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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:	
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Part One: Project Proposal

Provision of a Fitness Club and Spa, a membership-based fitness and health centre

Prepared For: Aspire International Corporation

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Part Two: Project Viability Analysis

Bangkok to Chiang Mai railway

Prepared For: Thailand Ministry of

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Part One

INTRODUCTION

Aspire International Corporation, a Swedish multinational corporation, plans to diversify its business portfolio by implementing three new projects that will align with its expansion strategy. The projects include an all-organic natural food store, a pharmacy and convenience store, and a membership-based fitness and health center.

PURPOSE

The purpose of this proposal is to outline the establishment of a Fitness Club and Spa, which is a membership-based fitness and health center. By the end of this proposal, the project owners will have a clear understanding of the project steps, resources required, time frame for completion, and associated expenses. This will provide the owners with a better view of the requirements and the proposal will cover the planning phase of the project and will show the steering committee and stakeholders the following information:

1. The project constraints will be defined.
2. The project scope statement will be set.
3. The work breakdown structure (WBS) will be set.
4. Work packages will be identified.
5. Activities will be extracted.
6. Resources will be identified.
7. Duration will be identified.
8. Dependencies will be identified.
9. The project tasks will be scheduled.
10. The budget will be identified.
11. Risks will be identified.
12. Milestones of activities will be identified.
13. Quality standards and quality control milestones will be identified.

PROJECT CHARTER

Project Overview

Aspire International is planning to establish a membership-based fitness club and spa that offers a range of services to its subscribers. The club aims to provide high-quality services to meet the requirements of subscribers who prioritize maintaining a healthy lifestyle. The success of the project will depend on the quality of the results, which should align with the subscribers' expectations and needs.

Project Constraints

The project limits should be considered while planning the project, the constraints will define the boundaries of the project, as per the target of the project and the goals which Aspire International is looking to achieve, the constraints of the project will be as follows:

Scope Constraints

Aspire International is looking to establish a health club, the health club consists of:

- Fitness club (Gym, Aerobics and CrossFit)
- Nutrition Center.
- Swimming Pool

Cost Constraints

Aspire International has an estimated budget of 2M €. The estimated budget can be increased depending on the project requirements, but we will try to achieve the scope within the budget as much as possible.

Time Constraints

The project comes as an implementation of Aspire International's target to achieve diversification expansion in their business, therefore, the project target date was not identified, yet the plan is to finish it with a deadline of 24 months, the only constraint to achieving the target is wintertime when the job may be delayed due to weather conditions

Resources Constraints

With the flexible budget Aspire International is utilizing, there will be no effective resource constraints linked to expenses, and supply chain delays will affect the resource constraints, especially when it comes to weather conditions in wintertime.

Risk Constraints

The project will be in a sequential relationship, which will minimize or eliminate the risks, yet throughout the project implementation, there are risks of overlapping in case some of the resources allocated for the project are delayed due to any of the previously mentioned resource constraints.

Quality Constraints

As per the requirements of Aspire International, the quality of services to be provided by the health center and the fitness club should be of the highest standards, therefore, the equipment, measuring devices, interior and exterior finishing, products, etc. related to the project should be of the highest level of quality, this may affect the budget (which is already flexible) and the delivery time of products and hence the project may be affected.

Customer Satisfaction

Relating to quality constraints, customer satisfaction is the ultimate target of the project, which will require high-quality deliveries and a long life span for all services provided.

Project Stakeholders

Each project has individuals, groups of individuals or organizations who are affected or get affected by the project positively or negatively, whether it was in its phases during execution or upon the completion of the project, those are defined as Project stakeholders. (PROJECT STAKEHOLDERS: Who are they and why are they important?, n.d.)

From the previous understanding of the meaning of project Stake Holders we can consider the stakeholders of this project:

1. Sponsor (Aspire International Corporation)
2. Project Management Team
3. Supply Chain Department
4. Design Department
5. Finance Department
6. Local Authorities.
7. Suppliers (services and products)
8. End Users (Customers)

Requirements of the Project

To complete the project successfully with the desired deliverables, it is required to have the following:

1. Financial capabilities to meet the required deliverables.
2. Competent design team.
3. Differentiation of suppliers.
4. Proper risk assessment and mitigations.
5. Competent public relations team to fulfil the local authorities' requirements of certificates and acceptances.
6. Proper quality management processes.

