



## Full Length Research Article

### DROPBOX – ANALYSIS AN ASSUMING PROJECT MANAGEMENT CONSULTANCY REPORT

**\*Nguyen Duc Hanh**

Faculty of Natural Science and Technology of Tan Trao University, Viet Nam

#### ARTICLE INFO

##### Article History:

Received 17<sup>th</sup> November, 2016  
Received in revised form  
14<sup>th</sup> December, 2016  
Accepted 15<sup>th</sup> January, 2017  
Published online 28<sup>th</sup> February, 2017

##### Key Words:

Dropbox,  
Consultation,  
Stakeholders,  
Utilization,  
Budgetary.

#### ABSTRACT

The report aims at providing essential data to assist the client (Dropbox), the company (Dropbox) and consultation team in fulfill their goals for the client, this material breaks down the precise course of action to be done, the cost estimated and risks during each course, the solution to balance different stakeholders and the guideline on effective utilization of the resources. Following the report, the client is expected to deliver a successful introduction of the new product and attract considerable attention from the media. For the company, this report is an asset to add value to the humble achievements during years of operation. The report can be used as a reference source for further cases related to technology in the future as well as to assess the proficiency and overall performance of the responsible team delegates. For the consultation team, this report specifies the tasks to be fulfilled in assisting Dropbox's preparation for the launching, thus, the project manager is able to monitor the implementation during each stage and providing timing support for team members in critical time. The team member can use this report as a guideline during the assignment and self-evaluate their performance after each stage to improve efficiency.

*Copyright©2017, Nguyen Duc Hanh. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.*

#### INTRODUCTION

The consultancy report on how to successfully manage the 2017 launching of Dropbox project features:

- A project timetable to assist Dropbox in recognizing and prioritizing milestones to be fulfilled on schedule
- A budgetary proposal within the allocated amount to help Dropbox assign the budget reasonably and prevent unnecessary loss of financial resource
- A detailed analysis of factors affecting the success of the launch to come up with solutions to balance the stakeholders
- A procurement program on how to execute the outsourcing effectively within time and budget allocation
- A risk analysis of the project to foresee and control different possibilities that directly influence the result of the project
- During the report, a comprehensive set of service are provided as below:
- Timetable: a clear timetable that covers seven events and milestone to be finished during the period of 3/10/2016 – 2/1/2017.

Including in each event are divided tasks to follow in order to complete the milestone and the person holding responsibility for each task.

- Budget estimate: a detailed budget allocation is embedded in the report to specify the expenditure for each stage through the presentation of a GANTT CHART. The budget estimate is conducted base on the key priorities of the project.
- Analysis of key stakeholders: an insight into the presence of three main stakeholders, which is the client (Dropbox), the project consultancy team (Project Plus) and outsourcing contractors in pre-launching of the product and their influence in the success of the whole process. A RACI chart is presented to demonstrate the relationship between them.
- Guideline on procurement strategy: detailing the types of vendors to be needed, the standard that vendors have to possess and quality control process of the vendors in order to utilize outsourcing labor force.
- Risk management predicts a number of risks arising during each stage of the implementation process and what can be done to minimize the negative effects.

The services listed below provide a compressive overall of the plan for the company with detailed information on crucial aspects of a project, which is timeline, budget control, influencing factors and risks control. The data will be of great use for the company to assess the effectiveness of the project

implementation as well as maximize the possibility of success and set a firm foundation for later implementation of projects in the future.

**Smart objectives**

The report aims at providing essential data to assists the client (Dropbox), the company (Dropbox) and consultation team in fulfill their goals:

For the client, this material breaks down the precise course of action to be done, the cost estimated and risks during each course, the solution to balance different stakeholders and the guideline on effective utilization of the resources. Following the report, the client is expected to deliver a successful introduction of the new product – its new Dropbox function on 2<sup>nd</sup>, January 2017 and attract considerable attention from the media. For the company, this report is an asset to add value to the humble achievements during 20 years of operation. The report can be used as a reference source for further cases related to technology in the future as well as to assess the proficiency and overall performance of the responsible team delegates. For the consultation team, this report specifies the tasks to be fulfilled in assisting Dropbox’s preparation for the launching, thus, the project manager is able to monitor the implementation during each stage and providing timing support for team members in critical time. The team member can use this report as a guideline during the assignment and self-evaluate their performance after each stage to improve efficiency.

