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## PLANNING IMPLEMENTATION AND ORGANIZATION OF PROJECT ACTIVITIES - CASE STUDY OF HONEY BRENDY

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**Abstract:** *The paper explores the possibility of the successful implementation and implementation of project management in all spheres of business, especially the application of project management in the process of introducing new products into the production process, which enables the realization of smaller but also more complex projects, which is one of the focuses of the work. The goal of the research deals with the practical application of all known methods and techniques, which the project management has developed during its existence, on the example of the development of a new product in the alcoholic beverages industry - honey brandy by placing that product on*

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*the market, with a detailed analysis of the success of the project, analysis of marketing and business plan of this venture.*

**Keywords:** *project management / product / innovation / planning / risk / marketing / success analysis.*

## INTRODUCTION

Small and medium-sized enterprises (SMEs) are the backbone of the economy in almost all developed economies (Ilić & Đukić, 2023). Typically, these enterprises employ the largest number of people in the country. SMEs emerge as a result of individual business initiatives, often leading to innovation, which is the foundation of economic growth and development in developed economies (Scheepers et al., 2022). When formulating economic policy measures, special attention must be paid to how these measures will affect small and medium-sized entrepreneurs, because they are more sensitive to changes in the economic environment than large companies (Đukić & Ilić, 2021; Scuotto et al., 2020).

Starting own business is solely the decision of each individual and can result from various factors and life situations (Norstedt & Germundsson, 2023). There are numerous advantages to working in one's enterprise, but also numerous disadvantages (Breese et al, 2020). When creating a business idea, it is necessary to first research the market to obtain primary data related to the respective industry or service sector (Bishop, 2019). Based on this, one can determine whether there is a potential demand, and then prepare a project and business plan to support the business idea in its realization (Breese et al., 2020; Nikolić et al., 2019). In the rural environment, business opportunities are limited, there is a lack of qualified labor, and construction and entry into local networks are more difficult compared to urban environments (Bošković, 2012; Radović, 2015). The requirements of today's modern tourists who prefer rural tourism are directed toward preserved nature, healthy food, as well as other domestic products (including alcoholic brandy) (Vuković, 2018). In Koštunići, on an area of 1,100 m<sup>2</sup>, there is a plant for the production of fruit brandies, called "JUTRA", and as a branch of the company ATERA PLUS DOO (Atera Plus). The production program consists of four types of fruit brandies. The annual production capacity is 200,000 liters ("Jutra"

Branch, Koštunići, Pranjani). The technical and technological complex consists of a plant for receiving fruit, a plant for alcoholic fermentation, a plant for distillation, and a laboratory for quality control of finished products.

It is vitally important for the Serbian economy to provide opportunities and resources to support the ventures of small family businesses, and thus strengthen its economy. The main goal of the paper is the project of production and marketing of a domestic product - honey brandy. However, the broader goal is actually to present a strategy for the success of smaller companies in Serbia. The practical contribution of the paper is reflected in an example that can serve other small businessmen in Serbia to develop their businesses

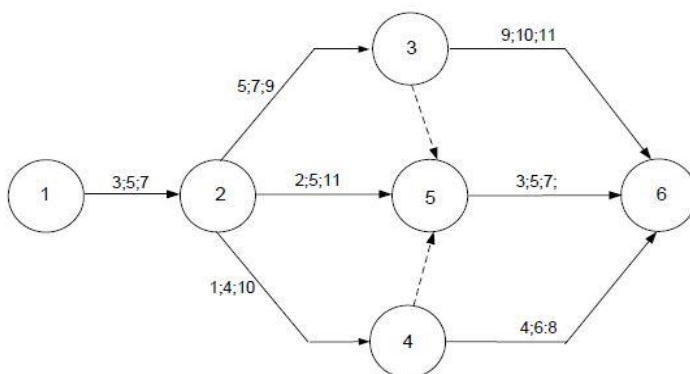
## **MANAGING PROCESS PLANNING**

One of the goals of project execution planning is to fully predict and define the entire project work through the development of a project management plan, ensuring that all project participants are informed promptly (Gardašević et al., 2024). Although the building information model (BIM) was used, according to Messner (2023), the project team must carry out detailed and comprehensive planning, so that all parties within the project are aware of the opportunities and responsibilities associated with the project's workflow. This is essential in a project environment because only well-understood activities and tasks can be planned according to Zwickel & Smyrk (2019). If activities are not sufficiently understood, then new insights gained during their execution lead to changes in resources, timelines, and priorities (Stanković et al., 2024). The greater the uncertainty characterizing a particular activity, the more information must be gathered to ensure efficient execution (Marnewick & Marnewick, 2022). Such analyses related to the project environment are crucial because each project is unique, requiring a different set of resources and being executed with limited time and costs and very little tolerance for errors (Ilić & Đurić, 2024). Project execution planning involves planning as a whole, both through global phases and individual activities, until the completion of the project as a whole (Latinović & Ostojić, 2023).

