



**Bus 361**  
*for Dr. Kamal Masri*

The Climb for Life

# Project Outcome

Presented by,

**BAMBOO**  
EXPERIMENT

November 30, 2014

**Project Plan** for 25toLife  
“ **The Climb for Life** ”  
Fundraising Event

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## EXECUTIVE SUMMARY

Cancer is a life-changing disease that threatens many people in society every day. More initiative measures should be undertaken to reduce the impact of cancer and improve the lives of patients. This can come in the form of fundraising for cancer research, while raising awareness, as well as increasing support to aid those who are currently battling this disease.

Based on this pressing issue, we partnered with the Canadian Cancer Society (CCS), and aimed to rally like-minded individuals to take part in our fundraising event, The Climb for Life. We have taken acknowledged the Canadian Cancer Society's organization goals and values, and created a stair climb event based on the following mandates:

1. Raise awareness for the CCS for the funding of cancer research initiatives.
2. Encourage fitness and physical activity to promote healthiness through exercise.

The purpose of this report outlines the project in the following areas:

- Project Overview
- Project Effectiveness
- Lessons Learned
- Closing Comments
- Analyze and measure the scope of this project
- Describe the work breakdown structure, outlining tasks involved in the project
- Discuss the budget for our event
- Show what our schedule will consist of
- Describe our communication channels
- Acknowledge our risks and create a risk management plan, and
- Identify the stakeholders involved with the stair climb and how we can effectively communicate with them

## PROJECT OVERVIEW

“The Climb for Life” is a charity stair-climb event that took place on November 23<sup>rd</sup> at the Harbour Centre and Vancouver Lookout. The aim of the event was to encourage fitness and physical activity as a means to promote healthiness, which is one method to combat cancer. Our fundraising goal for the event was \$3,000 but this goal was exceeded and we raised \$4,200 in total for the Canadian Cancer Society. These funds were generated through online donations, cash donations, monetary sponsorship, and raffle ticket sales.

Registration began at 10:30 AM, and the event warm-up commenced at 11:10 AM. There were approximately 25 climbers and 15 volunteers present at the beginning during the group warm-up and stretch provided by Steve Nash Sports Club with a turnout of 61 participants in total. The warm-up was one of the highlights of the event. It provided a lively atmosphere and runners were ecstatic to sprint to the top. This atmosphere sustained throughout the event as participants were lively upstairs at the Vancouver Lookout too. The total duration of the event was four hours: from 10:30am until 2:30pm

Volunteers arrived at 9 AM to set up the registration table, photo booth, refreshments area, and run through the venue. There were 15 volunteers at the event: 9 from the BUS 361 Project Management class, 6 external volunteers, including 2 photographers, and 2 first aiders. Volunteers were all stationed around the building, in the stairway on floors 7, 17 and 27 to pump up the climbers with music and encouragement and to ensure that all climbers were accounted for when climbing up the stairs. At the top of the Vancouver Lookout, we had a photo booth for post-climb pictures, a Wii U for entertainment, a variety of refreshments, and a breathtaking view. The prize draw was held at 12:45pm, creating excitement throughout the event.

The cost of the project was \$16 dollars for decorations and photo booth props and \$24 for printing posters. There were approximately 200 project hours involved with planning, promoting, executing, and post-event tasks, along with 80 volunteer hours incurred during event execution.

## PROJECT EFFECTIVENESS

During the planning phase, we wanted to scaffold key and essential tasks that could be performed during the execution phase. Some of these key tasks include obtaining sponsorship and prizes. These key tasks that we set out to accomplish were ineffective because of communication barriers and a lack of connections to key leads.

### **Scope Changes:**

A promotional video featuring cancer survivors was also expected to be filmed during the promotional phase for our event. However, the cancer survivor responded to our inquiry later than we expected. Because of this, we changed the content of the video, decided to shorten the length of the video significantly, filmed the footage in one day, and edited the video on another day.

During the execution stage for the event, we removed the task for timing runners which vacated resources for other urgent tasks during the event. We also leveraged help from the bake sale team to occupy the table outside of Harbour Centre to sell baked goods. The number of volunteers that were present at the event affected how much we were able to allocate resources during the event to meet our scope.

### **Scheduling Changes:**

During the promotional phase, posters were printed and released to venue contacts later than it was originally planned due to the many changes and iterations that we had to make to the original version. On the day of the event, we overestimated the time it would take for runners to ascend the stairs. To avoid participants leaving early before the prizes had been drawn, we made the prize draw 35 minutes ahead of schedule. As a result, we ended the prize draw 30 minutes ahead of schedule.

### **Sponsorship Changes:**

A few grocery stores were expected to provide in-kind sponsorships for food, but we had to make changes to accommodate our own food, and expected to increase our own expenses and budget. However, last minute sponsorship from a team members' family was received for bananas and juice boxes, which allowed us to keep costs to a minimum. Highly incentivized prizes were also sought after when reaching out to sponsors such as Future Shop and the Canucks, but the lack of these prizes were alleviated with support from The Renegades team. We received in-kind sponsorship from them, such as the 16GB iPad Mini, PS Vita Walking Dead Bundle, Samsung Galaxy S4, and a Beats Studio Dr. Dre headphones, which we were able to use for a pledging contest to raise additional online donations.

### **Budget Changes:**

Our initial plan and budget included T-shirts for runners taking part in the Climb for Life. However, as the event date approached, our team reassessed the value of the T-Shirts and calculate that they added about \$400 in extra costs and many hours of design work. Although T-Shirts would have created additional awareness for future stair climbs with participants wearing them at our event, it was out of the budget for this year's Climb for Life. Any unclaimed shirts

would be sunk costs that could have gone to donations. Therefore we removed the T shirt component, and put more of our donations towards the Canadian Cancer Society.

Food and Refreshments were also another large part of our budget. However, with the other events having been executed prior to our event, teams had leftover food and refreshments, which we were able to utilize, bringing these budgeted costs down to zero.

## LESSONS LEARNED

"The Climb for Life" was an event where all members of the team learned new key Project Management Skills. These realizations came about throughout the project as well as during the planning, promoting, and executing stages.

### **Planning Stage:**

Come up with a concrete vision and objectives in the planning phase to avoid scope creep.

- During the planning stage we came up with a vision and objective for the event, but there were many variables which we were unable to quantify in the beginning. This led to the event being an open canvas at the beginning and made us susceptible to scope creep.

Individually formulate pros and cons for each type of event (e.g. stair climb, bake sale).

Afterwards, discuss our formulations together, compare events, and choose the best event based on our objectives and time constraints for the course.

- Initially we decided to do the stair climb event since week 2, but we had no concrete idea on how to start. It would have been easier if we considered the alternatives instead of just looking to do one thing.
- Considering each event and their strengths and weaknesses, we can overcome groupthink and come to a consensus on the type of event that everyone can agree on.

### **Promoting:**

Start contacting sponsors in the early promoting stages in person rather than solely through email. When visiting potential sponsors it is best to have a concrete sponsorship package outlining the event details and speak to the manager in person, which will more likely give the manager a clearer picture of the event and your vision.

