

The Role of Project Management in the Development of Investment Projects: A Case Study: Fitness Time Clubs - Riyadh

Somaia Osman Mohamed Abdelgadir

Department of Business Administration, College of Economic and Administrative Sciences,
Imam M. B. Saud Islamic University, KSA
somaiaagadir@hotmail.com

Abstract: The research evaluate the role of project management in the development of investment projects, focusing on “**Fitness Time**” clubs in Riyadh City in the Kingdom of Saudi Arabia. The research objective is to evaluate this experience, examine the project’s mile stones and the steps taken to develop it. We used the primary data (observations) and the secondary data to describe the fitness clubs, its services provided to clients and prices. Relevant references were consulted in this subject. The study indicates that the management employs all sport knowledge available with its updates, and continuously upgrade it machines & services. The most important result that the research has found was that the management adopts strategic thinking and performance which helped developing the project. Add to that, the emerging culture of health awareness spreading among Riyadh people and other cities in the Kingdom to maintain physical fitness. The main recommendations were essentially pointing towards publishing and distributing guide booklets & flyers indicating all information required for existing and potential clients, continual observation of developmental process to assess performance progress and draw future policies.

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Introduction

The importance of fitness and health clubs comes from the environment itself, as outlets for all people with their varied professions and ages, it’s a huge parts integrated with the Physical and Spiritual Feed and without them, the individual remain tense suffering Physical and Psychological Diseases as a result to many factors as the influence of commercial advertising that showing the delicious food in alluring manner make eating food as a pleasure that induce some to automatically prepare food and so sometimes temptation open the appetite for tasty food, generating the desire to eat food as it interesting, delicious, good taste and preparing and the time of food.

Whereas some people eating food with the family when it the time of food, whether they feel hungry or not, or we eat because all they eating now in this time, watching TV, relaxation for a long time make the ability greater for eating. In this time where the wrong traditions of eating was prevail significantly and the temptations increasing all that, resulting the need to establish such these projects that meet the human body and health needs, so this research addresses the evaluating the role of fitness clubs management in Riyadh City in establishing and developing this huge project to fulfill clients' needs and desires in Riyadh City.

Research Problem:

Millions of people dream to start their own business or open new project, but those who succeed exceed 10%. And half of those beginners fail during the first four hours of the activity commencing due to lack of capital, absence of funding or due to weaknesses in management, business idea and strategy plus other reasons. (Hind 2011)

The research problem represented in: What the procedures and means that fitness clubs management followed as investment project and to which extent these procedures and means contributes in establishing, developing and spreading these fitness clubs in Riyadh and throughout all Saudi Arabia.

Research Objective:

The research aim to evaluate the role of the project management in developing fitness clubs project as a develop spread centers which achieved a great success through different Saudi Arabia districts, and that to understand this experiment, evaluate it and set out the recommendations and the proposals that may support the permanent developing to these clubs.

Research Hypotheses:

1. Project Management has a positive effective role in developing sporting fitness clubs project.
2. Consciousness Spreading, the knowledge of the importance of fitness and slimming and obesity risk, has a positive role in developing clubs project.

3. The attention to sporting science in the field of devices, equipment, programs, training and entertainment helps to attract clients and fulfill their satisfaction.

Research Approach:

Been using the descriptive analytical method, to describe the study case (study case method), taking into account the study community that represents Riyadh city population, focusing on Riyadh Northern District, the research depends on collecting the initial data through observation and the secondary from some books and relating editions.

Project Planning and conceptual:

Projects established to meet the human needs, need occurs, recognized and then management decides whether this need deserve to be met. If so, then a project been organized to fulfill this need, and so needs are the essential motivating power beyond projects, needs generated from non-organized thing to something built well and clearly understood. The good fact is to discover the common mistakes that result from determining needs to be aware of its existence and be able to deal with. Three kinds of the problems studying herein theoretical problems with un-clear needs, problems with determining solutions before fully determining the needs and problems against client wrong needs (Abdullah 2003).

Project Definition and Objective:

The project defined as "a group of connected non-routine activities with beginnings and endings period of time, done by a person or organization to achieve a selective performance and goal through framework of cost, time and quality standards" (Musa 2012).