## DURATION OF ACTIVITIES, INTERDEPENDENCIES, AND DETERMINATION OF TIME PLAN

The CPM (Critical Path Method) and PERT (Program Evaluation and Review Technique) methods were the original network planning methods, which over time became widely used and today represent an indispensable tool for effective project management (Đuričin et al., 2015).

**Figure 1.** Presentation of the TPM network planning technique



Source: Author's work

For every project, all planned activities and the project as a whole must be completed within the planned time (Paunović, 2019). That is why the implementation of various projects today, due to its complexity, dynamism, and uncertainty, necessarily requires organized leadership and management. The priority method is used as the best network planning method for effective project management (Đuričin & Lončar, 2015; Đurić et al., 2023).

## TIME, COST, AND PROJECT ACTIVITY MANAGEMENT

Project time management includes a process that will ensure its timely completion. Time plans for each project are based on specific documents. The conceptual solution of the project contains (Avlijas & Avlijas, 2016): the dates of the planned start of the project and the dates of the planned completion of the project.

Project cost management involves processes that include calculation, budget creation, and cost control so that the project can be completed within the approved budget (Jovanović et al., 2007b). Cost estimation is a process that repeats itself from stage to stage. A project in the initial phase may have Rough Order of Magnitude (ROM) estimates in the range of  $\pm 50\%$ . During the later implementation of the project, the estimates may vary in the range of  $\pm 10\%$ .

## **PROJECT COST MANAGEMENT METHODS**

The assessment of experts, based on information from their experience, also provides information from previous similar projects. Expert judgment can be used in determining whether to combine assessment methods and how to reconcile differences between them (Jovanović et al., 2007). Analogous cost estimation uses parameter values such as scope, budget, and duration, measured on scales such as size, weight, and complexity, and based on a previous, similar project that is the basis for estimating the same parameters or measures for the current project (Lalić, Marjanović, Mirazić, 2010). The parametric model can give an estimate in a certain amount based on the unit costs of the resources used, the level of expertise of the staff engaged, the size and complexity of the undertaking, and the like (Jovanović et al., 2007). In contrast to sophisticated models, some parametric models use very simple rules. Complex and more precise parametric models are usually computerized (Lalić, Marjanović, Mirazić, 2010). In practice, it has been shown that the application of a combination of the analog modeling method and the parametric modeling method gives the most accurate results when estimating costs on various projects.

The planned value or budget (PV) is part of the total approved sum of the cost estimate, which is planned to be spent on a specific activity in a given period. Actual costs (AC) represent the sum of direct and indirect costs incurred during the performance of work on given activities. Earned value (EV) is an estimate of the actual work performed. It is based on the costs originally incurred for the project or activity and the rate at which the team completes the work or project by the observed date. The rate of performance (RP) represents the ratio of the work performed and the work that was planned to be performed at a certain moment during the duration of the project or activity (Avlijaš & Avlijaš, 2016).

## GLOBAL AND DETAILED PROJECT IMPLEMENTATION PLANNING

Global planning involves a broad elaboration of project implementation and provides plans primarily serving top management for a better understanding of the overall project realization. During global project planning and development of timelines, it is necessary to structure the project into larger global units and determine the duration of each of these units (Kerzner, 2018; Jovanović et al., 2007b). As a result, a global project implementation plan is produced, depicting the global units of the project (Ilić et al., 2019). Activities outlined in the global plan commence after market analysis, legal requirements assessment, project justification, decision-making regarding project initiation, and securing financing – applicable to all types of projects (Ostojić et al., 2023).

**Table 1.** *Global Project Implementation Plan*

Code	Code Global Phases in the Project
1.0.	Raw Material Procurement Process
2.0.	Alignment and Documentation Development
3.0.	Raw Material Preparation for Processing
4.0.	Distillation
5.0.	Finished Product Control
6.0.	Finished Product Preparation for Distribution
7.0.	Distribution Documentation Alignment

Source: Author's work

Based on the data obtained from creating the global project implementation plan, a Gantt chart of the global project implementation plan is developed, which enables management and stakeholders to quickly visualize the project implementation. Detailed project implementation planning involves clearly and precisely defining all activities within each global phase of implementation and establishing corresponding detailed implementation plans, which serve as the basis for project management (Hasan et al., 2019). These operational plans enable the project manager and project team to monitor and control the implementation of all project components, as well as the project as a whole (Jovanović et al., 2007a).

