



# ACL ANNUAL SHOW

May Li

## Table of Contents

EXECUTIVE SUMMARY .....	2
SCOPE STATEMENT .....	3
PROJECT JUSTIFICATION .....	3
PROJECT DESCRIPTION.....	3
PROJECT DELIVERABLES .....	4
KNOWN EXCLUSIONS .....	4
PROJECT OBJECTIVES .....	4
PROJECT ORGANIZATION.....	5
OTHER INFORMATION.....	6
STAKEHOLDER ANALYSIS.....	7
WORK BREAKDOWN STRUCTURE .....	9
BUDGET MANAGEMENT PLAN .....	10
QUALITY MANAGEMENT PLAN .....	13
RISK MANAGEMENT PLAN .....	14
LESSON LEARNED.....	16
CORRECTIONS LOG.....	17

## Executive Summary

### Why is the ACL Annual Show project being done?

Started in 2012, Fudan Musical Club has been conducting the Broadway Annual Show project for many rounds. As a student organization of Fudan University, it is the club's tradition to present a Broadway musical at the end of each spring semester. The Annual Show project will demonstrate the outcome of the club's activities during the year, providing a platform for club members to show their talents, and at the same time, supporting the overall development of the performing art community of the city. The musical selected for this year is *A Chorus Line* (ACL), a Broadway show with more than 20 casts. The project represents the first show after the pandemic outbreak, and will serve as a documented guideline of the new project structure for the following shows.

### What does the ACL Annual Show project entail?

The ACL Annual Show is planned to be on stage on June 12, 2021 at Yangtze River Theatre, a public theater located outside the campus. The show will last for 2.5 hours from 19:00 to 21:30, with a 15-minute intermission. The performance will be open to the public for free, and tickets will be assigned on a first come first serve basis through the online reservation system. A real-time live streaming will also be conducted on Bilibili.

The ACL Annual Show project will only focus on the "pre-show" stage. The project will start from April and the overall scope will contain 3 main goals: the physical preparations for the show, the external communication and the design and manufacture of souvenir products.

### How will the ACL Annual Show project be carried out?

An executive team of 7 students from the management committee of Fudan Musical Club will be in charge of the ACL Annual Show project. All the executive decisions should be under the permission of Fudan University Student Affairs Office. The project manager will directly report to the head of the Event Department in the Student Affairs Office. The outreach manager will be in charge of the physical preparations and cooperate with Yangtze River Theatre about the stage and equipment setup. The communication manager will work on the external communication campaigns such as photo shooting and poster design. The designer and the purchasing manager will create a product list and seek potential vendors for manufacture. And the Event Coordinator will work with other stakeholders to create an on-site operation schedule for the show day.

## Scope Statement

**Project Name:** ACL Annual Show

**Prepared By:** May Li

**Date:** February 10, 2021

## Project Justification

Founded in 2012, Fudan Musical Club (FDMC) is an art club that aims to popularize musical performance on campus and support the overall development of the performing art community of the city. The main activities of FDMC contain lectures on general musical knowledge, updates in the industry, and live performances. The club also provides a platform for members to show their talents. Besides some mini concerts, once a year, FDMC will promote an Annual Show project, allowing members to deepen their understanding and appreciation of musical performance through direct practices. The project will simulate the entire process of a Broadway musical show. Over the past years, FDMC has successfully presented 12 live musical shows such as *Rent*, *Les Misérables*, *Avenue Q*, *Chicago*, *Mamma Mia!*, etc.

Due to the pandemic outbreak, the Annual Show project of 2020 was canceled. As the situation is getting stable, the management committee of FDMC has decided to relaunch the Annual Show project in 2021. The musical selected for this year is *A Chorus Line* (ACL), a Broadway show with more than 20 casts. The ACL Annual Show project will represent the first post-pandemic live performance and will serve as a documented guideline for the following shows.

## Project Description

Overall, the producing circle of a musical show will go through 4 stages: audition, rehearsal, production, and performance. This project will only focus on the production and the preparation for the show day. An executive team of 7 members from the management committee of FDMC will be in charge of this project. The Project Manager will keep track of all the deliverables and update the overall progress to the Project Sponsor. The project will start on April 1, 2021, and will be divided into 3 phases.

### Phase I: Resources Integration and Physical Preparations

In this phase, the team will integrate the resources needed for the live performance. The Outreach Manager will keep in contact with the contact person from Yangtze River Theatre, confirming all the details including the stage setup schedule, light and sound equipment, and on-site technical support. The Project Manager will draft an overall Budget Plan for the total expenditure during the preparation phase and get funds from the Student Affairs Office.