- Sponsors took between two and three weeks or even longer to respond with whether they are able or willing to sponsor the event with monetary or in-kind sponsorship.

Ration the number of posts in social media to the important ones. Especially if the event is released very early on, spread out social media posts once a week or when necessary.

- Invitations on Facebook should be made at a reasonable time knowing that notifications for future messages sent out on the event page will not be received by those who do not click 'attending' or 'maybe' on the event page.

### **Executing:**

Not being afraid to assign volunteers to specific tasks that they do not want to do.

- For example, during the event we assigned the Renegades to supervise the stairway but we also felt the role was less desired.

Be flexible during the event, if something is not working, change it or work around it.

- We initially planned for participants to run up in waves every 6 minutes, although, as the event continued, we found that there was not enough people at the top and too many people waiting at the bottom. We quickly improvised and changed it into 1-minute waves.

- As people were coming up faster, we found ourselves ahead of schedule. The raffle was held 40 minutes ahead of schedule to accommodate the interests of the participants and not make them wait.

**Team Lessons:**

Agree on a vision during the planning stage and do not change the vision and event objectives half way unless there is an emergency.

- Make sure that all members are on board on an idea since transparency was an issue.
- Initially we had scope creep on the activities we wanted at the event. If we had agreed on a consistent vision, we would not have used unnecessary time on the activities which ultimately impacted some aspects of our schedule and some of which we did not execute.

Use different means of communication such as in person and skype rather than making decisions on WhatsApp.

- Due to the high volume of messages being sent, different messages were confusing and decisions made could have been missed or not effectively executed.
- There were plans which some people missed and had to be recapped later on. Since people missed these, there were disagreements.
- Future plans may consist of scheduling in-person meetings ahead of time and hold members accountable for showing up to all of them in the project charter.

Need to be accountable and regularly update members on your project status if it takes longer than expected rather than members asking on progress updates. We should have had regular meetings once a week outside class to discuss the project status.

- These meetings would hold teammates accountable for specific areas in which the project was assigned to them.
- It keeps all members updated and clear on the deliverables needed for the upcoming weeks, ambiguities would be discussed.

## CLOSING COMMENTS

The Bamboo Experiment learned valuable and memorable lessons from running this project for the Canadian Cancer Society. With over \$3800 raised in under one month, we surpassed our initial goal of \$3000.

Overall lesson: having deadlines, scheduling, documentation to lessen ambiguity and repetition of things we have already discussed.

Project management requires effective communication at all times between team members, internal stakeholders, and external stakeholders. Having structured meetings, whether it be every fortnight from the start of the semester and weekly once the project requires more attention closer to the event date, provides an opportunity to update members on progress in the last week, and deliverables moving forward.

Our main form of communication was WhatsApp. However, having continuous stream of posts made it difficult to track conversation details, changes in plans, and keeping track of who was accountable for which task. Making important decisions in face to face conversations or skype is essential to avoid confusion that could occur.

We want to thank our project manager and project sponsor, Kamal Masri and Amy Bears, for giving us the opportunity to work with the Canadian Cancer Society. We would also like to thank Harbour Centre and the Vancouver Lookout for letting us hold our event at their facilities. Lastly, we would also like to thank the sponsors who supported us for this event.

We gladly invite and support prospective project management students from BUS 361 that wish to take over The Climb for Life project. We would support them by providing contacts, sponsorship packages, and the countless lessons and wisdom that we have learned from the event in regards to project management.

## SCOPE STATEMENT

The Scope Statement outlines the project objectives, constraints and assumptions, stating the deliverables needed to be undertaken for the project to be completed. Also identified, are measures for success and measures that will be taken to ensure a high quality project.

<b>Project Name:</b>	The Climb for Life
<b>Prepared by:</b>	25toLife – The Bamboo Experiment
<b>Date of Event:</b>	Sunday, 23 November 2014, 11:30pm - 2:30pm
<b>Project Justification:</b>	This project “The Climb for Life” has been undertaken to address the problem of cancer that many people in society are facing every day. We aim to rally like-minded participants in order to, through donations and pledges, raise money to combat cancer through cancer research. Events which encourage fitness and activity are types of events which are aligned with the values and ideas of the Canadian Cancer Society as they promote health through exercise.
<b>Product / Service Description:</b>	Our proposed event will involve rallying professors, students and anyone else interested to climb the stairs of Harbour Centre. No admission fee will be charged, but any donations or pledges via online means or in person are recommended. We will provide refreshments in the form of snacks and drinks (hopefully sponsored) to participants. At the event, we aim to raise money through donations and pledges. In addition, funds will be raise through online donations.
<b>Project Deliverables:</b>	
<b>Deliverable A</b>	Contact Canadian Cancer Society with event information Create Facebook Event, promotional video, and posters Recruit volunteers and photographers for the day of the event
<b>Deliverable B</b>	Release promotional video and posters and launch Facebook event Secure in-kind and monetary sponsorships through meeting with different companies in person or through email.
<b>Deliverable C</b>	Secure and obtain in-kind and monetary sponsorships. Follow up with participants, volunteers, and photographers, confirming their attendance on the day of the event.

<b>Known Exclusions</b>	Carissa will contact the St. John's Ambulance and provide us with insurance for the event
<b>Project Goals:</b>	
<b>Cost Objectives</b> <i>(quantify)</i>	<ul style="list-style-type: none"> <li>- Promotional costs - Posters (\$30 upon printing posters)</li> <li>- Volunteer's time (30 hours)</li> <li>- Snacks and drinks - \$200 (unless sponsored)</li> <li>- \$400 on T-shirts for donations over \$20</li> </ul>
<b>Schedule Objectives</b> <i>(start and stop dates)</i>	<p><b>EVENT ITINERARY FINALIZATION</b></p> <p>Sept 14 - October 14: Contact Harbour Centre and secure location (providing Certificate of Insurance)</p> <p>Oct.15 – Nov 15th Contact Sponsors for in-kind or monetary sponsorships</p> <p>Nov 16 - Nov 22 - Finalize and Obtain Sponsorships</p> <p><b>PROMOTIONS</b></p> <p>Oct 17th - weekly updates: Launch Facebook event: (countdown with posters on Social Media or website)</p> <p>Oct. 20<sup>th</sup>-Nov 15<sup>th</sup>: Reaching out to other clubs and university classes to promote our event</p> <p>October 23<sup>rd</sup>-30<sup>th</sup>: Create Promotional Video</p> <p>Oct 27<sup>th</sup>: Post event on 25tolife website</p> <p>Oct. 30<sup>th</sup>: Advertise event on SEO events newsletter</p> <p>Nov. 13<sup>th</sup>, 20<sup>th</sup>, 21<sup>st</sup>: Set-up Booth at BBY and SUR campuses</p> <p>Nov. 10<sup>th</sup>: Advertising event on SFU electronic bulletin board</p> <p>Nov. 11<sup>th</sup>: The Peak Newspaper</p>
<b>Quality Measures</b> <i>(criteria that will determine acceptability)</i>	<p><b>SAFETY MEASURES</b></p> <p>First Aid Volunteers</p> <p>Stair Safety Check before event</p> <p>Waiver signage</p>
<b>Other Objectives</b>	<p><b>QUANTIFIABLE GOALS FOR SUCCESS</b></p> <p>Number of runners</p> <p>Number of spectators or audience</p> <p>In-Kind sponsorship received</p> <p>Funding, Donations, and pledges received to meet our goal of \$2,750.</p>

# WORK BREAKDOWN STRUCTURE

The WBS provides us with a framework on the breakdown of our project. It provides us with a means of control as well as schedule guidance. We broke down our event into four phases, the planning phase, the promotional phase, the execution phase, and evaluation and follow up phase. We put an emphasis on the planning and execution phase because it would take the largest amount of time as well as steps involved.