Author Meredith also present a creative definition to the project as its "known-solution problem been integrated by using unique an non-routine activities" (Meridith 2006)

In the simplest sense, the project is a temporary organization, no matter how short or long its life is. There are some projects has a life of minutes, hours, days or weeks and there are projects with life of months, years or decades of time, what linking these projects that they are temporary whatever how short or long its life is. After finishing these projects (if they success) they have been transferred to its permanent format i.e. functional organization or a permanent event. (Musa 2012)

Objectives of the project are considered the same goals of any organization, so any organization aimed to fulfill the needs its different stakeholders, since stakeholders and shareholders seeking profits, employees seeking to obtain material and moral incentives and the customers seeking to obtain goods and services of high quality and at reasonable prices, suppliers aim to ensure supplying to the organization

with prices achieve them profits ... and so on. But due to specifications that distinguished the project than functional organization, the projects whatever different in its nature, size, age or capital, they are involved in achieving three objectives time, cost, and specifications to satisfy the client (Musa 2012).

Phases and Parties of the project life cycle:

Project parties are buddies involving in achieving the project and associated with, and they are the next part of stakeholders in the project" (Musa 2012).

- Client: The person, group or entity that the project implements in their interest.

- Project Manager: The person who derive the project and the first responsible of its success or failure.

- Senior Management: Is the senior management to the main organization that the project belongs to.

- Executive Managers: The jobs managers in the main organization that the project belongs to.

- Project Team: The work team that work in the project and entitled to implement all activities, tasks and functions required to complete the project.

- Suppliers: this party including all buddies that providing the project with the human and material resources required to complete the project.

The phases of the project life cycle classified into five stages as: (Abdul Rahman 2008)

1. Selection Stage: The activities in this stage financial analysis, objectives strategic analysis, project level and selecting the project in the purpose of follow-up.

2. Analysis Stage: The activities of data collection, main requirements analysis, developing of the terms and conditions, project structure development, organizing work team and determining work commencement.

3. Development Stage: The activities of project structure development, providing network offers, business analysis, developing tables and developing plans.

4. Implementation Stage: The activities of implementing of controlling process, controlling process to the project progress with acquired value activities.

5. Completion Stage: The activities of domains achievement, technical auditing, financial auditing and delivering contract.

Project Planning:

Project planning is to set the required plans to implement the project including determining business items, how to implement them, its relationship each

other, determining who responsible and the required resources to this item either the ores, materials, labors, equipment or required financing.

Projects planning including also, determining the potential risks, analyzing its causes, overcome them, how to address them or reducing their effects. So we found projects planning need science, information, information and data base about ores, materials, equipment, and costs and consuming ... etc. All these information helps planner in good implementation management to the success of his plan. Whenever the management plan of implementation was real and studied, the total success achieved to the project and its plan, the planning should have been done through integrated group work of the engineering and technical professionals with the help of private sides related to the project, as the helps of Doctors in the case of Medical Projects and so on. In the great projects there should be using Computers with programs of modern project management. (Hussien 2008).

One of the important sides in planning process is the sales forecasting, it considered as assumptions for any estimates of what is likely to be the case in the future, to the extent that these estimates are comprehensive, accurate and based on facts, as far as becoming close to reality in the coming future.

Forecast is considered as essential pillar to the planning process, whereas it cannot set a plan without a prediction about the future and the prediction of sales size considered as the base for planning to the all organization work fields, whereas basically will be determined the size and type of the required skills from human resources, as well it effects on investment spending programs and marketing policies and programs and work system, observation and discover the strength and weakness sides (Ahmed 2009).

Project Feasibility Study:

Events prior any project, whether it a private or public, is the Feasibility Study to this project, in the sense that this project which the establishment or corporation wish to implement is able to achieve the expected results financially of its implementation? In the sense that it's achieving the idea of the project establishment of the implementers goals and whom related to the project or any of concerned.

Feasibility Study means doing a series of studies that depends on testing and estimations to evaluate the validity of the project due to the related predictions and direct and indirect benefits. Feasibility studies including: Economical Feasibility, the contents of the project feasibility study as marketing, technical and financial feasibility (Abdul Kareem 2008).

Project Management:

The project management defines as "implementing knowledge, skills, tools and methods on the project activities to meet the needs and expectations of the project's stakeholders or more" (Hind 2011).

