



**EUROPEAN
INTERNATIONAL
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COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialisation:	
Affiliated Center:	
Module Code & Module Title:	
Student's Full Name:	
Student ID:	
Word Count:	
Date of Submission:	

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MGT580: Project Management
Module Assignment: Project Proposal

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Introduction

Project management defined as a process of managing a project to ensure that it meets its objectives, timelines, and budget. Those procedures may be applied to any project, from massive project to tiny one. The project manager shapes the project management process. They begin it by detailing the project's scope and thoroughly explaining and or illustrates the project objectives.

The project manager's responsibilities include gathering project team members, creating a timetable, assigning tasks to team members, and setting timelines (can be known as action plans). Project managers will also often utilize the critical path technique to find the best sequence in which to accomplish the project. Project management involves, update senior/top management and stakeholders about project progress, challenges and forecasts. It entails monitoring and reporting every stage of the process and, eventually, assuring the project's effective conclusion.

Project management is an integral component of daily corporate operations, and project managers are critical to project success. In today's data-driven environment, a complete image of the present condition of project management and its role in business may be created. Project management is a technique for planning, organizing, and administering all contemporary project operations. The goal of project management is to anticipate and prevent numerous problems during project implementation.

Pharmacy industry in Sweden

The Swedish pharmacy market comprises large chains, purely online operators and privately-run pharmacies. In total there are 1,426 community pharmacies, 10 online pharmacies and 36 hospital pharmacies providing inpatient care with medicines. (Annual-Report-2020)

About Aspire Pharmacy:

Aspire is an organization with a large business in the medical market, Aspire believes that the corporation should improve its profitability ratio by expanding its services and convenience health care units.

Aspire pharmacy provides wide range of services such as:

- Repeat Prescriptions
- Pharmacy Services
- Health Advice Free
- Prescription Delivery Service

Aspire Pharmacy! Award winning for Commitment to Customer Service!

Aspire is a fast-growing progress community pharmacy. they strive to provide proactive ways to deliver health outcomes in the community. As well as making up prescriptions and selling healthcare products, they also offer:

- Blood pressure testing
- Travel and Flu vaccinations
- Cholesterol testing
- Glucose level testing

They closely monitor patient's medical and social needs through health advice on a range of topics including but not limited to smoking, weight management and sexual health. Free home delivery service means there is no need to leave home for your medication. If you prefer to collect your medication, the only pharmacy can open 7 days a week! (website: <https://www.aspirepharmacy.co.uk/>)

Aspire Pharmacy and Village Market, a pharmacy and a convenience store

Concept

As part of growth business plan, Aspire pharmacy is expanding its services to cover and serve customer needs in new markets. And for improving patient and customer experiences, the services Aspire is planning to execute will include a drug store and grocery with food and beverage facilities, where people can get their medicine, check their health, get vaccinated and much more related services about medical services for individuals and families, and buy their grocery, get cup of coffee and meet with friends.

Project Phases

Senior management approval on concept and the projected budget

It should be according to the expansion business plan and an estimated budget is allocated to be ready once the timeline for this project is due.

Identify related stakeholders and project team

Once good to go from senior management the project team will start to point out his team and communicate with internal department if his/her staff is within the organization and request for new recruit from Human Resource manager for outsourced staff.

Research the trade area and identify project location

The expansion plans include preferred and or must locations, the project manager will appoint third party research company to identify the right spot and to understand very well the customers need in that particular area.

Plan, Architecture and design the project

After the research is done and the land/building is owned and or rented it is the time to approach a design company with some sketches done by inhouse designer (if available) to give them idea on what we want.

Review, modify design and approvals

To finalize the drawings and layouts

Identify scope of work and BOQ

Meet with the team to identify the outcomes required and communicate that with consultant assistant

Bidding for contractors' services and or consultant services

Collect at least 3 bids, do the comparison sheets, set recommendations and get senior management approval to proceed.

Approve consultant by project manager and senior management

After reviewing approve and proceed

Create a time action plan liaising with internal team and consultant

Kickoff meeting with all stakeholders and set objectives, plans, measures & time schedule.