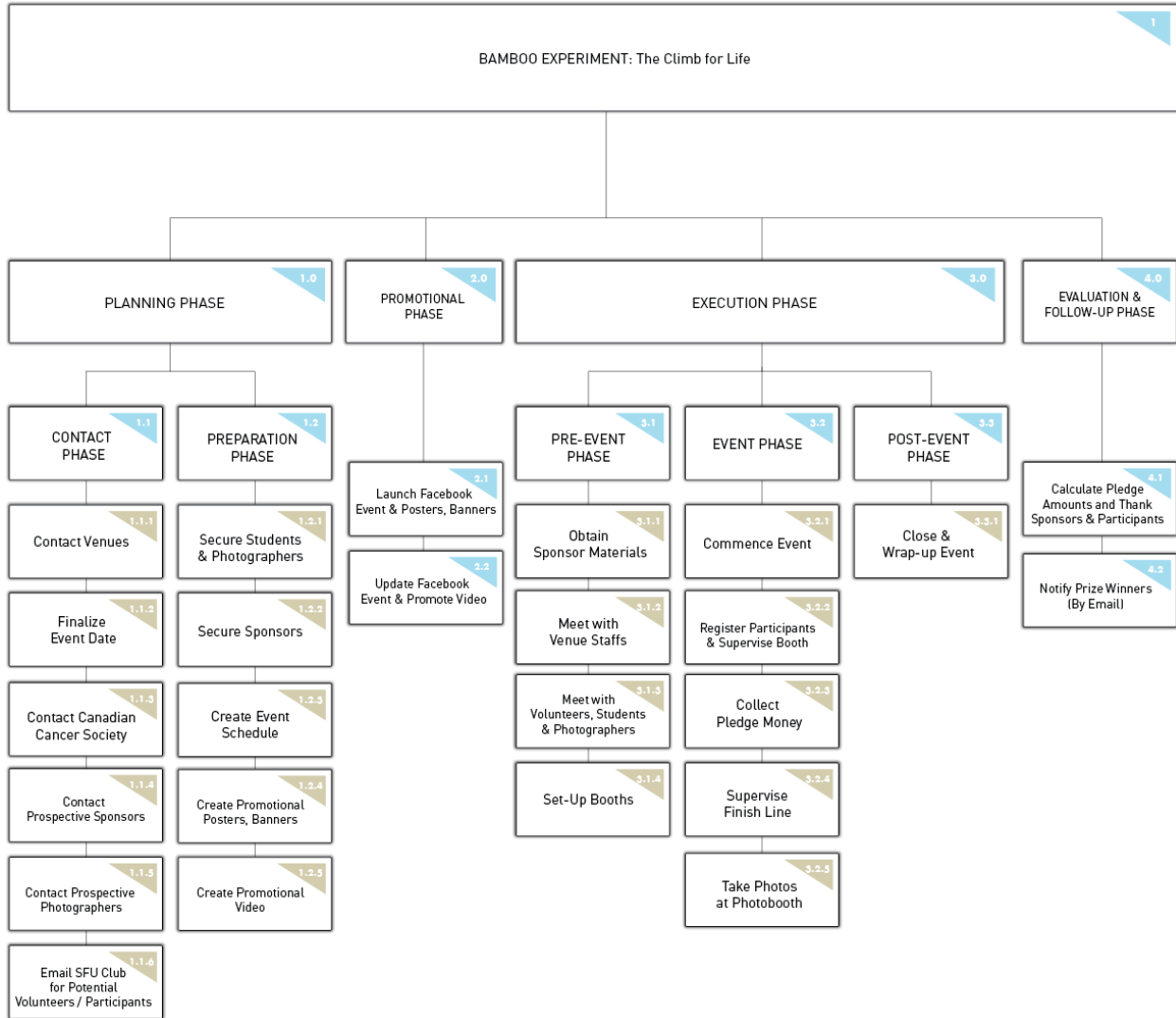


Figure 1: Work Breakdown Structure outlining the tasks needed in each project phase for the project to be completed

## WBS Dictionary

The WBS Dictionary outlines each task in the Work Breakdown Structure. It defines what the tasks specifically entail, the costs, and the duration and effort of each task. Duration is the total time the task takes, whereas effort is the actual time taken to work on the project. When faced with ambiguity, looking at the WBS or during tasks, we refer back to the WBS Dictionary to understand the task we need to do with more detail.

WBS Code	WBS Element
1.1.1	Contact Venues
WBS Element Description	
Contact venues to see if we can use the stairwells as their venue for our event. Information needed includes: Potential Dates, Times, Purpose, Equipment Needed, Catering Needed.	
Estimated Effort: 10 Hours	Estimated Duration: 28 Days

WBS Code	WBS Element
1.1.2	Finalize Event Date
WBS Element Description	
Finalize the event date after we hear back and get a confirmation from all the venues that we have contacted.	
Estimated Effort: 30 Minutes	Estimated Duration: 1 Day

WBS Code	WBS Element
1.1.3	Contact Canadian Cancer Society
WBS Element Description	
Ask Carissa for support regarding St. John's Ambulance and insurance. Request for sponsorship forms and pledge system information regarding online donations.	
Estimated Effort: 1.5 Hours	Estimated Duration: 1 Day

WBS Code	WBS Element
1.1.4	Contact and Prospective Sponsors
WBS Element Description	
Contact potential sponsors for our event. Asking for prizes, sponsorships during our event, food. When sponsors have a favourable response, collect in-kind or monetary sponsorships and bring on event day.	
Estimated Effort: 4 Hours	Estimated Duration: 25 Days

WBS Code	WBS Element
1.1.5	Contact Prospective Photographers
WBS Element Description	
Contact potential volunteer photographers for our event. Email photographer more information regarding the location, date and time of the event. Photos will be posted after the event for post event exposure.	
Estimated Effort: <i>1 Hour</i>	Estimated Duration: <i>10 Days</i>

WBS Code	WBS Element
1.1.6	Email SFU Clubs for Potential Volunteers / Participants
WBS Element Description	
Email SFU clubs for participants and volunteers who want to come out on the day of the event. Contact clubs that have a record of holding events regarding charity and active events.	
Estimated Effort: <i>3.5 Hours</i>	Estimated Duration: <i>14 Days</i>

WBS Code	WBS Element
1.2.1	Secure Students & Photographers
WBS Element Description	
Securing student volunteers, club participants and photographers for our event by contacting them through email.	
Estimated Effort: <i>1 Hour</i>	Estimated Duration: <i>7 Days</i>