Through such elaboration and analysis of global phases, i.e., dividing

them into individual activities and incorporating all relevant elements related to those activities (such as the time required for each activity, resources needed for each activity, and associated costs), we arrive at a detailed project implementation plan for each activity within each global unit.

**Table 2.** *Detailed Project Implementation Plan*

Code	Global Phases in the Project	Detailed Activities in the Project
1.0.	Raw Material Procurement Process	1.1. Harvesting 1.2. Storage
2.0.	Alignment and Documentation Preparation	2.1. Technical Documentation Preparation 2.2. Standards Alignment 2.3. Verification
3.0.	Raw Material Preparation for Processing	3.1. Milling and Seed Separation 3.2. Fermentation 3.3. Transfer to Distillation Facility
4.0.	Distillation	4.1. Distillation Process 4.2. Redistillation Process
5.0.	Finished Product Control	5.1. Transfer to Aging Barrels 5.2. Aging 5.3. Aging Process Control
6.0.	Preparation of Finished Product for Distribution	6.1. Bottling 6.2. Bottling Process Control 6.3. Labeling 6.4. Packaging
7.0.	Document Alignment for Product Distribution	7.1. Document Verification 7.2. Distribution

Source: Author's work

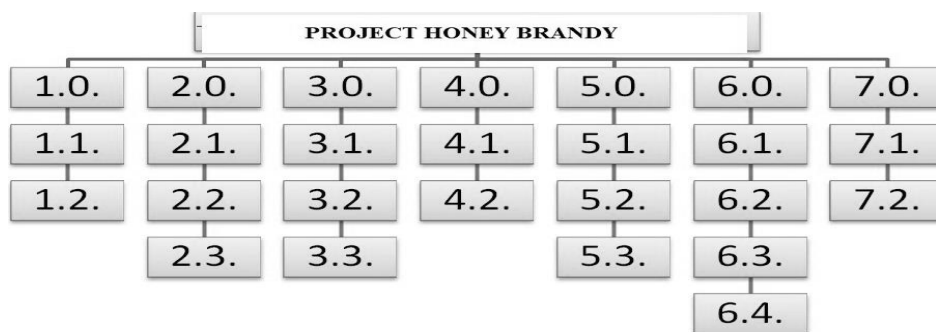
Creating a detailed implementation plan also enables the development of a Gantt chart for that plan, where, similar to global planning, all analyzed data are inputted into the Gantt chart, facilitating operational monitoring of project implementation by the project manager and project team members.

The Gantt chart of the detailed plan displays all details related to resource allocation, resource leveling, cost estimation for each activity, and more. This detailed project implementation plan provides all the necessary data for monitoring and controlling project implementation in a very accessible manner.

## PROJECT STRUCTURING - WBS DIAGRAM

The work breakdown structure (WBS) diagram is an essential tool for project planning. In addition to giving a basic and understandable graphical depiction of the project, including all phases and activities, it serves as a planning tool for many other project aspects such as time, material and human resources, costs, risks, and responsibilities. Just as a work breakdown structure (WBS) is beneficial in project management because it illustrates the work that has to be done, data regarding risk occurrences may be arranged to produce a standard presentation of project risks, making them easier to comprehend and manage.

**Figure 2.** WBS Diagram



Source: Author's work

The project breakdown obtained through the Work Breakdown Structure (WBS) technique also enables the formation of corresponding project implementation plans, as previously mentioned, whether they are Gantt charts or network plans.

Additionally, these diagrams facilitate the appropriate organizational division of project management within organizational units responsible for managing project implementation.



**KEY EVENTS PLAN IN THE PROJECT**

With the help of key events, through a key event plan, appropriate time planning for project implementation can be carried out. This plan indicates that if key events occur according to the plan, the project itself will be implemented as scheduled. However, if key events are delayed, it can be confidently asserted that the entire project will be delayed, leading to significantly increased costs.

**Table 3.** *Project Key Events Plan*

Global Development Phases	2018				2019			
	I	II	III	IV	I	II	III	IV
Raw Material Procurement			*					
Distillation				*				
Finished Product Control				*	*			
Preparation of Finished Product for Distribution					*			

Source: Author's work

Key events in a project are extremely important occurrences that signify either the beginning or the end of a specific phase of project implementation. Characteristically, they do not have a duration in time but rather denote specific moments within project phases that are crucial for the overall project implementation (Jovanović, 2015).