**Scope of work**

Project Plus is committed to the consultation of the implementation of pre-launching and launching of Dropbox on 2<sup>nd</sup> January 2017. Project Plus has no concern with the direct execution of the campaign. The mission of Project Plus in this project includes:

- Planning a suitable timeline for the preparation of Dropbox introduction to meet the deadline while the project concept drawn by client is well preserved
- Consulting the client on the reasonable allocation of money for each milestone
- Identifying key factors which influence the implementation and give advice on how to balance the factors to gain satisfying results
- Reviewing the procurement plan to ensure the external resources are efficiently exercised during the preparation
- Identifying the risk incurred during the pre-launching and solutions to best tackle problems arising in the process
- The scope of work excludes:
  - The brainstorming process of the event content
  - The implementation of any financial activities coming from client
  - The direct involvement in the selection and collaboration with vendors.

**Schedule**

The table below depicts the key milestone of the launching project. There are eight deadlines which should be strictly follow to ensure the plan go on schedule.

**Table 1. Describe 8 deadlines to ensure the plan go on schedule of the project**

Task Name	Start Date	End Date	Duration	Predecessors	Status
Brainstorming event scenarios	03/10/2016	10/10/2016	6d		Not Started
Permit obtaining	11/10/2016	19/10/2016	7d		Not Started
Media coverage	20/10/2016	27/10/2016	6d		Not Started
Venue booking	28/10/2016	30/11/2016	24d		Not Started
Entertainment	03/11/2016	06/11/2016	2d		Not Started
Catering and security service	18/11/2016	30/11/2016	9d		Not Started
Visual design and technical setup	01/12/2016	20/12/2016	14d		Not Started
Pre-launching	20/12/2016	31/12/2016	9d		Not Started

**Brainstorming event scenarios:** This is a crucial stage which lasts for 6 days in the whole process as the content of event plays an important part in the success of the introduction. Choosing the right agency to conduct this task shall ensure the consistency of the message the company would like to deliver throughout the campaign. After that, it is advisable to transfer the idea so that the agency fully understands the concept of the product and is able to draw a relevant plan of the event. The content of the event then should be reviewed thoroughly by the company before finalizing and moving to the next step.

**Table 2. Event scenarios in the whole process**

Task Name	Start Date	End Date	Duration	Status
Brainstorming event scenarios	03/10/2016	10/10/2016	6d	Not Started
Choose event agency	03/10/2016	04/10/2016	2d	Not Started
Clarify requirement and provide information	05/10/2016	05/10/2016	1d	Not Started
Review and finalize scenario	06/10/2016	07/10/2016	2d	Not Started
Propose scenarios to management board	08/10/2016	10/10/2016	2d	Not Started

**Permit obtaining:** After a skeleton plan has been approved, the company should urgently strive to get permission from authority in order to be given the right to hold the event, especially if the company wishes to organize the event in a public place. This step includes the preparation of a full application form, which may be complicated in some regions and a patient waiting time for approval. If organized smoothly, this step takes 7 days to finish.