WBS Code	WBS Element
1.2.2	Secure Sponsors
WBS Element Description	
Securing student volunteers, club participants and photographers for our event by contacting them through email.	
Estimated Effort: <i>1 Hour</i>	Estimated Duration: <i>8 Days</i>

WBS Code	WBS Element
1.2.3	Create Event Schedule
WBS Element Description	
<p>Note begin and end times for the event and create a rough agenda for the event day itself. Such activities include meeting with volunteers, participants and organizing them to prepare for the climb.</p>	
Estimated Effort: <i>4 Hours</i>	Estimated Duration: <i>1 Day</i>

WBS Code	WBS Element
1.2.4	Create Promotional Posters, Banners
WBS Element Description	
<p>Design posters and Facebook Banners. Information should include: Date, Time, Venue, Facebook Event Page, and sponsors.</p>	
Estimated Effort: <i>10 Hours</i>	Estimated Duration: <i>10 Days</i>

WBS Code	WBS Element
1.2.5	Create Promotional Video
WBS Element Description	
<p>Create promotional video that will be released on the Facebook website to promote our event.</p>	
Estimated Effort: <i>10 Hours</i>	Estimated Duration: <i>21 Days</i>

WBS Code	WBS Element
2.1	Launch Facebook Event & Promotional Posters, Banner
WBS Element Description	
<p>Create and launch a Facebook event page; attach our posters and facebook banners as well as the event schedule and registration details. Have weekly updates to sustain interest and attention from prospective participants and provide more information about cancer research. Print and post posters on campus in Burnaby and Surrey.</p>	
Estimated Effort: <i>4 Hours</i>	Estimated Duration: <i>11 Days</i>

WBS Code	WBS Element
2.2	Update Facebook Event & Launch Promotional Video
WBS Element Description	
Update the Facebook event page and launch the promotional video after finishing the video editing process. Share it with the BUS361 Facebook and ask them to share it others that they know to create a network effect for prospective participants.	
Estimated Effort: <i>4 Hours</i>	Estimated Duration: <i>4 Days</i>

WBS Code	WBS Element
3.1.1	Obtain Sponsor Materials (Prize, Food, etc.)
WBS Element Description	
Meet with our sponsors and collect various sponsor materials such as prizes, hospitalities and posters from different locations and possibly on different dates.	
Estimated Effort: <i>2 Hours</i>	Estimated Duration: <i>5 Days</i>

WBS Code	WBS Element
3.1.2	Meet with Venue Staff
WBS Element Description	
Showing up to the event 2-3 hours earlier to meet venue staff. Discuss emergency procedures.	
Estimated Effort: <i>2 Hours</i>	Estimated Duration: <i>2 Hours</i>

WBS Code	WBS Element
3.1.3	Meet with Volunteers, Students and Photographers
WBS Element Description	
Meet with volunteers to assign roles such as manning the drink booths, registration booths, the stairs, and the top. Assign destinations for photographers for pictures and videos during the climb.	
Estimated Effort: <i>30 Minutes</i>	Estimated Duration: <i>30 Minutes</i>

WBS Code	WBS Element
3.1.4	Set-up Booths
WBS Element Description	
Set up booths an hour before our event. Booths: hospitalities, sponsors, registration, etc.	
Estimated Effort: 1 Hour	Estimated Duration: 1 Hour

WBS Code	WBS Element
3.2.1	Commence Event
WBS Element Description	
Officially start event, letting participants in. Announce prizes and raffle draw. Letting participants know of the procedures on how to finish, etc. Re-announce instructions to new participants for later arrivals.	
Estimated Effort: 20 Minutes	Estimated Duration: 3 Hours

WBS Code	WBS Element
3.2.2	Register Participants & Supervise Booth
WBS Element Description	
Register participants one by one, selling them wrist bands. Sign waivers.	
Estimated Effort: 1 Hour	Estimated Duration: 5 Hours

WBS Code	WBS Element
3.2.3	Collect Pledge Money
WBS Element Description	
Tally and collect pledge money from participants.	
Estimated Effort: 1 Hour	Estimated Duration: 5 Hours

WBS Code	WBS Element
3.2.4	Supervise Finish Line
WBS Element Description	
Supervise the finish line as well the through the stairs. Supply words of encouragement.	
Estimated Effort: 5 Hours (Throughout event)	Estimated Duration: 5 Hours

WBS Code	WBS Element
3.2.5	Take Photos at Photobooth
WBS Element Description	
Take photos at photo booth, will likely be set up by the booths. Participants can take before and after pictures.	
Estimated Effort: <i>2 Hours</i>	Estimated Duration: <i>5 Hours</i>

WBS Code	WBS Element
3.3.1	Close / Wrap-up Event
WBS Element Description	
When time comes as our event finishes, we thank participants verbally for coming. Take down booths, etc.	
Estimated Effort: <i>30 Minutes</i>	Estimated Duration: <i>1 Hour</i>

WBS Code	WBS Element
4.1	Calculate Pledge Amounts and Thank Sponsors & Participants
WBS Element Description	
Thank sponsors and participants through email, letting them know how much we have raised.	
Estimated Effort: <i>2 Hours</i>	Estimated Duration: <i>2 Days</i>

WBS Code	WBS Element
4.2	Notify Prize Winners
WBS Element Description	
Notifying prize winners through email. Giving them contacts to pick up their prizes, and thanking them yet again for participating.	
Estimated Effort: <i>30 Minutes</i>	Estimated Duration: <i>1 Day</i>

## BUDGET

We aim to have most components of the event sponsored if possible in order to reduce the monetary costs and the need to cover these costs from the funds received through donations and pledges. There are three main cost categories which we have identified: Fixed, Variable, and Other Costs in the form of volunteer hours.

<b>BUDGET</b>				
	PREDICTED	ACTUAL	VARIANCE	DIFFERENCE
Printing Posters	<b>\$ 30.00</b>	<b>\$ 24.00</b>	<b>FV</b>	<b>+ \$6.00</b>
T-Shirt	<b>\$ 400.00</b>	<b>\$ -</b>	<b>FV</b>	<b>+ \$400.00</b>
Refreshments	<b>\$ 200.00</b>	<b>\$ -</b>	<b>FV</b>	<b>+ \$200.00</b>
Photo Booth Props	<b>\$ -</b>	<b>\$ 16.00</b>	<b>AV</b>	<b>- \$16.00</b>
Project Planning Hours	<b>200 Hours</b>	<b>200 Hours</b>	<b>-</b>	<b>-</b>
Volunteer Hours				
Secure Students & Photographers	<b>\$ 630.00</b>	<b>\$ 40.00</b>		<b>+ \$590.00</b>

Table 1: Budget detailing predicted and actual costs

### Fixed Costs

Fixed costs are costs which are incurred regardless of the number of attendees at our event. The fixed costs for the project are incurred before the event is executed. This involves costs associated with marketing and promotions.