### Phase II: Advertising

In this phase, the team will start the advertising process for the show. The Product Designer and the Purchasing Manager will work on the poster & playbill design and create the derivative product list. The Communication Manager will oversee different campaigns such as photo shooting, content editing, and advertising posts release.

### **Phase III: The Show Day**

After all the physical preparations are completed, the team will start working on the scheduling of the show day. The Project Manager will work with the Event Coordinator to create an on-site operation schedule for the show day and align it with the performance team and the theater.

The ACL Musical is planned to be on stage on June 12, 2021, which will be around the end of the spring semester. Following the original Broadway show structure, the performance will last for 2.5 hours in total, with a 15-minute intermission. Tickets will be free to the public. Audiences need to sign up through the online registration system, and seats will be assigned on a first come first serve basis. A real-time live streaming will also be conducted on Bilibili. Before the show, audiences can purchase the souvenir products of the show in the theater.

### **Project Deliverables**

- **ACL Live Performance**
- **External Communication**
- **Souvenir Products**

### **Known Exclusions**

1. The auditions, casting and rehearsals of the ACL annual show will not be included in the function of this executive team.
2. The team will not be responsible for the fundraising.
3. The team will not be responsible for the show props.
4. The team will not be responsible for the on-site technical support.
5. The team will not be responsible for audience management, including online registration, tickets assignment, communication, etc.
6. The team will not be responsible for on-site operation and coordination on the show day.
7. The team will not be responsible for the selling process of souvenir products.
8. Food and beverage will not be provided at the theater.

### **Project Objectives**

#### **Financial Objectives**

- The rental fee of the concert hall of Yangtze River Theater will not exceed \$8,000.
- The service fee for light and sound equipment and technical support will not exceed \$2,000.
- The advertising cost will not exceed \$100.
- The overall manufacturing cost of derivative products will not exceed \$800.

### Schedule Objectives

- The Budget Plan will be submitted no later than April 20, 2021.
- The Derivative Product List will be completed no later than May 1, 2021.
- The Advertising posts will be released no later than May 31, 2021.
- The Posters will be put up on campus no later than May 31, 2021.
- The playbills, souvenir tickets, and derivative products will be ready for delivery and sale no later than June 3, 2021.
- The On-site Operation Schedule for the show day will be completed no later than June 5, 2021.
- The stage and equipment setup at Yangtze River Theater will be completed no later than June 10, 2021.

### Project Organization

#### May Li - Project Manager

- Responsible for monitoring the overall progress of each task within the 3 key deliverables.

#### Vincent Zhu - Project Sponsor

- Head of the Event Department in Fudan Student Affairs Office
- Provide guidance and financial support for the ACL project

#### Anastasia Hong - Team Member

- Outreach Manager
- Responsible for the communication with Yangtze River Theater

#### Judy Dou - Team Member

- Communication Manager
- Responsible for the communication with Yangtze River Theater

#### Vicky Shao - Team Member

- Product Designer
- Design and create a souvenir product list which contains the type, quantity, manufacturing cost, and price of each product, and set up the manufacturing timeline.

#### Bobby Wang - Team Member

- Purchasing Manager
- Seek potential vendors to manufacture the products and monitor the manufacturing schedule.

**Richie Lin - Team Member**

- Event Coordinator
- Work with the Project Manager to create an on-site operation schedule for the show day and align it with the performance team and the theater.

**Kristine Hong - Team Member**

- Live-streaming Coordinator
- Set up the live-streaming equipment on the show day and conduct the real-time live streaming on Bilibili during the show.

**Other Information**

- Following the covid-19 protocol in China, only 50% of the seats will be released for seat assignment.
- Yangtze River Theater requires all the audience and staff to wear masks within the theater.
- Food and beverage are not allowed in the concert hall and should be kept in the backstage preparation rooms.
- Flowers are not allowed in the concert hall.
- There will be a security check at the entrance of the theater.
- Audiences can store all their belongings in the coat room before entering the concert hall.



