**Memo**

TO: Senior Management

FROM: J. Barclay

RE: The expansion project

I’m sending this memo to share my thoughts on the expansion project we’re all working on. I’ve tried to identify as many of the “to-dos” as I could. I’m sure I’m missing things and I’m looking to each of you to lend your expertise to this process. We are taking a huge step forward in the evolution of the company and I’m pleased to be working with such a fine team of people.

We’re going to have some long days ahead and I’m counting on all of you to continue to maintain a balance between work and home. We’re all in this for the long haul and the future has never looked brighter.

**The Project Team**

I believe the project team needs a mix of internal and external people. I’d like to see it contain up to six employees and four outside consultants. This mix of internal and external people should provide the balance of viewpoints and expertise necessary for a project of this scope to succeed. I think it’s critical that the project manager be an outsider—someone who is not influenced by the company’s day-to-day internal politics and agendas. We’ll need to give this person complete control over deadlines and milestones. However, I also want to have this group receive weekly status reports from the project manager so that we can ensure that our vision is not lost or mutated.

I’d like to suggest the following people from our organization:

Elise Sechan, Manager, Information Technologies

Aileen MacElvoy, Director of Marketing

Ron Timmons, Senior Buyer

Kim Leong, Customer Service Representative

I also want to find two people from the senior management team to join this project. I’d like you all to think about your peers and send me a note suggesting the ones you think could best support this initiative.

**To-do list**

Here are my initial thoughts on what we’ll need to do to make this plan work:

Assemble an internal team.

Retain a professional project manager.

Hire consultants to assist in market research, Web design, and business process analysis.

Conduct market analysis and research to find the best markets to maximize profit and minimize risk.

Draw up the preliminary plans for the expansion.

Find the specifications for a Web initiative.

Begin the RFP process to find an Internet Service Provider.

Find items that require additional resources and funding.

Establish project milestones.

Draw up contingency plans.

Notify our vendors of the potential for increased inventory.

Find key business processes that need modification.

Project additional headcount.

Set target dates for hiring new people

Request that Human Resources begin a recruiting process.

Design an incentive plan.

Build a preliminary Web site.

Create Sales material and a rollout plan.

Develop a training program and documentation.

Create a new identity and marketing material.

Create a presentation for potential investors.