To meet the end-user requirements, the below requirements should be available in the deliverables:

1. Well-established fitness club with all necessary machines and services.
2. The proper degree of hygiene in standards and tools.
3. Proper atmosphere to guarantee the security and self-space of each end user.

Project Scope Statement

Project Objectives

Aspire International is considering diversifying its business by building a high-quality health center, including a fitness club, health center, and Spa. This would secure the organization's business expansion.

Project Deliverables

The project will have the below deliverables upon completion

1. High-quality fitness club with the most recent and target equipment.
2. Fitness club to have to have the ability to deliver weightlifting, Aerobics and CrossFit.
3. Swimming Pool and gymnastics equipment.
4. Health center which can sell healthy products, dietary products, and supplements products.
5. The spa includes a Sauna, a Jacuzzi, and a massage center.
6. Hairdresser for men and women.

Project Exclusion

The below deliverables are excluded from the project deliverables:

1. Whole In-body measuring tools and devices.
2. Health centre products (supplements, Vitamins, etc.)
3. Fitness club and gymnastics weights and workout tools.

Project Constraints

Constraints have been mentioned previously.

Project Approval Process

The project scope statement and plan shall be considered approved after they are reviewed by the Committee assigned by Aspire International management.

Work Breakdown Structure (WBS)

Work breakdown structure is the sequences in which each task of the project will be listed to understand the sequences of the jobs and tasks to complete the project, the time frame required for each task and the relationship between each task and other tasks in the project (Finish to start, Start to Start, Start to Finish, and Finish to finish), (Mike Clayton, 2021, October 14).

It aims to simplify the project into manageable tasks and sub-tasks, which will help in controlling each task and hence control the cost, quality, and time. (Defining a work breakdown structure in project management, n.d.)

for this project, we shall break the work structure into levels, Level 1 will concentrate on the main tasks, then each task will have several sub-tasks which will be in level 2, and then each sub-task will have another breakdown into smaller tasks which will be in level 3, the three levels of tasks shall be identified in the Gantt Chart with the proper associated time frame, cross relationships and resources.

Project Planning Workstream

1. Project team formation
 - 1.1. List team members' requirements
 - 1.2. Check team members' department's operational requirement
 - 1.3. Coordinate with functional managers the schedule of each team member and availability timing or project.
2. Project tasks allocation

- 2.1. List tasks
- 2.2. Create RACI list
3. Project progress traceability.
 - 3.1. Create a project team hierarchy
 - 3.2. Set the chain of command based on the hierarchy
 - 3.3. Schedule a meeting with key personnel
 - 3.4. Set the way of communication in emergency cases.

Design Workstream

1. Identify design requirements
 - 1.1.1. Set design requirements based on board requirements.
- 1.2. Set design requirements based on market needs.
- 1.3. Set design requirements based on the locations proposed.
- 1.4. Set design requirements based on resource availability.
2. Identify design restrictions.
 - 2.1. List design restrictions based on market needs.
 - 2.2. List design restrictions based on the location proposed.
 - 2.3. List design restrictions based on resource availability.
3. Drafting a design
 - 3.1. Set the first design.
 - 3.2. Evaluate the first design based on requirements and restrictions.
 - 3.3. Reset the design based on the evaluation.
 - 3.4. Re-evaluate the design and quality to ensure it.
4. Approval of the drafted design.
5. Design execution.

Construction Workstream

1. Land allocation.
 - 1.1. Check different lands based on size and location.
 - 1.2. Shortlist the possible locations.
 - 1.3. Negotiate with the owners.
 - 1.4. Set the final location based on size, location, construction applicability and prices.
2. Land ownership & approvals.