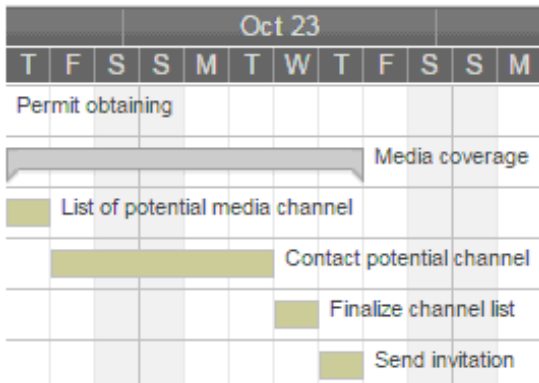
**Table 3. Steps preparation after the plan has been approved**

Task Name	Start Date	End Date	Duration	Status
Permit obtaining	11/10/2016	19/10/2016	7d	Not Started
Prepare application package	11/10/2016	12/10/2016	2d	Not Started
Applying for permit	13/10/2016	13/10/2016	1d	Not Started
Waiting for approval	14/10/2016	19/10/2016	4d	Not Started

**Media coverage:** As required, the introduction of Dropbox needs to attract a wide range of media, and obviously the successful launching of this product depends largely on media attention. This is clearly the critical path of the whole implementation process as failure in this stage will decrease the influence of the new product in the marketplace. Also this stage takes only 6 days; it needs to be replicated at a later time to ensure wide media coverage.

**Table 4. Stage introduction Dropbox by media coverage**

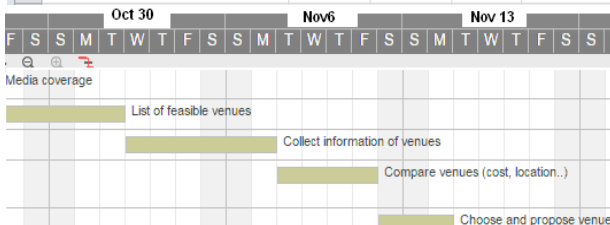
Task Name	Start Date	End Date	Duration	Status
11 Media coverage	20/10/2016	27/10/2016	6d	Not Started
12 List of potential media channel	20/10/2016	20/10/2016	1d	Not Started
13 Contact potential channel	21/10/2016	25/10/2016	3d	Not Started
14 Finalize channel list	26/10/2016	26/10/2016	1d	Not Started
15 Send invitation	27/10/2016	27/10/2016	1d	Not Started



**Venue booking:** Once the scenarios have been drawn, an appropriate location should be promptly sought to enhance the influence of the campaign. After collecting a list of suitable venues, the advantages and disadvantages of them should be considered regarding the level of public exposure, the convenience in traffic and the compatibility to the equipment system. This is a quite complicated stage as it includes the discussion and long-lasting negotiation with venue owner in order to hire the place with a reasonable price and adequate support to hole the event.

**Table 5. Stage to the discussion and negotiation for venue booking the event**

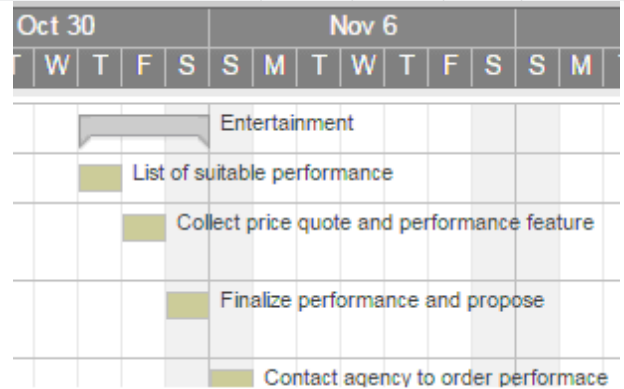
Task Name	Start Date	End Date	Duration	Status
16 Venue booking	28/10/2016	30/11/2016	24d	Not Started
17 List of feasible venues	28/10/2016	01/11/2016	3d	Not Started
18 Collect information of venues	02/11/2016	07/11/2016	4d	Not Started
19 Compare venues (cost, location..)	08/11/2016	11/11/2016	4d	Not Started
20 Choose and propose venue	12/11/2016	14/11/2016	2d	Not Started
21 Meet with venue owner	15/11/2016	15/11/2016	1d	Not Started
22 Negotiate and sign contract	17/11/2016	30/11/2016	10d	Not Started



**Entertainment:** Entertainment plays a key role in every event as it is the main factor that draws audience’s attention. An appropriate performance in public place needs to be prepared well in advance with the content being thoroughly revise and censored in advance to ensure its suitability to the campaign. This stage may take longer than others due to the dependence on the performers, which are usually popular artists with tight schedule and high price.