Identify risk, owners of the risk and required and planned actions

Kickoff meeting, all stakeholder to share their point of view and or experiences from similar situations.

Commence executing the plan

Time to work and get dirty

Monitor and report the execution

Daily, weekly and monthly reports to be created and submitted and discussed in meetings

Handover process and snags list

Walk through with stakeholder in the project, senior management can join if needed.

Final handover

More like documentation of all project file and received confirmation.

Operate

Handover the project to operation (turnkey)

As mentioned above new market is a challenge and huge investment, it is a part of the long-term business plan or just a pop-up opportunity which senior management wants to grasp. It starts by submitting a Proposal on the prospected location or proposed, ideal size, services provided, expected revenue and an action plan with projected figures about period and costs to senior management and board committee review and approval.

Project Scope of work

Any type of work needs to be done and or added to complete and or deliver the product can be define as the scope of work, it also sets the project costs, it reveals the outcomes of the process and what senior management agreed to or what they expecting to get at the end of the project. It definitely includes, planning, coordination, reports, meetings, analysis, measures, preventive actions, executions and final results.

Gather information

Information to be collected and should be written in a document with the participation of all related departments internal and external.

Information can be collected by one or all of the below ways;

- Interview with related coworker and or stakeholders
- Focus groups
- Workshops
- Observations
- Proto type
- Affinity diagram

- Group creativity techniques (brain storming, nominal group)
- Job shadowing

What comes out of the above information collections, action is a draft of scope of work, to be reviewed and confirmed by project manager and to be circulated to all parties. The document will include the items coded in a serial number or ID, description of the task, owner, priority and status.

Project Budget

460 square meters land (approx. 4,952 square feet) Ground floor building Simi fitted

Items	Estimated Cost	Owner
Market Research	€ 20,000	Third party research company/project manager
In house & recruiting staff cost during project period	€ 47,500	Human resource department/project manager/third party recruitment services
Design and Architecture	€ 38,400	Third party design company / inhouse architect
Purchase the property	€ 430,000	Savill/JLL/lawyer office/administration
Registering the land and obtain other related government approvals	€ 53,100	Lawyer office/administrations
Bidding advertising and awarding	€ 10,000	Project manager/administration
Consultant fees	€ 123,650	Project manager/senior management
Demolish/ Civil work	€ 20,000	Sub-contractor
MEP work	€ 75,000	Consultant/Main contractor/Sub-contractor
LV/HV work	€ 30,000	Consultant/Main contractor/Sub-contractor
Air conditions and heaters	€ 80,000	Consultant/Main contractor/Sub-contractor
Glass and windows	€ 45,000	Consultant/Main contractor/Sub-contractor
Flooring & tiles	€ 11,500	Consultant/Main contractor/Sub-contractor
Ceiling	€ 11,500	Consultant/Main contractor/Sub-contractor
Sanitary	€ 8,000	Consultant/Main contractor/Sub-contractor
Fire alarm and fire fighting	€ 100,000	Consultant/Main contractor/Sub-contractor
Parking lot and landscaping	€ 50,000	Consultant/Main contractor/Sub-contractor
Painting & finishes	€ 169,000	Consultant/Main contractor/Sub-contractor
Snags	€ 25,000	Consultant/Main contractor/Sub-contractor
Backup generator	€ 50,000	Consultant/Main contractor/Sub-contractor
Cleaning	€ 20,000	Third party cleaning services
Total	€ 1,360,150	
Aspire Pharmacy materials (130 square meter pharmacy and 30 square meter store)		

Shelves- pharmacy and store	€ 43,000	
IT equipment, software and networking	€ 80,000	Third party IT company
Heavy Appliances (fridges, ...)	€ 90,000	Supplier/project manager
Total	€ 213,000	
Convenience store materials (200 square meter shop and 30 square meter seating area)		
Shelves, racks and cabinets	€ 40,000	Supplier/consultant/project manager/store manager
IT equipment, software and network	€ 80,000	Supplier/consultant/project manager/store manager
Furniture, chillers, freezers, tables, vending machines	€ 175,000	Supplier/consultant/project manager/store manager
Total	€ 295,000	
Marketing the opening	€ 100,000	
Common areas and wet areas	€ 50,000	Main contractor/Subcontractor/Project manager
testing and commissioning	€ 0.00	Consultant/all contractors/project manager/store managers
Open to customers	€ 0.00	
Contingency	\$ 201,815	10%
Total project estimated cost	\$ 2,219,965	