- 2.1. Finalize negotiations with the owner of the chosen location.
- 2.2. Ensure the legality of the land and all the ownership documentation.
- 2.3. Sign contracts and initiation of payments based on payment terms in the contract.
- 2.4. Transfer ownership based on local regulations.
- 2.5. Get necessary approvals from local authorities to start the execution of construction.
3. Create construction drawings.
 - 3.1. Finalizing design drawings.
 - 3.2. Create construction drawings.
4. Approve construction drawings.
 - 4.1. Approve construction drawings from the board.
 - 4.2. Approve construction drawings from local authorities.
5. Agreement with 3rd party contractor.
 - 5.1. Shortlist contractors based on quality and delivery times.
 - 5.2. Set meetings with contractors to understand their capabilities (resources, availability, restrictions, etc.) and explain the scope of work.
 - 5.3. Get quotations based on the scope of work agreed upon.
 - 5.4. Shortlist the candidates based on quality and quotation amount.
 - 5.5. Negotiate the final price.
 - 5.6. Issue LOA (Letter of Award) with final agreement.
 - 5.7. Sign the LOA agreement.
 - 5.8. Issue service orders to the contractor and payments based on agreement terms.
6. Construction execution and quality control.
 - 6.1. sequencing tasks in the Gantt Chart.
 - 6.2. Schedule the time frame of each task
 - 6.3. Assign resources for each task.
 - 6.4. Outsource the required resources
 - 6.5. Set a kickoff meeting with the contractor to put the outlines of the project.
 - 6.5.1. Assign the project engineer who will follow up with the contractor
 - 6.5.2. Benchmark the quality requirements
 - 6.5.3. Discuss the time frame of each phase of the construction.
 - 6.6. Start construction execution phase.

Resources Management Workstream

1. schedule a meeting with the Supply Chain department
 - 1.1. Discuss the required material and/or equipment to be resourced.
 - 1.2. Discuss the required human resources required for the project (internal and third party)
 - 1.3. List the possible suppliers
 - 1.4. Schedule the time frame for sending RFQs (Request For Quotations)
 - 1.5. Shortlist the suppliers based on:
 - 1.5.1. Quality of supplies
 - 1.5.2. Delivery lead time
 - 1.5.3. prices
 - 1.6. Issue Purchase Orders for the shortlisted suppliers.
 - 1.7. Trace the deliveries based on the delivery time.

Risk Management workstream

1. Project risks identification
 - 1.1. Risks associated with the project's delivery time.
 - 1.2. Risks associated with the budget of the project
 - 1.3. Risks associated with the quality of the project.
2. Project risk mitigation.
 - 1.1. Mitigations of risks associated with the delivery time of the project.
 - 1.2. Mitigations of risks associated with the project budget.
 - 1.3. Mitigations of risks associated with the quality of the project.
3. Audit each risk and reclassify it based on the mitigations implemented.

Resources Planning

Resource planning is a crucial process that requires careful identification, assessment, and organisation of all the necessary resources to ensure the successful completion of a project. These resources may include essential equipment, tools, supplies, materials, time, and people with specific skills and expertise. Effective resource planning ensures optimal resource utilization, reduces wastage, and helps deliver the project on time and within budget. (Resource Planning, n.d.)

To allocate resources effectively for this project, we have established a series of steps to ensure proper and efficient resource management. These steps have been implemented to facilitate the

planning process and guarantee that the necessary resources are available at the right time and in the required amount.

- The upcoming meeting with the design team is crucial in determining the resources required for the project based on the design. It is essential to ensure that all necessary resources are identified and shortlisted. Once this is done, the resources procurement process can begin. This involves assigning the procurement team members to handle the procurement process, which starts by allocating possible suppliers for each resource.
- The procurement team members will identify the standards for each resource and the acceptable criteria. This will help them determine the deals' requirements, whether for purchases or rentals. Each team member assigned to a list of tasks in the project will need to coordinate with the procurement team members for the quantities, lead time, prices, and updates of resources required and ordered.
- This process is vital to ensuring the project is completed successfully without any delays or issues related to inadequate or insufficient resources. Therefore, it is important to have a well-planned and coordinated procurement process that ensures the timely and cost-effective procurement of the required resources.

Developing Schedule

A project schedule is an essential document that outlines the details and components of a project. It provides a comprehensive plan that includes the project's timeline, the tasks that need to be completed, their dependencies, and the team members assigned to each task. It is designed to provide a clear and concise summary of the project's scope, objectives, and deliverables.

A project schedule is crucial in ensuring a project's success. It allows us to track the project's progress in real time, make necessary adjustments, and ensure that the project stays on track towards its goals. (Molly Talbert, Project Schedules 101: Why You Need Them and How to Make Your Own? 2024, February 8)

To create a detailed project schedule, we will use Microsoft Projects, which offers a range of tools and functionalities to help us create a comprehensive plan. We will create a Gantt Chart that will include all the necessary information mentioned previously, such as estimated expenses for each task and phase. The chart will be updated based on the finish dates, and it will explain the relationship between tasks so we can better understand the project's progress and make informed decisions accordingly.