**Table 6. Stage for the revision and censor**

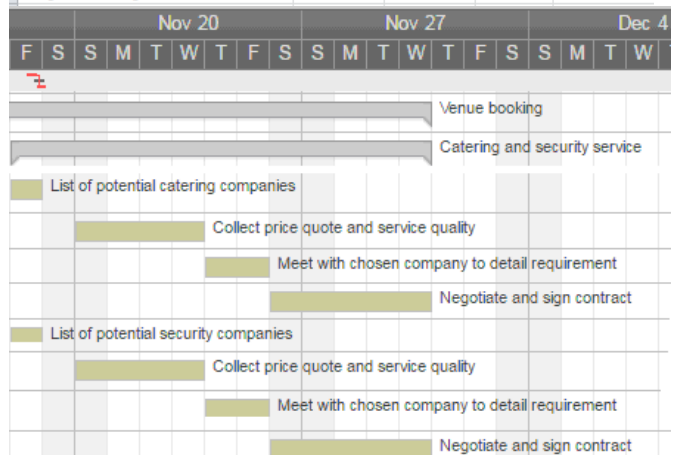
Task Name	Start Date	End Date	Duration	Status
Entertainment	03/11/2016	15/11/2016	11d	Not Started
List of suitable performance	03/11/2016	03/11/2016	1d	Not Started
Collect price quote and performance feature	04/11/2016	04/11/2016	1d	Not Started
Finalize performance and propose	05/11/2016	09/11/2016	4d	Not Started
Contact agency to order performance	10/11/2016	15/11/2016	5d	Not Started



**Catering and security service:** This stage seems to be of little importance compared with others, yet without a well-planned procedure it is hard to conduct the event in a professional way. Catering refers to the activity of providing food and beverage for events (The Balance, 2016), without smooth operation the whole personnel are unable to produce best results; while security is essential to ensure safety for the public and especially VIP people who are invited and seated in a separate Ares. Those people are often the center of attention thus strict principles on security must be applied to guarantee their safety. Assuming any incidents happens with one of those privileged, the event is likely to received negative responses and comments from the audience rather than positive ones.

**Table 7. Stage for catering and security service**

Task Name	Start Date	End Date	Duration	Status
Catering and security service	18/11/2016	30/11/2016	9d	Not Started
List of potential catering companies	18/11/2016	18/11/2016	1d	Not Started
Collect price quote and service quality	20/11/2016	23/11/2016	4d	Not Started
Meet with chosen company to detail requirement	24/11/2016	25/11/2016	2d	Not Started
Negotiate and sign contract	26/11/2016	30/11/2016	4d	Not Started
List of potential security companies	18/11/2016	18/11/2016	1d	Not Started
Collect price quote and service quality	20/11/2016	23/11/2016	4d	Not Started
Meet with chosen company to detail requirement	24/11/2016	25/11/2016	2d	Not Started
Negotiate and sign contract	26/11/2016	30/11/2016	4d	Not Started

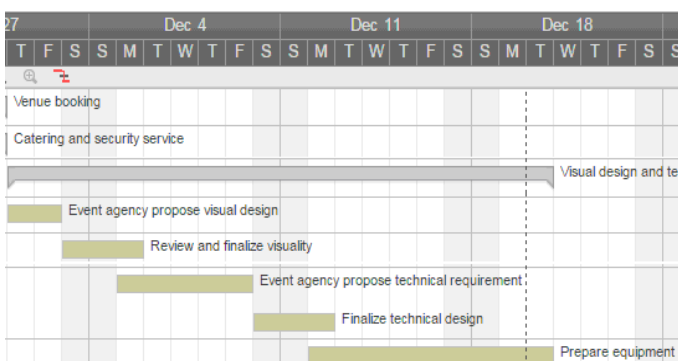


**Visual design and technical setup:** After a location for the event has been finalized, the organizational agency starts to plan a visualization and setup scheme to reinforce the effect of

the campaign. The visualization and the technical requirement must accompany each other in order to deliver effective presentation to attract attention. The procedure may take up to two weeks to finish as the preparation of the compatible equipment needs to be specifically ordered.