## Stakeholder Analysis

Primary Stakeholders	Role on the project or within the Org.	Contribution to the Project	Project Influence (Low, Medium or High)	Communication Plan (Frequency and Method)	Person Responsible
<b>Vincent Zhu</b>	Project Sponsor, Head of the Event Department in Fudan Student Affairs Office	Provide overall guidance and financial support for the ACL project	High	Meet in-person twice a week*, and everyday from June 10-12. *There will be a one-on-one catch-up with the sponsor before the weekly team meeting.	May Li
<b>Shirley Wu</b>	Leader of the performance team	Direct the performance, coordinate on-site procedures and show props, and manage show quality	High	Meet in-person once a week, and everyday from June 10-12	May Li
<b>Andrew Ding</b>	Leader of the volunteer team	Take charge of volunteer hiring and training, and manage the on-site operations of the show day	High	Meet in-person once a week, and everyday from June 10-12	May Li
<b>Yu Wang</b>	Event Coordinator of Yangtze River Theater	Communicate between the team and the theater to confirm all the rental details	Medium	Meet in-person once a week, and everyday from June 10-12	Anastasia Hong
<b>Eric Gong</b>	Stage Manager of Yangtze River Theater	Manage the stage setup constructions, light and sound effects, and provide technical support during the show	High	Meet in-person once a week, and everyday from June 10-12	Richie Lin



<b>The performance team</b>	Performers of the show, including the main characters and the ensemble	Perform on stage, prepare for the show props	High	Meet in-person twice. First meeting: on June 11 to discuss the final rehearsal schedule. Second meeting: on June 12 afternoon to check on the final confirmations.	May Li
<b>The volunteer team</b>	All the on-site staff on the show day	Responsible for on-site operations, audience management and souvenir product selling	High	Meet in-person everyday from June 10-12	Richie Lin
<b>Secondary Stakeholders</b>					
<b>Connie Xu</b>	Social Account Manager of iMusical	Support the advertising of the show by posting information and recommendation through the iMusical account	Low	Meet by email once a week before the post is released	Judy Dou
<b>Sylvia Fang</b>	Souvenir product vendor	Provide manufacture service for the products	Medium	Meet by email once a week before the products are delivered	Bobby Wang
<b>Alex Sun</b>	Student Union Publicity Department Chair	Provide the permission for posters and help reserve the posting locations	Low	Meet by email twice a month by May 10 for the permission	Judy Dou
<b>Anna Li</b>	Faculty at Fudan University College of Design	Provide guidance and support regarding the product design	Low	Meet in person once a week before May 1	Vicky Shao
<b>Chuan Hong</b>	Faculty at Fudan University School of Drama	Provide guidance and support regarding the show quality and stage setup	Low	Meet in person once a month	May Li

## Work Breakdown Structure

		Duration (in Days)
<b>Deliverable 1 (1.1)</b>	<b>ACL Live Performance</b>	
1.1.1	Draft a Budget Plan	12
1.1.2	Set up stage and equipment at Yangtze River Theatre	35
1.1.3	Create an on-site operations schedule	8
1.1.4	Test the live-streaming equipment and link	3
1.1.5	Start the show	1
<b>Deliverable 2 (1.2)</b>	<b>External Communication</b>	
1.2.1	Shoot, collect and edit the photos needed for advertising	18
1.2.2	Design, print out and put up show posters on campus	18
1.2.3	Create and release show information on social media	8
1.2.4	Communicate with iMusical and release the post	8
1.2.5	Create a wrap-up post after the show	2
<b>Deliverable 3 (1.3)</b>	<b>Souvenir Products</b>	
1.3.1	Design products and create a souvenir product list	21
1.3.2	Design and print out playbills and tickets	15
1.3.3	Evaluate and contact with potential vendors	8
1.3.4	Manufacture and deliver the products	30*

\*Considering that Covid-19 might generate uncertain impact on the delivery schedule, here's the pessimistic estimate for the duration for product manufacture and delivery.

## Budget Management Plan

### Overhead Costs

Theater Rentals	\$	6,000.00
Stage Equipment Rentals	\$	1,500.00
Photography Equipment Rentals	\$	100.00
Adobe Creative Software	\$	500.00

### Material Costs (Explanation - Costs Referenced in Budget Below)

WP	Name	Price/unit	# of Units	Total
1.1.3	Schedule Paper	\$ 0.10	50	\$ 5.00
1.2.2	Posters	\$ 1.00	20	\$ 20.00
1.3.2	Playbills	\$ 0.50	300	\$ 150.00
1.3.2	Tickets	\$ 0.10	300	\$ 30.00
1.3.4	Postcards	\$ 0.10	300	\$ 30.00
1.3.4	Hats	\$ 2.99	100	\$ 299.00
1.3.4	Stickers	\$ 0.99	200	\$ 198.00

### Activity Based Budget

Work Package	Personnel / Materials	Wage/ Unit Cost	Hours / Quantity	Total Cost	WP Cost	Del. Cost
--------------	--------------------------	--------------------	---------------------	------------	---------	-----------