Developing Budget

One of the most critical initial steps in any project is budgeting. By estimating the costs required to complete the project, we can better understand what we need to spend and how best to manage our cash flow. Proper budgeting is essential for preventing unnecessary expenses, which can ultimately impact projected revenue and the overall success of the project. Failing to establish a realistic budget can be detrimental to achieving the original objectives behind the project, and it is crucial to take this step seriously. (Adriana Girdler, How to Create a Project Budget, 2023, June 28)

To be able to obtain a proper budgetary estimation, we need to define:

- To manage a project's expenses effectively, it is important to follow a detailed process that includes several steps. Firstly, identifying the objectives of the project is crucial to ensure that expenses are directed towards the tasks that will help to achieve those objectives. This step will also help identify both direct and indirect expenses.
- Next, it is important to identify contingency expenses, which may arise due to unforeseen circumstances or risks. Proper risk analysis and identification of all possible risks are essential to avoid incurring unwanted expenses that can affect the project's cash flow.
- After identifying all the expenses, it is necessary to determine the budget for each task or phase based on forecasted expenses. This step will ensure the budget is allocated appropriately, and expenses are accounted for in the project plan. The Gantt Chart is an effective tool that can be used to identify the projected budget and the actual budget for each task. This will help understand the deviation (positive or negative) between the projected and actual expenses, enabling real-time control over expenses and avoiding cash flow issues.
- Finally, it is important to monitor and control the budget in real time. Based on the previous step, the budgeted amounts for each task can be updated regularly, and interventions can be made if necessary. This will help keep the project on track and ensure that expenses are kept under control throughout the project's duration.

Risks Management

Risks identification

To identify and manage the risks associated with this project, we have conducted multiple meetings with stakeholders and held internal brainstorming sessions with our team members.

During these sessions, we created assumptions and used them to identify potential risks. As a result, we have documented these risks and classified them based on their level of criticality and priority. This will allow us to focus on the most important risks and prioritize our efforts to mitigate them.

Risk Assessment Matrix

In the second step of the project, we took a proactive approach towards risk management by creating a comprehensive risk register. This allowed us to identify and assess potential risks based on various factors such as their likelihood of occurrence, their impact on the completion of the project, and their priority level. By doing so, we were able to develop a well-informed strategy for mitigating risks and ensuring the successful completion of the project.

Project Risks Identified

The identified risks of the project: (20 Common Project Risks-Example Risk Register, n.d.)

- The project scope and objectives are not identified or clear.
- The design is incomplete or does not meet the project's purpose.
- The project schedule is inaccurate, and the availability of resources or weather conditions is neglected.
- Delays in resource deliveries.
- Delays in contractors' scope deliveries.
- Unplanned activities or tasks which should be planned and missed.
- Lack of communication between project team members, or project team and other stakeholders.
- Risk of errors due to incomplete tasks within the pre-defined schedule.
- Scope creeping
- Conflicts are not resolved, which delays deliverables.

Project Risks Mitigations

- **The project scope and objectives are not identified or clear,** During the planning phase, it is vital to create a well-defined scope, specific deliverables, and clear assignments for all stakeholders involved in the project. It is crucial to establish the consequences for any delays that may arise, especially for the team members, to ensure that the project stays on track and achieves its objectives. By doing so, every team member will be aware of their

responsibilities and what they need to deliver, and any potential issues can be identified and addressed proactively.