**RESPONSIBILITY ASSIGNMENT MATRIX IN THE PROJECT**

By combining the Work Breakdown Structure (WBS) and Organizational Breakdown Structure (OBS) techniques and linking the tasks to be executed, a form of responsibility matrix called a RACI matrix or responsibility assignment chart is obtained (Jovanović et al., 2007b).

**Table 4.** *RACI Responsibility Matrix in Project Implementation*

Units	Project Manager	Legal Department	Foreman	Laboratory	Warehouse Keeper	Plant Worker
1.0.	R, A		R			
2.0.	A	R				
3.0.						R
4.0.	A		R	A		R
5.0.	R			A		R
6.0.	A		R	C	R	
7.0.	A	I, R				

Source: Author's work

## **RISK MANAGEMENT IN PRODUCT DEVELOPMENT AND LAUNCH PROJECT - HONEY BRANDY**

Project risk management planning is the first step in the risk management process. Risk management planning is conducted through organizing project team meetings and includes scheduling time, costs, resources, and responsibilities for risk management activities.

Communication in risk management should be regular and address issues that are crucial to team members (Olson & Wu, 2023). There are two types of risk management strategies: proactive and reactive strategies. Proactive strategies act preventively and aim to prevent or reduce the possibility of a risky event occurring, while reactive strategies act when the risky event occurs and aim to reduce the loss resulting from the occurrence of the risky event (Jovanović, 2015).

The occurrence and realization of risk, as well as the success of project implementation, are influenced by sources of risky events, which can be external and internal.

**Table 5.** *Characteristics of External and Internal Risks*

<b>EXTERNAL RISKS</b>	<b>INTERNAL RISKS</b>
Legal regulations	Management
Market Influence	Human resources
Inflation	Technology
Tax regulations	Liquidity
Political situation	Costs
Natural disasters	Performance and efficiency

Source: Petrović et al. (2010)

Risk Event Identification represents the initial phase in project risk management, involving the determination, classification, and prioritization of all risk events that may have an impact on the project. To conduct risk identification, the project team has numerous tools and procedures at its disposal, and it is the project manager's task to select the most suitable ones for the specific case (Olson & Wu, 2017).

In the product development and launch project for honey brandy, risks were identified based on the Brainstorming method. This method involves organizing meetings attended by all project participants to discuss a specific problem and share their ideas and assumptions for solving it. It is assumed that as many ideas as possible are presented, all are welcome, and there are no bad ideas; they are not criticized but discussed.

It should be noted that in traditional brandy production, external and internal risks are present in all stages of production. Once we have identified risks in the project, we proceed to risk analysis and assessment, where each identified risk event needs to be analyzed and assessed in detail. Risk analysis is an extremely important phase of the risk management process in the project, providing valuable data related to potential risks and achieving business results. This is a particularly complex procedure that involves many parameters and phenomena and utilizes a large number of different methods, also engaging a large number of specialists and significant time and costs (Jovanović, 2015).

There are three forms of presenting risk information: qualitative, quantitative, and descriptive. Qualitative representation uses terms such

as "high," "medium," and "low" to describe the probability of occurrence or impact of a risk event. Quantitative representation uses numbers to express the probability of occurrence or impact of a risk event. Descriptive representation is very useful as it provides an easy way to obtain information about a risk event (Petrović et al., 2010). For managing the risk of the project introducing apple brandy into production, we will choose the probability and impact method, and then, by multiplying their quantified values, we will obtain the risk significance for that risk event. When it comes to criteria for quantification, the probability distribution is based on subjective assessments, which often depend on the knowledge and experience of experts. To better represent the results of risk analysis and assessment in the project and use them for further risk management processes in the project, it is possible to create a risk matrix. The risk matrix links the probability of occurrence of risk events in project execution and the impact size on the project. The risk itself is a function of the probability of occurrence and the impact of the risk event, and risks are divided into five groups based on their significance:

- Very Low: 0.0 - 0.2
- Low: 0.2 - 0.4
- Medium: 0.4 - 0.6
- High: 0.6 - 0.8
- Very High: 0.8 - 1.0

Based on the probability of the occurrence of risky events and their impact on the project, the significance of a specific risky event can be calculated.