- Printing costs: \$30
  - o Approximately 15 posters will be printed, and printing costs will be around \$2 each. Posters will be placed at the Burnaby and Surrey campuses, as well as at our booths when on campus.
- Project Time costs: 150 hours
  - o Time costs accrue through sponsorship, social media, stakeholder relations, promotions, event execution, and other event planning deliverables. These costs will accrue at a set amount not dependent on the number of participants.
- Volunteer Hours: 50 hours
  - o Approximately 10 volunteers (including photographers) will volunteer five hours each on the day of the event, from around 10:30am - 3:30pm. They will help out with tasks such as setting up and manning booths, refreshments, and photography.

## Variable Costs

Variable costs accrue depending on the number of people attending or per type of person or object the cost is associated with. We have identified two types of variable costs for our event: T-shirts and refreshments (snacks and drinks). Although we cannot determine how many participants will be present at our event, we have arrived at the following predictions based on our Facebook event attendees and the number of people we aim to invite:

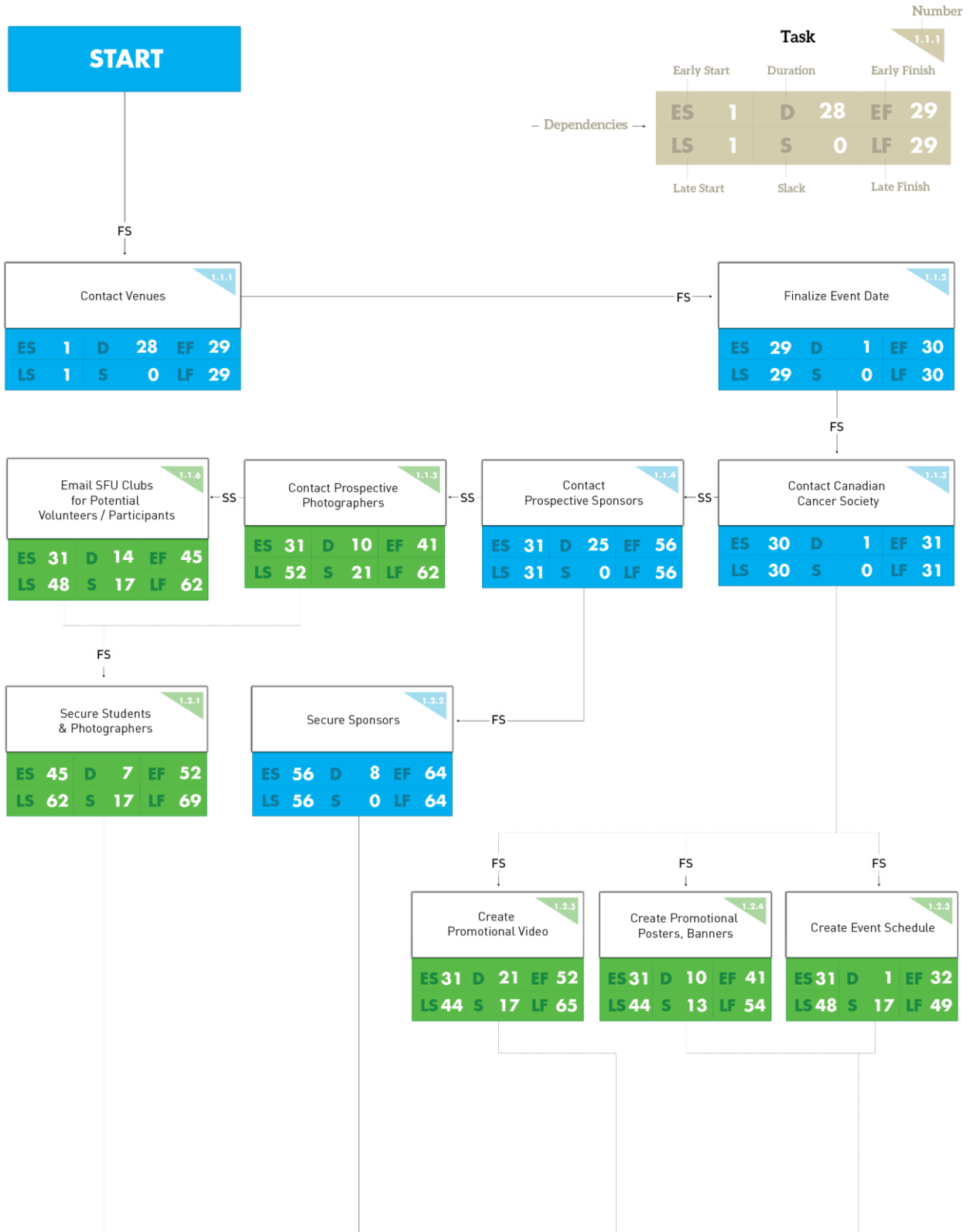
- T-shirts: \$400
  - o We are aiming to have t-shirts for 80 individuals who pledge over \$20. T-shirts will be an incentive to collect over \$20 in pledges and is an appropriate amount collected to cover the cost of the t-shirt, which is \$5 with a printed logo on the front.
- Food and Drinks: \$200
  - o We are hoping to see approximately 100 people participate in the climb, and so will include complimentary bottled water and snacks at a value of \$2 each for refreshments at the Vancouver Harbour Centre. Some sponsorship should help cover the costs of these condiments or even provide the snacks for us, but \$200 is a medium to worst case scenario.

## SCHEDULE

Our schedule is used for identifying the tasks needed while following it through in a timely manner. The Network Diagram and Gantt chart are two methods which enable us to visualize our schedule and present it in a comprehensive manner.

### Network Diagram

The Network Diagram identifies which tasks need to be completed on time to maintain the initial end time for the project. The slack denotes the amount of leeway the task can have before impacting the total duration of the project. It is calculated from taking the difference between the Late Finish and Early Finish times. For example, a slack time of 10 days would reveal that the task can be postponed for 10 days without affecting the total duration of the project. The tasks highlighted in blue shows the critical path. If this critical path is changed, it will affect the total duration of the project. This path is generally influenced by inputs from additional resources to reduce the overall project time.