**Table 8. Procude of visual design and technical setup**

Task Name	Start Date	End Date	Duration	Status
<b>Visual design and technical setup</b>	01/12/2016	20/12/2016	14d	Not Started
Event agency propose visual design	01/12/2016	02/12/2016	2d	Not Started
Review and finalize visuality	03/12/2016	05/12/2016	2d	Not Started
Event agency propose technical requirement	05/12/2016	09/12/2016	5d	Not Started
Finalize technical design	10/12/2016	12/12/2016	2d	Not Started
Prepare equipment	12/12/2016	20/12/2016	7d	Not Started



After almost every step has been taken, a final review of the whole process is necessary to eliminate the slightest flaw of the campaign.

**Table 9. Expected the allocation of the budget is based on the level of importance of each stage and each sub-task**

Task Name	Start Date	End Date	Duration	Status	Baseline cost	% of budget
					<b>150,000</b>	<b>100%</b>
Brainstorming event scenarios	03/10/2016	10/10/2016	6d	Not Started	50,000	33%
Permit obtaining	11/10/2016	19/10/2016	7d	Not Started	2,000	1%
Media coverage	20/10/2016	27/10/2016	6d	Not Started	50,000	33%
Venue booking	28/10/2016	30/11/2016	24d	Not Started	20,000	13%
Entertainment	03/11/2016	15/11/2016	11d	Not Started	2,000	1%
Catering and security service	18/11/2016	30/11/2016	9d	Not Started	5,000	3%
Visual design and technical setup	01/12/2016	20/12/2016	14d	Not Started	20,000	13%
Pre-launching	20/12/2016	31/12/2016	9d	Not Started	1,000	1%

As mentioned above, media channels are crucial factors in the success of the event and needs regularly attention, thus a reminder to different channels will prevent their ignorance of the event. Technical setup has to be carried out in roughly 4 days with testing and trial to make sure the system operate smoothly

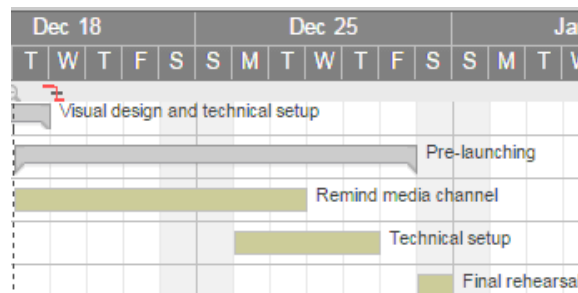
**Budget**

The allocation of the budget is based on the level of importance of each stage and each sub-task. Due to the requirement of the client, which is to hold an impressive and influential product launch, the process concentrates on boosting marketing activities. Thus a one-third of the budget should be spent on marketing to ensure wide media coverage. Another third is allocated for partnership between Dropbox and the event agency as this key stakeholder is responsible for carrying half of the tasks during preparation (idea and concept

planning, performance selection, visual and technical design) to make sure the presentation of the event is compatible with the content of the advertising campaign.

**Table 10:Stage finally review of the whole process to eliminate the slightest flaw of the campaign**

Task Name	Start Date	End Date	Duration	Status
Pre-launching	20/12/2016	31/12/2016	9d	Not Started
Remind media channel	20/12/2016	27/12/2016	6d	Not Started
Technical setup	26/12/2016	29/12/2016	4d	Not Started
Final rehearsal	31/12/2016	31/12/2016	1d	Not Started



A similar amount of 13 percent is spent on the location and the equipment as the venue can be fully exploited to enhance the presence and efficiency of the event, as well as a hub for attracting attention from various groups of audience. The remaining part is assigned to security and catering service and permit obtaining factors of secondary importance yet cannot be ignored when holding an event. Budget allocation is the must-do step in any project planning, for this is a simple yet effective tool to prevent loss and maximize the utilization of financial resource.