**Table 6. Risks in the Project**

No	Type of Risk	Risk Description	Probability of Occurrence	Impact	Risk Significance
	External/Internal	Brief description of the risky event	(0+1)	(0+1)	4*5
1	2	3	4	5	6
1.	E	The raw material delivered to the production facility upon purchase is of poor quality	0.5	0.9	Medium
2.	E	Inadequate specification in contracts with suppliers, duration of procurement, fruit prices, delivery time	0.4	0.9	Low
3.	I	Burning of pomace, condensation, wrong moment of separating potash	0.6	1.0	High
4.	I	Mixing of distillate with deionized water	1.0	1.0	Very high
5.	I	Inexperienced staff involved in direct production	0.3	0.7	Low
6.	I	Complex technical maintenance requirements	0.2	0.7	Very low
7.	E	Poor weather conditions	0.6	1.0	High
8.	E	Obtaining permits for product distribution	1.0	0.9	Very high
9.	E	Non-compliance with HACCP standards	1.0	0.8	Very high
10.	I	Weak sales of the new product	0.7	1.0	High

Source: Author's work

## **MARKETING PLAN FOR THE DEVELOPMENT AND PLACEMENT OF THE PRODUCT - HONEY BRANDY**

Marketing planning is a process that involves assessing favorable market opportunities and resources, setting marketing objectives, strategies, and tactics, and establishing methods for monitoring and control. It is a crucial component of effective business management, whereby management aligns the company's objectives and resources with current and future possibilities. Successful marketing planning in today's market conditions presupposes the existence of a clearly defined vision and mission of the company, policies, strategic objectives, and tactics. The goal of the marketing planning process is to develop a marketing plan (Lečić, 2009). The marketing plan analyzes and plans all activities for acquiring (capturing) new and retaining existing customers or clients of the company. The marketing plan should achieve the following objectives (Gaubinger et al., 2015):

- Identify consumer needs, achieved through market research;
- Determine the target markets on which the company will operate;
- Establish the company's competitive advantages and define a market (marketing) strategy based on these advantages;
- Assist in selecting the optimal combination of product features, pricing, distribution channels, and promotion (marketing mix) to meet the needs and desires of customers.

## **CONCLUSION**

One of the greatest challenges is introducing a new product. When an organization carefully segments the market and selects target consumer groups, while identifying their needs and desires, it has a greater advantage in developing a new product. This entire process requires a lot of time and effort, so it is necessary to gather information and ideas from all sources from the very beginning, conduct a detailed cost analysis required for production, and thus determine whether it is profitable to produce or not. Marketing experts and employees collaborating in all stages of product development play a crucial role in developing a new product. The effectiveness of newly introduced products is an important factor in the overall efficiency of the company. The process of

introducing new products is a set of sensitive business activities and moves for any company.

From all that has been presented in this paper, it can be concluded that a company's operation, regardless of its size, lies in producing products to meet consumer needs, so it can only justify its existence socially and economically through product development. The statements presented (financial plan, marketing strategies, pricing strategies) show that the company Atera Plus LLC possesses all the necessary conditions for successfully realizing the business idea of developing and placing the product - Honey Brandy, and all financial parameters demonstrate its justification and acceptability according to all economic criteria. All of the above leads to the conclusion that a properly set project management concept, using all available methods, techniques, and tools, yields satisfactory results, i.e., leads to the realization of project objectives. Through the implementation of this concept, it is concluded that special attention is needed for project implementation planning, as well as risk analysis in the project, to effectively achieve the goals. In addition, detailed marketing and financial analysis, as well as a quality business plan, were necessary for the realization of this project. Finally, the quality of the product must not be forgotten - product quality is a particularly significant area in achieving the desired results. Product quality attracts consumers. Satisfied customers not only return, but they are also a good argument for attracting new customers, which directly affects the growth, development, profit, and brand of this company.

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# PLANIRANJE REALIZACIJE I ORGANIZACIJE PROJEKTNIH AKTIVNOSTI – STUDIJA SLUČAJA MEDNA RAKIJA

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**Sažetak:** U radu se istražuje mogućnost uspešnog implementiranja i sprovođenja projektnog menadžmenta u svim sferama poslovanja, a posebno na primeni projektnog menadžmenta u postupku uvođenja novih proizvoda u proces proizvodnje, što omogućava realizaciju manjih ali i više kompleksnih projekata, što jeste jedan od fokusa rada. Cilj istraživanja se bavi praktičnom primenom svih poznatih metoda i tehnika, koje je projektni menadžment razvijao tokom svog postojanja, i to na primeru razvijanja novog proizvoda u industriji alkoholnih pića – medne rakije - plasiranjem tog proizvoda na tržište, uz detaljnu analizu uspeha projekta, analizu marketinga i biznis plana ovog poduhvata.

**Ključne reči:** upravljanje projektom / proizvod / inovacije / planiranje / rizik / marketing / analiza uspeha.