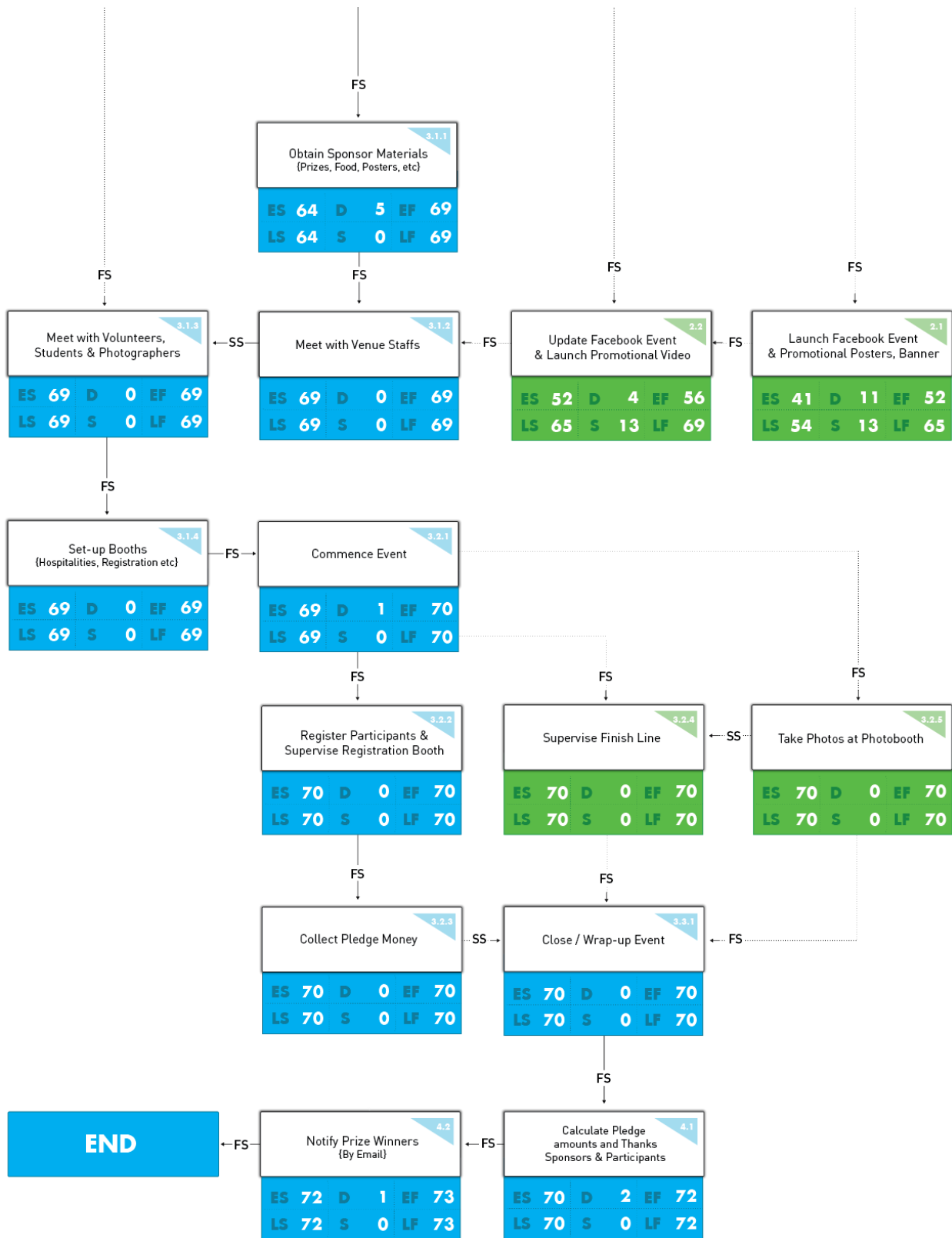


Figure 2: Network Diagram showing task duration, early start and finish and late start and finish times in days, and the critical path for the project.

## Gantt Chart

The Gantt chart outlines the duration of each task we plan to execute, shown with a visual representation using coloured bars. It helps us identify the punctuality of the current tasks we are undertaking in relation to our original schedule.

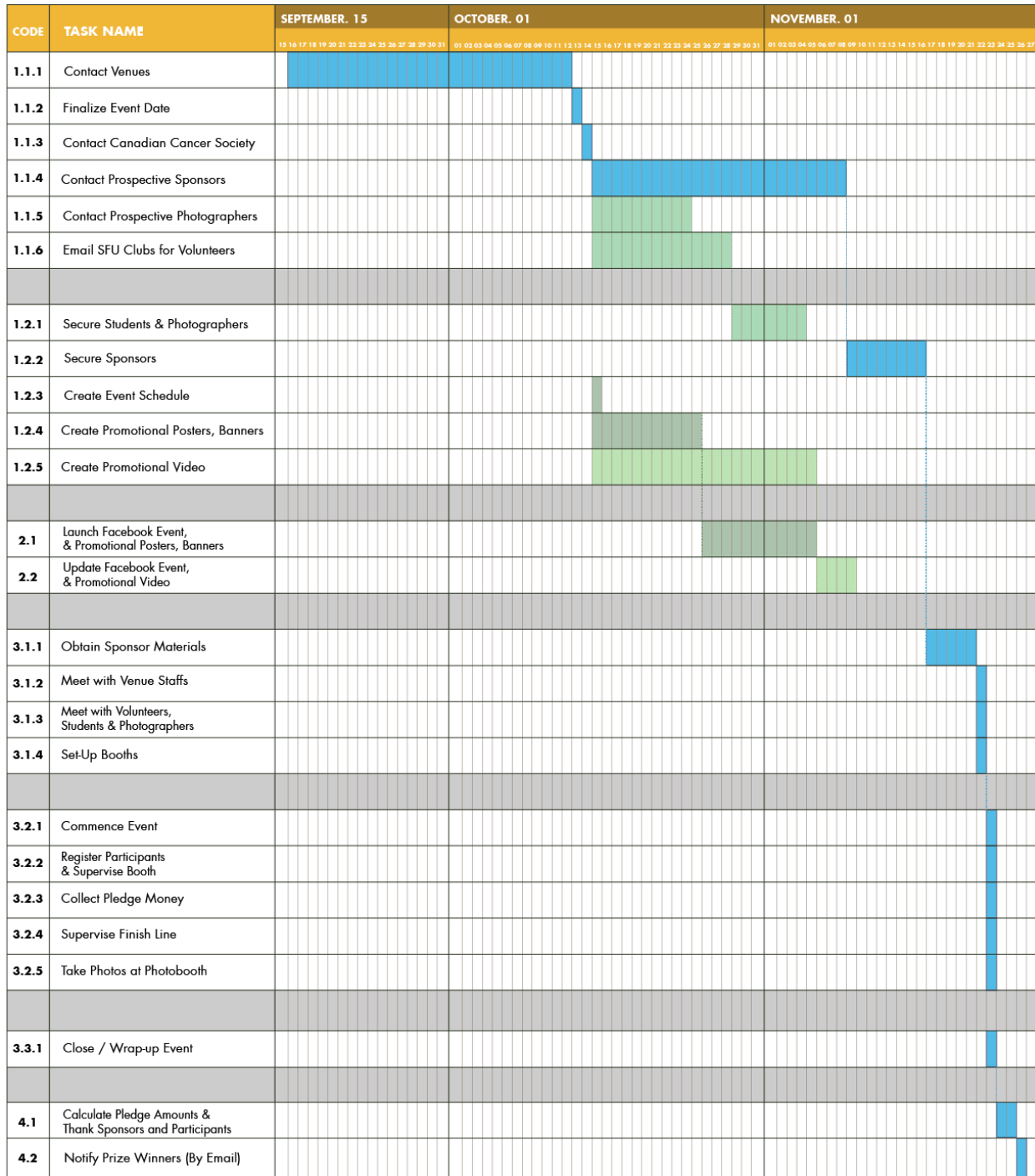


Figure 3: Gantt Chart showing the breakdown of tasks in alignment with the schedule

## COMMUNICATIONS PLAN

The communications plan shows how we will communicate our message to internal and external stakeholders for the project. It ensures that information is shared with the appropriate audiences on a timely basis through the most effective communication channels.