**Project Stakeholder Analysis**

During the implementation process, there are different stakeholders; the individual role of each has significant impact on the overall process. They are listed as the client (Dropbox) who hires the consultation service, the consultation company which signs the partnership agreement, the consultation team who is assigned to support the client in executing the event and the outsourcing resources who actually involved in direct preparation of the launching. From the RACI chart, it can be seen that vendors are often categorized as “Responsible”, which means that they are the main force to actually complete the task (Sandra Diaferio, 2016). To be particular, in most of the stage they hold responsibility for carrying out the necessary job to fulfill the demands within time allocation. When it comes to programming a detailed scenario for the event, vendors take into account the requirements and objectives of Dropbox to present a completed flow of the event

from the beginning to the very end. In some cases, their involvement is unnecessary and of little importance as permits obtaining and media coverage as these tasks are not included in their scope of work.

Then the shortlisted candidates are benchmarked again with criteria concerning their professionalism to find the most appropriate ones. The outcome of this process is a limited number of companies with highest chance of suitability for the

**Table 11. Shortlisted candidates are benchmarked again with criteria concerning their professionalism**

	Client (Dropbox)	Consultation company (Project Plus)	Consultation team	Vendor
Brainstorming event scenarios	A	I	C	R
Permit obtaining	R	I	C	-
Media coverage	R	I	C	-
Venue booking	A	I	C	R
Entertainment	A	I	C	R
Catering and security service	A	I	C	R
Visual design and technical setup	A	I	C	R

The client, which is Dropbox, similarly, acts as the Accountable, who is ultimately answerable for the activity or decision (Sandra Diaferio, 2016). The responsibility in every task cannot be taken by the vendor, during each stage the supervision and final revision should be carried out by the client to ensure the content and results of each task are to the point and meet client's expectation. Sometimes the client itself holds complete responsibility to fulfill the job, such as in permit obtaining or media contacting, as their position in the RACI model is typical and cannot be replaced. The consultation team acts as the stakeholder to be consulted prior to a final decision (Sandra Diaferio, 2016). In particular, every single decision made by the client has to go through this team's revision to make sure the plan is strictly followed and executed.

The team's participation in this process is unchangeable in that they cannot switch from one role to another, unlike the client or the vendor-due to their typical position in the matrix. Besides, the consultation team has to link closely to the client and the discussion and information process should be mutual so that a satisfactory result is pulled off. The consultation team reports directly to Liz Stanbridge, who is in charge of the Technology sector. The last force to be mentioned in the process is the consultation company which is Project Plus, with the main responsibility comes to the Practice Director of Technology in particular. This is the group who needs to be informed after a decision or action is taken (Sandra Diaferio, 2016). They control the whole consultation process and keep track of the pace. It can be seen that when the responsibility is equally delegated among different stakeholders the whole process runs smoothly and encounter less problems. The reason is because there is no force which is receiving overloaded responsibility, meaning that the implementation of the project does not depend largely on any group to complete.

### Project procurement strategy

With the detail work breakdown structure, it can be implied from the implementation that Dropbox would have to solicit specific vendor in event organizing, catering and security sector. In order to manage the procurement strategy, the company should follow three simple yet productive steps that have proved to be of great help. Firstly, Dropbox procurement team itself should be able to answer the question: What do they need from vendors. The requirement must be as clear as possible to prevent vagueness and confusion when it comes to work with vendors. The more specific the requirements are, the more likely the company is to find the suitable vendors within a limited time. Secondly, a thorough research of potential vendors should be conducted internally in terms of their reputation, experience and license to eliminate unreliable ones.