It's known also as it is the science and the art of solving problems within the preset time using the available resources. So, any project management required to answer the following questions: (Musa 2012)

- What is the required to be done? Sense that the solving of related problem.
- When it will be done? Sense that committing of required time to solve the problem.
- What the required resources? Sense that determining the required resources to complete the project.
- How we obtain them? Meaning to which extend these resources are available when required.

Functions and Stages of the Project Management:

Project management required to exercise the following administration functions: (Musa2012)

1. Project Planning: The intended is to determine the project objectives, then determining the appropriate methods to achieve these goals.
2. Project Organization: The intended here is two issues, first organizing the project interiorly, distributing responsibilities, power of decision making, observation methods and evaluating performance of the project team work. Secondly is how do we install the project within the organizational structure of the main organization and whether it affiliates to one function or will be independent by itself?
3. Project Team: Means selecting the project team members, the required human resources to direct the project toward achieving its goals.
4. Project Budget: Means arranging the estimated budget which including the required resources to implement the project and the costs of these resources, the expected returns, cash flows and the expected profits of this project.
5. Project Guidance: Meaning guiding project team work through leadership, stimulating and contact with this team to guide them toward best performance to access the project aims.
6. Project Observation: Intending determining the standards which used to evaluate the performance, then measuring actual performance with the feedback in order to debug mistakes and optimizing performance to reach project objectives, observation including the usage of all monitoring tools which contribute in evaluating and auditing the project till completion stage to the interest buddy.

The stages of project management represented in a group of functions that the project management must exercise according to the following series: (Musa 2012)

1. The Idea or Concept Phase: Called establishment phase and including the project idea generating, preparing feasibility study which call the process of the project selecting, preparing budget tables and appointing the project Manager.

2. Implementation Phase: Including preparing project plan, project scheduling, final project budget, project teamwork appointment and the commencement of the project implementation actual steps in order to see activities, events and achievements of main stages, and obtaining an actual progress on the ground in project achievement. And so conducting oversight process and evaluating performance to ensure that issues ongoing as planned.

3. Delivery Phase: Including auditing the project to ensure that the specifications and descriptions are identified with the agreed conditions.

Successful Investment

The creative successful work always as a result of specific individuals efforts, companies and a Hundred works through doesn't provide much more than units and individuals whom they are the real power and ability as the greatness of the work always lead to the greatness of individual efforts. Before starting any work there must be studying first the market and ensure of the sufficiency of the finance at the beginning, so the lack of financing is bad as well as the excessive leverage often make delivery of the efforts to others is inevitable (Ibrahim 2002).

The success investor must discover himself through many ways, the most important is self abilities measurement through following the guidance of the self-assessment questionnaire as the following: (Nabeel 2012)

Put a number from (1) to (5) to each question according to your own discretion for yourself:

Ratings Scores Key:

1. Untrue.
2. True in rare cases.
3. True sometimes (50%).
4. Almost true.
5. Always true.

Questions:

1. Searching for something need to be implemented.
2. Prefer attitudes that I, could control the results as much as possible.