Table 2: Communications Plan detailing stakeholders, included in project planning process

<b>The Climb for Life</b>							
<b>National Center:</b>	<b>25toLife</b>						
<b>Project Manager:</b>	<b>Amy Bears</b>						
<b>Project Description</b>	Our proposed event will involve rallying professors, students and anyone else interested to climb the stairs of Park Place. No admission fee will be charged, but any donations or pledges via online means or in person are recommended. We will provide refreshments in the form of snacks and drinks (hopefully sponsored) to participants. At the event, we aim to raise money through donations and pledges. In addition, funds will be raise through online donations.						
ID	Communicaton Vehicle	Target Audience	Description/Purpose	Frequency	Owner	Distribution Vehicle	Internal /External
0	Weekly status report	25toLife Project Team	Communicate updated project status	Weekly	Hua Ping	Email	Internal
1	Event proposal and correspondance	Event Venues (Empire, Park Place, Harbour)	Communicate Scope Statement, purpose and objectives	Regular correspondance until acceptance	Ryan	Phone, Email, In person	External
2	Insurance Request Email, and Waiver Request	SEO - Rosanne Ng, Melissa Sue Read,	Communicate Scope Statement, purpose, insurance amount	Until Insurance is granted	Hua Ping	Email, SFU Request Form	External
3	Sales pitch, Sponsorship Letter	Sponsors	Securing monitary and inkind sponsorship material for our event	Twice a week or more	Victor	Phone, Email, In person	External
4	Request for Volunteers and keep them informed	Volunteers/ Photographers	Recruiting volunteers and maintaining communication with them in regards to the event schedule as well as their duties	More than once and updates to follow	Hua Ping	Personal contacts, Facebook, Email, Phone	External
5	Sales pitch, Sponsorship Letter	Promotional sponsorship	Contacting groups of nobile individuals (hockey and football teams) and inviting them to participate	Weekly	Ryan	Phone, Email	External
6	Request for assistance and information	Carissa - Canadian Cancer Society	Ensuring CCS materials are picked up and inquiring about any questions	Once	Ryan	Phone, Email	External
7	Email with information	SEO - Katy Peng	Send her our marketing material to advertise on SEO's weekly email	Once	Victor	Email	External
8	Facebook Event	Students/General Public	To simply get the word out to the public for event exposure	Weekly + updates	Victor	Facebook Event, Posters, Word of mouth	External
9	Invitation to Climb	School Clubs	Inviting school clubs to participate	Once	Hua Ping	Email	External
10	Communication through posters	Students	Notifying students about the event	Daily	Colin	Bulletin boards	External

Depending on the target audience and level of formal communication, the communication vehicle that should be used would vary. Personalized forms of communications are necessary to convey specific information and generate discussion when communicating to sponsors and venue liaison because the communication occurs on a wider spectrum of formality. Communication channels such as telephone, email, and face-to-face communication should be utilized. On the other end of the spectrum, there is exists a high degree of formal communication. Stakeholders such as participants and school clubs will be reached through mass forms of communication such as social media and email using a mixture of both a formal and personal tone in communication. We believe this is the most efficient and pertinent method for reaching these target audiences due to their size and diversity.

Mixed levels of formal and personalized communication is employed for corresponding with volunteers and 25toLife teammates. There is personalized face-to-face communication and occasions where some formal communication is used.

### **RACI Matrix**

We assigned the titles Director of Design, Social Media, Sponsorship, and Promotion and External Relations to team members to provide specialized roles and team efficiency. The Director of Design works internally, and the other three Directors work with external stakeholders.

The Director of Sponsorship and Promotions is responsible for contacting corporate sponsors and public figures that would be able to support or attend the event. Meanwhile, the Director of External Relations coordinates with venue staff, student clubs, and volunteers. The Director of Design is responsible for producing promotional materials that will be utilized. Finally, the Social Media Director maintains a presence on all online channels and mass media directed towards participants.

Organization Manager - **Harbour Centre**  
Sponsorship / Promotions - **Victor**

Project Manager - **Amy Bears**  
External Relations - **Ryan**

Project Sponsor - **Kamal Masri**  
Social Media Coordinator - **Hua Ping**

Designer - **Colin**

CODE	TASK NAME	ORGANIZATION MANAGER	PROJECT MANAGER	PROJECT SPONSOR	SPONSORSHIP PROMOTIONS	EXTERNAL RELATIONS	SOCIAL MEDIA COORDINATOR	DESIGNER
1.1.1	Contact Venues	I	C	I	I	RA	I	-
1.1.2	Contact Canadian Cancer Society	-	-	I	-	A	R	-
1.1.3	Contact Prospective Sponsors	-	-	-	R	I	C	-
1.1.4	Contact Prospective Photographers	-	-	-	-	C	R	A
1.1.5	Email SFU Clubs for Volunteers	-	-	-	C	RA	C	C
1.2.1	Secure Students & Photographers	-	-	I	-	RA	-	C
1.2.2	Create Event Schedule	-	-	-	C	C	R	C
1.2.3	Create Promotional Materials	C	C	-	C	C	A	R
2.1	Launch Promotional Materials / Facebook event	I	-	I	I	I	A	R
3.1.1	Obtain Sponsor Materials	-	-	-	RA	-	I	I
3.1.2	Meet with Venue Staffs	I	-	-	I	RA	I	I
3.1.3	Meet with Volunteers, Students & Photographers	-	-	-	I	R	I	I
3.1.4	Set-Up Booths	C	-	-	R	I	I	I
3.2.1	Commence Event	I	I	I	A	R	I	I
3.2.2	Register Participants & Super Booth	-	-	-	I	A	R	-
3.2.3	Collect Pledge Money	-	-	-	R	I	A	-
3.2.4	Supervise Finish Line	-	-	-	-	-	-	RA
3.2.5	Take Photos at Photobooth	-	-	-	C	C	C	RA
3.3.1	Close / Wrap-up Event	I	I	I	A	R	I	I
4.1	Calculate Pledge Amounts & Thank Sponsors and Participants	-	I	I	R	A	I	I
4.2	Notify Prize Winners (By Email)	-	-	-	I	R	A	-

Table 3: RACI Matrix outlining the designation of stakeholders' role per task in the WBS

## MANAGING PROJECT RISK

Project Risk is something that is often overlooked. Our team has learned that there are many different external circumstances that can occur which prevent the project from running in accordance to our prefabricated plan. It is necessary to understand how the impact of these debilitating circumstances can affect the project's scope, schedule, quality, and the likeliness of increased costs to incur.

We manage and mitigate the risk by using the four stages of risk management:

1. Identify the risk and the consequences of the risk.
2. Analyze the risk in terms of impact and likelihood. As a team, the risks were analyzed by understanding the reasons behind the occurrence of the risk and the probability for them to occur, given our current strategy.
3. Create a risk response plans through a variety of transference, mitigation, and acceptance of risk.
4. Update the risk register as new risks are identified. In addition, current risks will be monitored more closely as the event date approaches.

From these four stages, we created a risk register to compile this information. The four types of risk are listed in order of likelihood with a number of different factors listed, analyzing the risk in terms of impact and likelihood. We need to take more precautions with the risks that have a likelihood of over 10% and a risk impact of 2.5/5 or higher. Risk impact is graded by averaging the risk impact on cost, schedule, scope, and quality. By combining the likelihood and impact, we arrive at the initial risk score.