Estimated budget without the contingency fund 2,018,150 €

Estimated budget with contingency fund 2,219,965 €

Extra fund

As it shows above the projected budget exceeds the allocated budget, by €18,150 without the contingency fund. I believe we can avoid this access subject to follow one of the below;

- Consultant fees can be negotiated to the minimum,
- New temporary recruit to lead in consultant (replacing the consultant) part and our inhouse team will support and assist him/her accordingly,
- Schedule compression by finishing the project earlier than expected, completing the critical paths so on so forth.
- Extra fund will be needed in the contingency and the chances are there to not use it.

Risk Analysis

The purpose of monitoring all project risks is to increase the value of each single activity within the project. The potential benefits and threats of all factors connected with these activities have to be ordered and documented. If the project team is aware of the importance of the risk management process, the probability of success will be increased while at the same time failure will become unlikely. (1st edition (2009) Olaf Passenheim)

Risk analysis, will be put in a document by the risk management team, project manager and his team, Consultant, experts and from similar projects data bank. Risk analysis sheet to be reviewed and discussed with project manager before confirming its items and circulate it for use.

Information and similar projects data are the key factor in risk identification and analysis, by collecting information it will be easy to identify the risks and plan the response actions. It is usually start with and or in the kick off meeting with all stakeholders, a general list is prepared by project manager and its growth accordingly adding more information and or action to it during the meeting.

It is important to the project manager to anticipates all the negative risks to avoid any loss in;

- Financial
- Time
- Quality and
- Life

To commence with risk analysis, we should first identify all the risks and its impact on the project time line, cost and or quality. Risks can be negative or positive, based on the category of the risk a corrective action will be taken in case it is negative and endorsement action will be taken in case of positive risk.

Splitting risks into categories will prioritize the tasks, and it can be as below:

- **Very low risk**

It is unlikely to happen.

- **Low risk**

It is unlikely to happen but can happen

- **Medium risk**

It may happen but can be prevented

- **High risk**

It can happen and need attention

- **Very high risk**

Very likely to happen and must prepare a response action to prevent it

Risk analysis table

Code	Items	Risk Type	Remarks
RES01	Research	Low	
RES02	Resources	Medium	Formalizations & approvals may cost delay
DES01	Design	Low	
PRO01	Purchase the property & registration	Very Low	
BID01	Bidding & Awarding	Medium	Carefully choose between bids (compare to save in time against cost)
CON01	Main contractor Scope	High	Should monitor the scope progress with action plan, inhouse coordinator & reports
CON02	Sub-contractor	Very High	Delay on deliveries and or not presenting at site, monitoring, planning & reporting will decrease the chances.
AMC01	Annual maintenance contracts	Low	Early bidding and or warranties will save time and money.
LV01	IT equipment & cabling	Low	Order before completion day
FUR01	Furniture & Shelves	Medium	Subject to sample approvals & design
PAR01	Parking lot & landscaping		Related to the completion of pharmacy and F & B unit
CAL01	Culture	Low	

Risk analysis starts with identifying the risk itself, after identifying the risk we need to assess the risk and to know its impact on the project whether it is on time, cost or quality of the work.

The next step is to control the risk and to do the necessary actions to solve it, transfer it, avoid it and or to accept it, it will all depend on the current situation at the time it occurs. After the assess and identify the action it is time to act, review the process taken and evaluate it to be sure that we took the right action.

Projected Competition Times:

Listing the scope of work in a schedule and projecting the completion time will assist in identifying the handover date, monitoring the progress, plan a preventive action in case of setbacks or delay which should be known with monitoring reports against the time plan.