### Deliverable 1.1 ACL Live Performance

#### 1.1.1 Draft a Budget Plan

May	\$	18.00	8	\$	144.00	
Anastasia	\$	15.00	3	\$	45.00	
Bobby	\$	15.00	3	\$	45.00	
<b>WP 1.1.1 Subtotal:</b>					<b>\$ 234.00</b>	

#### 1.1.2 Set up stage and equipment at Yangtze River Theatre

Anastasia	\$	15.00	10	\$	150.00	
Richie	\$	15.00	10	\$	150.00	
<b>WP 1.1.2 Subtotal:</b>					<b>\$ 300.00</b>	

#### 1.1.3 Create an on-site operations schedule

May	\$	18.00	8	\$	144.00	
-----	----	-------	---	----	--------	--

Richie	\$	15.00	8	\$	120.00
Schedule			50		
Paper	\$	0.10		\$	5.00
<b>WP 1.1.3 Subtotal:</b>					<b>\$ 269.00</b>

1.1.4 Test the live-streaming equipment and link

Kristine	\$	15.00	3		45
<b>WP 1.1.4 Subtotal:</b>					<b>\$ 45.00</b>

1.1.5 Start the show

May	\$	18.00	6	\$	108.00
Richie	\$	15.00	6	\$	90.00
Kristine	\$	15.00	4	\$	60.00
Anastasia	\$	15.00	4	\$	60.00
<b>WP 1.1.5 Subtotal:</b>					<b>\$ 318.00</b>

**Deliverable 1.1 Cost: \$ 1,166.00**

**Deliverable 1.2 External Communication**

1.2.1 Shoot, collect and edit the photos

Judy	\$	15.00	8	\$	120.00
Vicky	\$	15.00	2	\$	30.00
May	\$	18.00	2	\$	36.00
<b>WP 1.2.1 Subtotal:</b>					<b>\$ 186.00</b>

1.2.2 Design, print out and put up posters

Judy	\$	15.00	6	\$	90.00
Vicky	\$	15.00	10	\$	150.00
Posters	\$	1.00	20	\$	20.00
<b>WP 1.2.2 Subtotal:</b>					<b>\$ 260.00</b>

1.2.3 Create and release show information on social media

Judy	\$	15.00	16	\$	240.00
May	\$	18.00	3	\$	54.00
<b>WP 1.2.3 Subtotal:</b>					<b>\$ 294.00</b>

1.2.4 Communicate with iMusical and release the post

Judy	\$	15.00	8	\$	120.00
May	\$	18.00	3	\$	54.00
<b>WP 1.2.4 Subtotal:</b>					<b>\$ 174.00</b>

## 1.2.5 Create a wrap-up post after the show

Judy	\$	15.00	6	\$	90.00
May	\$	18.00	2	\$	36.00

**WP 1.2.5 Subtotal: \$ 126.00**

**Deliverable 1.2 Cost: \$ 1,040.00**

**Deliverable 1.3 Souvenir Products**

## 1.3.1 Design products and create a souvenir product list

Vicky	\$	15.00	24	\$	360.00
Bobby	\$	15.00	5	\$	75.00
May	\$	18.00	3	\$	54.00

**WP 1.3.1 Subtotal: \$ 489.00**

## 1.3.2 Design and print out playbills and tickets

Vicky	\$	15.00	6	\$	90.00
May	\$	18.00	2	\$	36.00
Playbills	\$	0.50	300	\$	150.00
Tickets	\$	0.10	300	\$	30.00

**WP 1.3.2 Subtotal: \$ 306.00**

## 1.3.3 Evaluate and contact with potential vendors

Bobby	\$	15.00	12	\$	180.00
May	\$	18.00	4	\$	72.00
Vicky	\$	15.00	4	\$	60.00

**WP 1.3.3 Subtotal: \$ 312.00**

## 1.3.4 Manufacture and deliver the products

Bobby	\$	15.00	12	\$	180.00
May	\$	18.00	4	\$	72.00
Vicky	\$	15.00	4	\$	60.00
Postcards	\$	0.10	300	\$	30.00
Hats	\$	2.99	100	\$	299.00
Stickers	\$	0.99	200	\$	198.00