Risk score indication will be graded upon these three factors:

- Low – The risk will unlikely affect the outcome of the event.
- Guarded – The risk is guarded and we are aware that it may impact the outcome of the event, but there are precautions in place to prevent the risk.
- Moderate – The risk may have an impact on the outcome of the event and the probability of this risk happening is moderately high.

After this initial risk assessment, we created a risk response plan through the transference, mitigation, or acceptance of risk. The risk is assessed again and evaluated on likelihood and impact again, providing this risk with a final risk score.

### **Risk 1: Not enough participants**

Not enough participants can lead to us not meeting our goal of \$2,750, since participants will be making up a significant portion of the donations we receive. The event involves participants taking part in the stair climb and pledging or donating to the cause.

- **Likelihood:** 25%
- **Risk Impact:** 3.25
  - o Cost: 0.4: 10-20% cost increases through sunk costs of t-shirts and refreshments
  - o Schedule: 0.05: Event will commence regardless of the number of participants
  - o Scope: 0.4: Will not be a communal event and not have the same vibe
  - o Quality: 0.4: Low quality atmosphere and event image
- **Initial Risk Score:** Moderate

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- **Risk Control Plan:** MITIGATION of Risk
    - o Stringent advertisements and continuous updates to increase awareness.
    - o Ask all family members, school clubs, and external parties to donate and participate
    - o Ask members of the BUS 361 class to come and participate.
    - o Volunteers will raise awareness outside harbour centre during the event to ask for participants from the general public
  - **Final Impact:** Low
  - **Final Likelihood:** Guarded
  - **Final Risk Score:** Low

### **Risk 2: Injured Participants**

Risk of injured participants may cause the event to stop and delay the schedule. Risk of injuries include: Twisted ankle, physical injuries, broken bones, pulled muscles, heart attack, chest pains, asthma, allergies, sickness.

- **Risk Likelihood:** 1%
- **Risk Impact:** 2.5
  - o Cost: 0.05: Costs are transferred to the insurance
  - o Schedule: 0.4: May have to delay some waves
  - o Scope: 0.1: Will not affect the purpose of the event
  - o Quality: 0.4: Affects the quality of the event when participant is injured. It may not be seen as safe.
- **Initial Risk:** Guarded

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- **Risk Control Plan:** TRANSFERENCE
    - o Certificate of Insurance and Waiver Forms

- Stretches by Steve Nash Instructor
- First Aid Attendant on duty
- Water and refreshments
- Volunteers keeping an eye out for any hazards
- Clothing Restrictions
- Age Restriction 19+
- Emergency Plan: Emergency Number and Protocol
- **Final Risk Impact:** Low
- **Final Likelihood:** Low
- **Final Risk Score:** Low

**Risk 3: Volunteers Back Out**

Are unable to show up, or forget about their commitment. This includes cancellations; change of plans, or due to sickness.

- **Risk Likelihood:** 10%
- **Risk Impact:** 1.75
  - Costs: 0.05: Volunteer hours are not monetarily costly
  - Schedule: 0.2: If some volunteers drop out, tasks may take longer to be fulfilled and the event may not run as smoothly.
  - Scope: 0.05: Event still goes as planned if less volunteers
  - Quality: 0.1: Potential Impact as events may be run less smoothly
- **Initial Risk:** Guarded
- -----
- **Risk Control Plan:** MITIGATION
  - Volunteer signup sheet
  - Meeting and briefing before event
  - Backup volunteers in case
  - Ask class members to volunteer
- **Final Risk Impact:** Low
- **Final Likelihood:** Low
- **Final Risk Score:** Low

**Risk 4: Rain/Weather constraints:**

Weather constraints like rain, storms and snow can restrain people from coming to our event as they may not want to travel out in this weather. The likelihood of rain in November is high, and can impact the climb, even though our event is indoors.

- **Risk Likelihood:** 50%
- **Risk Impact:** 1.5
  - o Costs: 0.05: Low costs to project infrastructure
  - o Schedule: 0.05: Event will go ahead as planned
  - o Scope: 0.05: May not have enough participants and therefore less hype around the event. Participants may not be able to see a view from the top if it is cloudy.
  - o Quality: 0.2: Number of participants and the mood will be low
- **Initial Risk Score: Guarded**

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- **Risk Control Plan:** ACCEPTANCE
  - o Secure high quality prizes as incentives to show up
  - o Promote the fact that they are helping with cancer research
- **Final Likelihood:** High
- **Final Impact:** Low
- **Final Risk Score:** Guarded

## STAKEHOLDER REGISTER

Stakeholder Register outlines the different stakeholders involved with the project and the influence they had on the project outcome. Internal meetings and cellular communication are usually reserved for stakeholders who have a high level of influence on the project outcome. For stakeholders who have a lower impact on the project outcome, we usually communicate with them solely through email.

Project Name - <b>The Climb for Life</b>		Project Phases - <b>Planning, Promotional, Execution, Evaluation</b>			Date - <b>November. 23 / 2014</b>		
Name of Stakeholder	Designation	Department	Role in Project	Type of Stakeholder	Type of Communication	Expectation	Influence on Project Outcome
Canadian Cancer Society	Nonprofit Organization	Nonprofit Sector	Project Organizer	External	Phone, Email	Measurable Business Success, On-time Delivery	Supportive
Simon Fraser University { SFSS }	Institution	Institution	Event Liason	External	Email	Clear Requirements, On-budget Delivery	Neutral
Harbour Centre	Institution	Institution	Organization Manager	External	Email	On-time Delivery	Neutral
Student Engagement Office	Insurance Broker	Institution	Insurance Lender	External	Phone, Email	On-time Delivery	Neutral
Kamal Masri	Instructor	Management Information Systems	Project Sponsor	Internal	Email, Weekly Meeting	On-time, On-budget Delivery & Clear Scope	Supportive
Amy Bears	Teaching Assistant	Information Systems	Project Manager	Internal	Email, Weekly Meeting	On-time Delivery, Measurable Goals	Supportive
Ryan O'Hearn	Student	Management Information Systems	External Relations	Internal	Phone, Email, Internal Meeting	On-time Delivery	Leading
Victor Ng	Student	Management Information Systems	Sponsorship & Promotions	Internal	Phone, Email, Internal Meeting	On-time Delivery	Leading
Hua Ping Tan	Student	Operations Management	Social Media Coordinator	Internal	Phone, Email, Internal Meeting	On-time Delivery	Leading
Colin To	Student	Interactive Arts & Technology	Designer	Internal	Phone, Email, Internal Meeting	On-time Delivery	Leading
BUS 361	Classmates	Beedie School of Business	Various Committees	Internal	Phone, Email, Weekly Meeting	Clear Requirements	Supportive
Sponsors	External Sponsors	External	Sponsors	Internal	Phone, Email	On-time Delivery	Supportive
Volunteers	External Volunteers	External	Volunteers	Internal	Phone, Email	On-time Sign-off, Skilled Resource	Supportive
Event Participants	Participants	External	Participants	Internal	Phone, Email	On-time Sign-off	Neutral

Table 4: Stakeholder Register outlining the different stakeholders and their impact on the project