As you will see in the below time actin schedule, the whole project will take about 20 weeks from the first task which is market research, the research should be conducted to give the senior management several options on the locatins that will accept Aspire pharamcy, grocery store and generates income.

While doing the research the project manager will commence choosing his team based on the required experiences. The actual phisical work will commence on the 8th week onwards till the end of the 20th week.

S/N	Items	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	W17	W18	W19	W20
1	Market Research																				
2	In house & recruiting staff cost during project period																				
3	Design and Architecture																				
4	Purchase the property																				
5	Registering the land and obtain other related government approvals																				
6	Bidding advertising and awarding																				
7	Demolish unwanted walls/materials																				
8	MEP work																				
9	LV/HV work																				
10	Air conditions and heaters																				
11	Glass and windows																				
12	Flooring & tiles																				
13	Ceiling																				
14	Sanitary																				
15	Fire alarm and fire fighting																				
16	Parking lot and landscaping																				
17	Painting & finishes																				
18	Snags																				
19	Backup generator																				
20	Cleaning																				
21	Shelves pharmacy and store																				
22	IT equipment, software and networking																				
23	Heavy Appliances (fridges, ...																				
24	Shelves, racks and cabinets																				
25	Furniture, chillers, freezers, tables, vending machines																				
26	Marketing the opening																				
27	testing and commissioning																				
28	Open to customers																				

The above schedule shows the progress on weekly basis, what marks in green is a low risk where it need to be aware of, what marks in yellow is an item with a medium risk where need to be carefully observed and reported, the red items are a serious risk where need to be monitored at all time to avoid delay or money lost.

Quality Control Measures:

Measuring the quality by performance indicators, it is essential to set those indicators while doing the plan.

Meeting the requirements or meeting the standards, based on the outcomes expected the project manager will define the indicators.

Quality control measures will allow us to;

- Outcome's satisfactions
- Prevent over inspection
- Continues improvement
- Conduct training, execute agreements, enhance environment

Schedule of scope quality measures;

Items	Measures
Research	Identify the ideal size, catchment areas and specify the needs to avoid waste of time
Design and architecture	Aspire inhouse designer to get ready with multiple proposals to assist the third-party design company understand what we need. It will help saving time and cost.
Purchase the land	Aspire lawyer to get all document and or applications filled and ready to complete the process once it is confirmed to go by the senior management.
Scope of work	Bring out a similar scope form previous project to speed up the finalization of the current scope in additional to the kick off meetings and other methods mentions earlier.
Bidding	A market research study on the fit consultant and or contractor in addition to reviewing Aspire confirmed contractors which I prefer to work with if the contractor is licensed and or allowed to work at this location.
Work progress	Reports vs the action plan, testing and commissioning for the MEP work and LV, HV. Inspections in daily, weekly, monthly basis Critical path work inspection before and during its occurrences
Budget	Monitor projected cost vs actual spending Actual cost may involve; +/- change orders +/- additional work/decreased work +/- material prices
Pharmacy shelves and equipment	To be purchased once design is confirmed and stored for delivery once possible.
Convivence store equipment and furniture	To be purchased once design is confirmed and stored for delivery once possible.
Annual maintenance contracts	To announce bidding for annual maintenance contracts and or do the contract with the same supplier of the equipment.

Marketing	Prepare the marketing plan once final design is approved and get the marketing kit available to launch before opening.
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Schedule of Resources quality measures

Items	Measures
Project manager	At least 5 years experiences in project management 2 years of it in medical projects
Engineers Mechanicals Electrical Plumping	At least 3 years experiences in fit-out work Preferred with MBA degree
Inspectors and supervisors	2 years experiences, MS office professional users
Document controller	2 years experiences in projects
Public relation offices	Relative experiences
External consultant, contractors and or Suppliers	
Consultant	Project qualifications in details Company profile, current projects and previous Financial ability and or tender bond
Contractors	Project qualifications Company profile Bank statement Insurance certificates Risk assessment and methodologies
Suppliers	Financial health Alternative supplier list to be ready

Kickoff meeting will enhance the above-mentioned measures and add more items and tasks in details to it.