3. I'm embarrassed not to implement things perfectly.

4. When I, face a problem I, search for different alternatives to find solution.

5. Achieve my work on-time.

6. When starting task, I gather most informative.

7. I, like thinking about future.

8. Planning for parting a huge project into a little tasks.

9. I, rely on others to support my suggestions.

10. Feel trust of confidence that I will success in what I intend to do.

11. When facing a main difficulties I transferring to another thing.

12. I don't try something new unless making sure of the increased chances of success.

13. I feel upset when my time is wasted in vain.

14. Keep going to achieve what I need even faced by obstacles.

15. Keen to implement the promises that I submitted.

16. Seeking advice from people working much more about my current tasks.

17. My think about what am going to do in the future is considered as a waste of time.

18. Thinking of advantages and disadvantages of the different ways to achieve tasks.

19. It doesn't matter to whom I speak since Am a good listener.

20. I change my mind if the others insist not agreed with me.

21. Try to generate a new ideas different of what previously been done.

22. Always I feel that there is a different best way to implement business.

23. Assessing success and failure opportunities before deciding doing something.

24. I faced failure many time in the past.

25. I feel happy when doing a job of another to achieve the work on-time.

26. Facing many questions to ensure of understanding of what client need.

27. Whenever been more determining in my desire, whenever I had the opportunity for success.

28. Try to think about problems may I face and planning to solve them.

29. Do not spent more time in thinking about how influencing in the others.

30. I feel resentful when I do not find what I want.

31. Initiating to complete work before others asking me to do so.

32. Facing risky things.

33. Success to find out the ways to achieve tasks fast at work and home.

34. Try many ways to overcome things that hinder the achievement of my goals.
35. Making special effort to ensure of the happiness of the person who I work for him.
36. Asking other in good manner.
37. I planned to my life perfectly.
38. I preferred planning in different scenarios to avoid problems may occur in the future.
39. To reach my goals, I thinking about solutions that stating the participants in the problem.
40. When I try something difficult, I feel trusty that I will success.
41. I like challenging and good opportunities.
42. Doing things that other considered as risky.
43. Try hard until my private work outperforms the others.
44. Asking VIP's helping me in achieving my goals.
45. My personal life is less important than the timesheet of the others.
46. View different resources to obtain variable information.
47. Insist to achieve my goals weekly as well as the annually.
48. If a procedure to solve a problem doesn't work, I think in another procedure.
49. I have the ability to convince people with strong views to change their point of view.
50. Insist on my decisions even the other disagree with me.

3. Last grade of Questionnaire Assessment is 250
4. If your total score 175 or more of the total 250 degrees (or 70% or more), this means that you have characteristics and abilities qualified you to be a business man.
5. Note the general tenth characteristics in the 1st column of the table, your total scores in each raw of them of the total 25, recognizing you with your strengths and weakness in each characteristic.

Fitness Clubs in Riyadh City:

Fitness Time Clubs considered as the most important clubs in the Kingdom of Saudi Arabia, beginning from Riyadh as there are more than 30 branches in it, and many branches covering different areas in Jeddah, Dammam, Khubar, Hayel, Tabuk, Khamis Misheat, Madinah, Holly Makah, Al-Kharj, Al-Ahsa, Al-Qaseem with many branches in each city.

Working in these clubs is daily from Morning to Evening and providing modern devices, equipment, programs, training and entertainment, as well club management recruiting specialized Trainers to train the participants additionally, the presence of a huge Games Halls. The club management provides also Consultancy Team specialized in studying, follow and choose the modern devices and skilled Trainers according to most accurate standards.

As well there are intensive training sessions provided continuously to the Training team to keep them updating of modern methods and exercises followed in International Modern Centers.

Services provided from these clubs are:

1. Bodybuilding.
2. Electric training devices.
3. Group training lectures.
4. Circle training devices.
5. Stretching and Abdomen devices.
6. Football.
7. Basketball.
8. Volleyball.
9. Table Tennis.
10. Swimming Pool.
11. Squash.
12. Health care products.
13. Hot and cold Jacuzzi, sauna, steam.
14. Weight measure services.
15. Walking with allocating place.
16. Lounge.
17. Billiard.
18. Wi-Fi Internet.
19. Daily Newspaper and magazines.
20. Library.
21. Follow-up of the participant sporting program.
22. Towels and Slippers.

Table (1) Questionnaire Evaluation

Questionnaire Evaluation						Total
1- Seeking the opportunity and initiative.	(1)	(11)	(21)	(31)	(41)	
2- Facing risky.	(2)	(12)	(22)	(32)	(42)	
3- Looking forward the efficiency by quality.	(3)	(13)	(23)	(33)	(43)	
4- Perseverance.	(4)	(14)	(24)	(34)	(44)	
5- Commit to the work contract.	(5)	(15)	(25)	(35)	(45)	
6- Searching for information.	(6)	(16)	(26)	(36)	(46)	
7- Determining the Target.	(7)	(17)	(27)	(37)	(47)	
8- Planning and observation.	(8)	(18)	(28)	(38)	(48)	
9- Persuasion and experiences.	(9)	(19)	(29)	(39)	(49)	
10- Independence and self-confidence.	(10)	(20)	(30)	(40)	(50)	

Instructions:

1. Remove the grade been selected to each question beside its number existing in brackets.
2. Collect all rows in the last column in the table and divided to 25

Services varied in between sport, cleaning and relaxation, and in relating to the prices, it was varied to suitably for different abilities and needs according to the clients desires and according to the required period as it starting from 300 SAR/month and differ at 3 months of period, 12 months till it reach 8800 SAR.