preparation of the event. With this list, the client (Dropbox) can start the restricted tendering (a procurement method that limits the request for tenders to a select number of suppliers, contractors or service providers) (The Procurement Classroom, 2016). For each type of vendor, there are a number of particular to be judged before the company decides which organization is the suitable choice for the launching of Dropbox event. As for the event agency, which plays a consistently important part of the whole process, the first point to be examined is their experience in holding events of similar scale. The company does not necessarily need to possess valuable skills in big and popular events as this may lead to a quotation that cannot be agreed by the financial department. The experience in organizing events of same scale or related fields is enough to ensure effectiveness. What is more important is the firm relationship between the agency and other outsourcing companies that will determine how well the agency delivers the event. Without proper and high quality suppliers, the agency itself may find it hard to organize an event in terms of backdrop design, visualization and equipment system.

As for the catering company, it is essential that they have acquired legal document and license in the field to ensure hygiene and professionalism. The event would become disastrous if a scandal concerning food hygiene occurs, which is pitiful as this section only play a small role compared with marketing, security and performance during the event. Secondly, the catering service provider needs to guarantee the authentic quality of the food, which means that they also have a collaborative partnership with food suppliers. Thirdly, this company should be fully staffed to prevent unwanted interruption of the catering service, which is another flaw that should be avoided during event time. As for the security service, the procurement division should make sure they hire a security company with updated methodology compared to the current market. The company should also be experienced in dealing with unexpected problems arising during the event that affect audience and VIP's safety. The bodyguard of the company should also be reputable for being well-equipped and smart in handling sensitive situation to ensure overall security condition of the process, especially under the observations of various media channels. Procurement closure refers to the process of completing each procurement (PM Study Circle, 2016). In order for the procurement to close properly, it is essential that the implementation of the vendors be monitored regularly to ensure every single aspect of the product or service is relevant to requirement. Besides, a final review and revision of the product or service should be the first priority if the company wishes to close contracts smoothly.

Table 12a. Risk identification and risk response plan

	Risk identification					Risk response plan	
	risk category	risk event	cause	effect	threat or opportunity	response strategy	response actions
1	External	Irrelevant scenarios	event agency misinterpret the idea and concept of the event	delay in contacting media	threat	mitigate	closely work with agency to figure out event concept
2	External	Limited media channel	Media channel doesn't pay close attention to the event	Poor media coverage	threat	mitigate	resend invitation and information of event
3	External	Prolonging in permit obtaining	application package lacks information	delay in marketing	threat	mitigate	add up insufficient data and document
4	External	Venue not support technically	unable to install technical system	decrease technical quality	threat	mitigate	temporary modification of facility to adopt event
5	External	Irrelevant performance content	event agency misinterpret the idea and concept of the event	ineffectively in drawing attention	threat	mitigate	clarify with agency about requirement
6	Internal	Unable to hire security company	high price	event lacks safety and professionalism	threat	mitigate	negotiate with security company
7	External	Catering service is poor in menu	fail to indicate specific menu with vendor	inadequate logistics	threat	mitigate	negotiate with catering service to diversify menu
8	External	Technical equipment arrives late	delay in technical procurement	delay in technical setup	threat	mitigate	promptly finalize technical requirement
9	External	visual effect is irrelevant with event theme	miscommunication between vendor and the company	undesirable visual effect	threat	mitigate	closely work with agency to figure out details
10	Internal	budget constraint	real cost of some procurement is higher than	quality of some service/product does not meet	threat	mitigate	negotiate with vendors for the most reasonable

Table 12b. Contingency plan and control with risk

	Contingency plan		Monitoring and Control		
	trigger	contingency action	responsible entity	Internal of Milestone check	Status: Date and review comments
1	Event scenarios fail to deliver the message of the event	Seek another agency	Procurement team, marketing manager	weekly	9/10/2016
2	Not enough media channel attending the event	rebuild relationship with key channel	marketing manager	weekly	27/10/2016
3	permit not obtained within critical time	re-make the application package	administration office	daily	20/10/2016
4	technical system not compatible with facility	Modify technical scenarios	Vendor	weekly	15/12/2016
5	Performance fail to deliver relevant content to the event	Replace performance	Vendor, marketing division	weekly	4/11/2016
6	Disagreement in contract term with security company	minimize the length of time when security is needed	Procurement team	every 3 days	28/11/29016
7	Poor range of food	Considering another vendor	Procurement team	every 2 days	28/11/29016
8	technical equipment fails to arrive in time	modify technical plan to adopt to simpler equipment	Procurement team, vendor	weekly	10/12/2016
9	unable to deliver event's message	Modify visual content	Marketing team, vendor	daily	19/10/2016
10	unable to sign agreement with vendor for conflicts	solicit more funding from the company budget	project manager	monthly	15/11/2016