Project manager, is the key member, the point of contact between all the team and reporting to the senior management committee or board. Identifying the said measures increase project stages and action awareness and lead to decrease the risks.

The Human Resource Measures to be communicated with Human Resource manager with full job discretion if possible, and for hiring process.

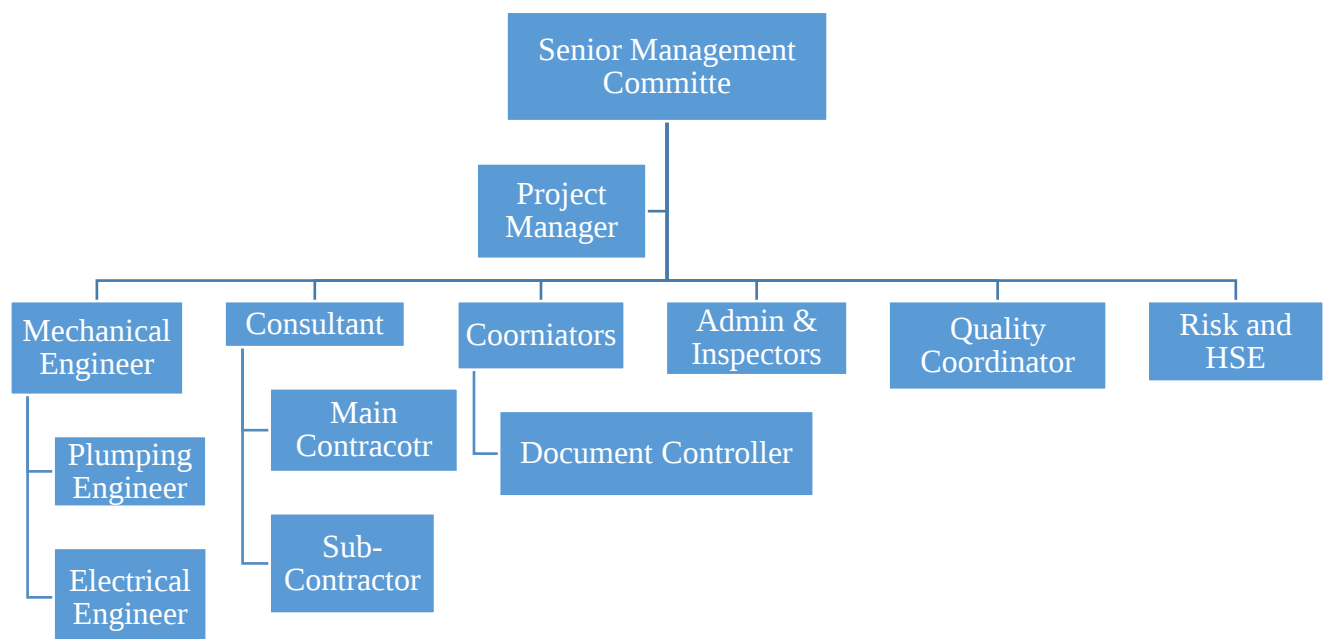
Team Member Breakdown

The aim is to reach to the maximum satisfying results in outcomes, team member will be a dynamic, problem solvers and having the spirit of the team.

The team will show high performance employee, dictated to responsibility, can work individual and in a team, harmony in between each other and productivity.

Project manager will choose the internal team based on the said factors by direct transfer request and or recommendations from reliable department head.

For external human resources, job description to be communicated with Human Resource manager or with the requirement firms.



Once decided on the team, a detailed job description to be circulated to each member during team meeting and to walk him/her through the duties and responsibilities and to answer and demonstrate all quires and information. The team meeting and explaining all duties will clear to the team members the responsibilities and the owner of it.

Because the work breakdown structure chart summarizes all project work activities, it is a vital tool for project planning. The ultimate project deliverable, as well as the tasks and work packages connected with it, are placed on top of the WBS diagram, and the WBS levels beneath it divide the project scope to depict the activities, deliverables, and work packages needed to complete the project from beginning to end. (Bayhas Al-Sawadi, 2016)

Conclusion:

The project projected budget is slightly above the actual budget if we put in consideration the contingency fund as 10% of the total cost. However, it can be reduced to meet with the allocated

budget which is € 2 million if Aspire decide to negotiate hard with consultant in the fees, deal directly with the contractors and or save on times to reduce cost.

