deployed to ensure the project completion within the quoted time 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 trail phase.

11. Appendix

a. MindMap (X Mind Application)



b. Sequence Diagram (MS Project)



c. Activity Diagram (MS Project)