- **The design is not complete or does not meet the project's purpose: Accurately defining the project's scope is essential to ensuring** that the design team fully comprehends the objectives and requirements outlined in the business case. By clearly identifying the scope and design specifications, the team can develop a comprehensive design that effectively meets the project's goals.
- **The project schedule is inaccurate, and the availability of resources or weather conditions is neglected:** Proper planning, scheduling frequent meetings to discuss updates, and revisiting tasks to make adjustments when necessary.
- **Delays in resource deliveries. Delays in contractors' scope deliveries:** Before starting any project, it is of utmost importance to engage in proper planning and preparation. This includes identifying all the necessary resources, such as materials, equipment, and personnel, and ensuring their availability before starting the project. It is also essential to implement proper quality assurance measures for all suppliers and contractors involved in the project to guarantee that their work meets the required standards. Additionally, it is recommended to set aside a margin for potential delays or mistakes that may occur during the project, as this can help mitigate the impact of unexpected setbacks. Finally, it may be wise to implement penalties for suppliers and contractors who fail to meet agreed-upon timelines, as this can help ensure that the project stays on track and is completed within the allotted timeframe.
- **Unplanned activities or tasks that should be planned and missed:** In the planning phase, it is crucial to identify all potential risks, hold frequent meetings to understand updates, and revisit the risks regularly.
- **Lack of communication between project team members or between the project team and other stakeholders:** For effective communication in a project, it is crucial to establish a clear communication chain and sequence of communication at the outset. Assign communicators for each phase, identify stakeholders, and place them on the communication ladder. Hold frequent meetings with all members of the communication circle to ensure that all messages and updates are clear and have been received.

- **Risk of errors due to incomplete tasks within the pre-defined schedule:** regular meetings to be held to identify and predict potential errors and delays as soon as possible. It is also advisable to have a backup plan in case the main plan fails to meet the target for each phase. Frequent brainstorming sessions with team members should also be conducted to share new ideas that can help predict errors or suggest alternative solutions in case errors occur.
- **Scope creep:** It is crucial to record the project's scope in a Project Initiation Document or Project Charter. This document should be approved by the Project Board and used as a reference throughout the project. Whenever changes are made to the project, they should be evaluated against the original document to ensure that they are in line with the project objectives.
- **Conflicts are not resolved, which delays deliverables:** It is important to schedule regular meetings with project team to ensure that everyone is on the same page and that any potential conflicts are identified and addressed in a timely manner. During these meetings, we must take the time to review the project plan and stakeholder engagement plan to identify any potential areas of conflict. By proactively addressing conflicts, we can ensure that your project stays on track and meets its goals.

Part Two

INTRODUCTION

Thailand's Ministry of Transport plans to establish a high-speed railway to connect Bangkok and Chiang Mai. The project is estimated at 100 billion baht, and the goal is to keep ticket prices below 1,200 baht. However, feasibility and cost-effective alternatives need to be explored.

Market Demand and Traffic Forecasting

Current Transportation Status

Bangkok and Chiang Mai are two major cities in Thailand. They are located in different regions with a distance of around 695 km. The main modes of transportation are air, bus, car, and rail. The population of Bangkok and Chiang Mai metropolitan areas were 14.62 million and 1.73 million, respectively, according to the 2010 census. Air and car travel account for about 90% of the total ridership between the two cities, which is approximately 14.5 million trips per year. (Paras Agrawal and Surachet Pravinbongvuth, 2021, December 20)

Current Transportation Landscape

Travelling from Bangkok to Chiang Mai or vice versa usually takes 11 to 15 hours by train, with ticket prices ranging from 250 Baht to 1400 Baht, depending on the time and luxury of the train. The journey takes 9 to 11 hours by bus, with ticket prices ranging from 415 Baht to 784 Baht. If you prefer to fly, the journey takes 1 to 2 hours, with ticket prices averaging around 900 Baht. However, it's important to note that transportation to and from the airport can also be costly. (How to get to Chiang Mai, n.d.)

Cost Feasibility of the Project

The project has main constraints:

- Budget of 100 billion Baht.
- Ticket costs not exceeding 1200 Baht.

Assuming the train runs 40% faster, travel time will decrease to 5.5 to 6.5 hours, which would almost double the number of trips from 1.4 million to 2.8 million annually. With each trip having 100 passengers on average, and an 825 Baht ticket cost, revenue would increase from 115.5

billion to 231 billion Baht annually, covering the budget loss by 2.3 times in just one year (return on investment ROI will be estimated by 231% excluding the operational expenses)

Conclusion

As conclusion, besides the benefits of having transportation which can decrease travel time compared to normal trains and buses, the revenue is estimated to be 2.3 times the loss in the project in one year, which will cover the loss and will have a profit margin capable of sustaining the operation, therefore, it is highly recommended to start the project taking into considerations a proper plan to maintain the sustainability of operating the trains.

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