In case the product shows some flaws and does not meet up with expectation, the vendor should be given detailed comments and specific requirement on how to modify the product.

### Project risk register

The table above details the risks that the company may encounter during the implementation process. There are ten risks to be anticipated from the work breakdown structure, most of which comes from external forces, says, the prolonging in permit obtaining and the lack of compatible technical system to support the event. A small proportion of the risks includes internal factor, namely the incompetence of the company to solicit a qualified vendor in security service or budget allocation in which the budget is wrongly estimated. The table contains a strict schedule from which every procedure is revised and reviewed regularly with specific accountable people to reduce the possibilities of misleading orientation and miscommunication.

### Reflection and Conclusion

The report is a valuable guideline in project management in order to achieve the goal set by client: to successfully launch Dropbox, a new product that features an outstanding function in data storage. The report details a schedule with work breakdown structure to help client manage the timeline to reach important milestone. Besides, the report provides the estimated expenditure on each stage and the reason for money allocation so that the company can make best use of the budget. This document also presents an essential strategy on procurement management, including vendor selection criteria, procurement closure process as well as contract management, which assists the client in working effectively with outsourcing force to produce desirable results.

A risk management is also included in the report to anticipate and provide solutions when problems emerge during each section.

### Acknowledgements

I would like to thank programme MSc of Management science with Project Management and module name is Business Project and Programme Management in BPP business University, England. I also would like to thanks the University of Tan Trao, Tuyen Quang Province, Viet Nam for had provided an opportunity for me to study and research.

### REFERENCES

- The Balance, 2016. Catering For Event Planners, Available at: <https://www.thebalance.com/catering-for-event-planners-1223641> (Accessed: 19th Dec 2016).
- Sandra Diaferio, 2016. 'Role and Responsibility Charting' , (), pp. 5 [Online]. Available At: [https://pmicie.org/images/downloads/raci\\_r\\_web3\\_1.pdf](https://pmicie.org/images/downloads/raci_r_web3_1.pdf) (Accessed: 19th Dec 2016).
- Sandra Diaferio, 2016. 'Role and Responsibility Charting' , (), pp. 5 [Online]. Available at: [https://pmicie.org/images/downloads/raci\\_r\\_web3\\_1.pdf](https://pmicie.org/images/downloads/raci_r_web3_1.pdf) (Accessed: 19th Dec 2016).
- Sandra Diaferio, 2016. 'Role and Responsibility Charting' , (), pp. 5 [Online]. Available at: [https://pmicie.org/images/downloads/raci\\_r\\_web3\\_1.pdf](https://pmicie.org/images/downloads/raci_r_web3_1.pdf) (Accessed: 19th Dec 2016).
- Sandra Diaferio, 2016. 'Role and Responsibility Charting', (), pp. 5 [Online]. Available at: [https://pmicie.org/images/downloads/raci\\_r\\_web3\\_1.pdf](https://pmicie.org/images/downloads/raci_r_web3_1.pdf) (Accessed: 19th Dec 2016).
- The Procurement Classroom, 2016. Restricted Tendering, Available at: <http://procurementclassroom.com/restricted-tendering/> (Accessed: 17th Dec 2016).
- PM Study Circle, 2016. Close Procurement vs Close Project, Available at: <https://pmstudycircle.com/2012/02/close-procurement-vs-close-project/> (Accessed: 15th Dec 2016).

\*\*\*\*\*