High Speed Railway Bangkok to Chiang Mai

Introduction

A gas train is in operation between the 2 cities, the train from Bangkok to Chiang Mai departs 5 times a day from Hualamphong station taking between 11 to 14.33 hours to travel the 751 km distance, with tickets costing from 231 Baht equal to €6.25 for a 3rd Class seat to 1,653 Baht equal to €44.75 for a 1st Class sleeping berth on a Special Express service.

The train to Chiang Mai from Bangkok is one of the most popular rail journeys within Thailand to take.

On this journey, you can choose to travel through the day on one of the State Railways of Thailand's "sprinter trains" (Diesel Railcars DRC) which will get you to Chiang Mai in the fastest time, or take a more relaxing overnight sleeper train, with a comfortable berth / bed. (website)

But this is a traditional train, the government wants to build a high-speed train. Things we need to take in consideration

High Speed Railway OR Upgrade The Existing Gas Railway

The cost of building a high-speed railway for a 751 km the distance between Bangkok and Chiang Mai need a deep study, but before that we need to understand the demand and expected traffic form locals and foreigners, will need to know if this train for passengers only or will provide freight services as well. Is the demand to travel between the 2 cities worth conducting such a huge project. Existing gas railway can provide to us this data, based on the demand and the ticket price will understand the below;

- The project will be technically applicable,
- Financially feasible and
- Economically positive or negative impact

I believe a comparison between building new high-speed Railway and upgrading the existing Railway should be made.

The existing Railway will provide a lot of information which will help in assessing the cost and time.

Below is the **comparison sheet**

S/N	Items	New Highspeed Railway	Upgrade the existing
1	Planning	3,613,000.00	903,250.00
2	Designs	27,097,500.00	6,774,375.00
3	Approvals	3,613,000.00	1,083,900.00
4	Refurbishment	0.00	5,596,311,187.50
5	Land Acquisition	7,868,752,700.00	0.00
6	Engineering Analysis	542,672,600.00	108,534,520.00
7	Civil Work	22,258,055,859.38	4,451,611,171.88
8	Stations	451,625,000.00	135,487,500.00

9	Barriers	5,087,555.63	101,751.11
10	Signaling	816,610,260.00	489,966,156.00
11	Electric power at 54 Wh/Pl/km	175,825,922.40	175,825,922.40
12	Track 751 km	74,193,519,531.25	0.00
13	Existing track upgrade	0.00	18,548,379,882.81
14	Control System	108,841,625.00	5,130,019,755.95
15	Human Resources	151,746,000.00	151,746,000.00
16	Wagons	361,300,000.00	361,300,000.00
17	Maintenance	72,260,000.00	72,260,000.00
18	Station Operators	216,780,000.00	216,780,000.00
	Total	107,257,400,553.65	35,447,085,372.65

Additional ways to earn income

The unique point of sale in the railway is the tickets, but there are other ways to earn money.

The Railway Station

It can include the below;

- Vending machines (snacks, juice, water, gift cards),
- ATM (withdraw and deposit),
- Retail shops, service shops (pharmacy, communications, fast food units (Fried chickens, Pizza, Subway, Pad Thai food and others),
- Advertisement lighting boxes, role up and hanging.
- Kiosks,
- Gift shop
- Deposit boxes (short term & long term),
- Rent a car and
- Money exchange

On the Train

- Vending machine,
- Advertising spaces,
- Restaurant,
- Deposit boxes,
- Saloon, massage and others.

Conclusion

Based on the above projected cost sheet I highly recommend not to go with building new High-speed railway due to;

- Huge cost
- Ticket at 1,200 Baht, will not be affordable to all citizen and the project payback period will reach to 40 years in 80% occupancy for 10 trips a day, 5 wagons.

- Existing train is just enough once upgraded
- Upgrading the existing, purchase ticket at 800 Baht is more convenient

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