It is noted that there is a large base of discerning customers from individuals and major companies as: Panda, Aramex, Ahli Bank, Jazeera Bank, Zain Telecom, Mobily, STC, CMA and many more.

Also they deal with the best suppliers around the World to provide the best devices and equipment as: BSW, True, Admiral and First Degree, addition to processing the club with the last models with the top quality of these devices and equipment.

Project Management Role assessment in success and developing Fitness Time as Investment Project:

Fitness time project management avoids the tradition frames in establishing sport clubs to appear in a new sophisticated character, this is clearly showed in attention to the external form of the clubs and distinguished than the others, using a distinguished trade mark additional to wide spread in most Saudi Areas and good reputation of these clubs since all these has a big role in success and develop this project.

These clubs differ than the others through the difference of its management view and its aspiration to every new to transcends the project as well as adopting the strategic thoughts though concern with modern sporting equipment, sporting science, continued and renewed training In accordance with the requirements of the era and deal with international centers of the suppliers and to benefit from their experiences and future attitudes on this regard.

The project management keen to assess every new due to its believe of health and buddy culture, so reconcile in choosing this kind of projects and providing it with non-traditional sight. All of these confirming the validity of the hypothesis that said the management have a positive active role in developing the project of Fitness Time Clubs.

Fitness time club management offering the client all its needs in one place in different prices fit to all categories which help in growing appetite, either from individuals or huge corporations, as well the growing appetite may be as a result of the spreading of increased consciousness of the importance of fitness and the risk of obesity with the help of Media that show many sides whether related to the devices and equipment or even the sport programs, in spite of these centers has no active

promotional means, however, there is heavy and growing turnout. All of these confirming the validity of the hypothesis that said the spreading of increased consciousness of the importance of fitness and the risk of obesity have a positive active role in developing the project of Fitness Time Clubs.

It is noted that the increased interest of clubs management about the sports science in the field of devices, equipment, programs, training, entertainment, modernity and the quality, all of these help in achieving the satisfaction of a wide sector of the clients and attract them to participate and this confirming the validity of the hypothesis that said the interest of sports science in the field of devices, equipment, programs, training and entertainment help to attract the clients and fulfill their satisfaction.

Results and recommendations:

First: The Results:

1. Project Management aware to determine its current state of the center and the achievements intending to achieve and the means and machines that use to reach to these achievements which emphasize the adoption of strategic understand of the Management.

2. Management awareness to design and develop the programs, activities, services, financial resources, generating communication links, public relationship with other buddies, concern with sporting science in all its fields, contributes effectively in success and develop clubs projects.

3. Client selecting to the suitable time, price, period and services make the client feel satisfied of fulfill his needs and desires in one place which lead to increased appetite and achieving success and continuation.

4. Spreading of sporting awareness Phenomenon in Riyadh and most of Saudi Arabia districts as a new culture take care of buddy health contributes widely in the success of the project.

5. Clubs provide its services in the same way, trained team and modern equipment that used in all Riyadh Branches.

Second: Recommendations:

1. Within the framework of future trends, there must necessarily make Brochures and booklets distributed free of charge indicating in it all the related to clubs and attention to promote this clubs, with a wide echo for the current and potential clients.

2. Attention to make sport league and competitions as it has encourage role of other participation and attracting clients to activate the continued development.

3. Monitoring always the developmental process and give incentives and appreciation awards

to some permanent clients to enhance their satisfaction and lead them to the permanent loyalty.

4. Generating sporting sessions in different areas to show the role of the club in improving the body and health.

5. Measuring self-ability of the project manager through self-assessment via many ways as self-assessment questionnaire of the investor to show strength side to maintain and weakness side to process and transfer it to strength sides.

Corresponding Author: Dr Somaia Osman Mohamed Abdelgadir Department of Business Administration, College of Economic and Administrative Sciences,
Imam M. B. Saud Islamic University, KSA
E.mail: somaiaagadir@hotmail.com

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