**WP 1.3.4 Subtotal: \$ 839.00**

**Deliverable 1.3 Cost: \$ 1,946.00**

**Total Activities Cost: \$ 4,152.00**

Overhead: \$ 8,100.00

**Total Project Cost: \$ 12,252.00**

## Quality Management Plan

Measurable Objective: What will you measure?	Why will it be measured?	How will you Measure it?	How frequently will the objective be measured?
95% of the stage and equipment setup will be completed and tested before the show day.	To ensure that the overall stage setup will be ready, and the show can perform as planned on the show day.	Anastasia and Richie will align with the stage manager of Yangtze River Theater and keep track of the overall construction progress.	It will be measured every week starting from May 1, 2021.
The communication posts released on WeChat will receive more than 500 views.	To get the necessary media exposure and attract more potential audiences to the show.	Judy will monitor the engagement rate of the posts. If the number is low, team members will reach out to more people to repost and gain broader exposure.	Judy will keep track of the data every day after the posts are released.
There will be 3 different types of souvenir products in total that are ready to be sold on the show day.	The diversity of the souvenir products can provide multiple options for audiences to purchase and let them get more interested in the show. Considering the overall workload and budget, 3 types would be within the reasonable range.	Vicky will create a product list with more than 3 types of potential souvenirs and May and Bobby will pick out the finalized items based on the budget and diversity.	The product list will be reviewed once a week by May, Vicky and Bobby. A meeting with the product vendor will be set up to finalize the 3 product types.

## Risk Management Plan

Potential Level	Description of Risk	Project Impact	Response	Responsibility
2	The stage and equipment are not completely set up or set up inappropriately on the show day	1	Anastasia will coordinate with the stage manager of Yangtze River Theater and keep track of the overall construction progress every week before the show day.	Anastasia Hong
3	The live-streaming equipment or link does not work on the show day	1	The equipment and link should be tested at least 3 days before the show day to identify potential glitches and solve the problems. The final test will be during the dressed rehearsal on the show day morning.	Kristine Hong
1	The manufacture of souvenir products is not completed within the required deadline, or the delivery get delayed.	2	Bobby will confirm that we get the product design to the manufacturer as early as possible, allowing enough time for contingencies, and then confirm progress with the manufacturer on a weekly basis.	Bobby Wang
3	Tickets and Playbills are not ready before the start of the show	2	The finalized design will be sent directly to the print store within the scheduled deadline. Bobby will make sure that all tickets and playbills have been printed and received at least three days before the show day.	Bobby Wang



3	The published promotional release contained incorrect information, such as wrong address, wrong performance time, or invalid live-streaming link	2	Judy will proofread every post before sending them out, continue following the latest updates of the show and inform the audiences in time.	Judy Dou
<b>Potential Level</b>			<b>Project Impact</b>	
1 = High			1 = High	
2 = Medium			2 = Medium	
3 = Low			3 = Low	

## Lesson Learned

### I. Project

During the class, the first thing that really surprised me and refreshed my mind is the known exclusions in the scope statement. It is especially important when I'm on a large project with a very complex division of labor. For example, in this project, my team will not be responsible for the performance quality, and listing this point in the known exclusions helps to narrow down the scope and provide a clearer picture for our stakeholders.

I also gained a lot from learning about network diagrams and how they can be used to visually represent the activities, dependencies, and critical path of a project. By focusing on the critical path, project managers can prioritize activities and allocate resources more effectively. Network diagrams can also help project managers to determine the overall duration of a project. By analyzing the critical path and estimating the time required for each activity, project managers can create a realistic project schedule that considers any potential delays or bottlenecks. In my program, the critical path lies in the design and manufacture of souvenir products, which may strongly impact our schedule if delays happen. Therefore, extra attention will be allocated to those related tasks.

### II. Team

In the lectures, I've learned that strong leadership is essential for successful project management. Project managers must be able to inspire and motivate their team members, communicate clearly and effectively, and make difficult decisions when necessary. It is especially important for them to keep in touch with all the stakeholders ensure that everyone is on the same page and understands the project goals, objectives, and timelines. A strong project leader also builds trust and rapport with their team members by being approachable, supportive, and transparent. By fostering a positive team culture, project leaders can encourage open communication, collaboration, and a shared sense of purpose.

### III. Personal Gains

Firstly, I'm very grateful for having a chance to review a project that I've done before and am familiar with. During the whole course, I found myself gradually establishing the basic logic of how to manage a project from the very beginning and how to utilize different frameworks and tools such as MS Project. The skills and mindset I learned from this course will definitely benefit me a lot in my future career.

## Corrections Log

Section	Points Deducted	Change Made	Page #
Executive Summary	4	Rewrite the “what” part and “how” part; Add more details about the scope and phases	2
Scope Statement	0	Adjust the objectives after finishing the WBS and budget plan	3
Stakeholder Analysis	0	Make a specific explanation for the communication frequency with the sponsor; Fix the title; Adjust the communication frequency with the publicity chair	7
Network Diagram	1	Add the missing arrow	/
Budget Plan	3	Fix the task name and the total cost	10
Quality Management	1	Rewrite the first and third quality measurements	13