UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL

(UCI)

FEASIBILITY STUDY – BICYCLE DEPARTMENT FOR BONITOURS SURINAME

DULCINE ASIDE

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF

THE REQUIREMENTS FOR THE

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UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL

(UCI)

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DEDICATION

The motivation to conduct this research came mainly through personal involvement within this sector. My father has been my greatest inspiration to do this research, he is also the owner of Bonitours. During my study at the University of Suriname, I had the opportunity to also be part of this company from the start. During the first four years I worked full-time and experienced the benefits of the tourism sector itself. I'm gladly I can help do the research for the expansion of this company.

In addition, the opportunities that this sector offers for the Surinamese economy are a special trigger for this plan.

ACKNOWLEDGMENTS

Partly due to the support of many experts within the aforementioned sector and beyond, this plan has been realized. Because of their critical view at things, we succeeded in clearly showing the social aspects of this graduation paper. I thank them all very much for their contribution.

Also, a special thanks to my tutor Mr. Juan Camilo Delgado and the manager of Bonitours Suriname Mr. Frederik Donoe for their expertise and good guidance during my graduation period. Furthermore, my family and friends for their understanding and support. My thank is great to everyone who has contributed in any way whatsoever I thank you very much. Finally, I thank the Almighty for the wisdom with which He has created mankind.

Gantangiii!

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ABBREVIATIONS AND ACRONYMS

- PMBOK® Guide: A Guide to the Project Management Body of Knowledge.

- PMI: Project Management Institute

- SHATA: Suriname Hospitality and Tourism Association

- STF: Suriname Tourism Foundation

- UCI: Universidad para la cooperación internacional

EXECUTIVE SUMMARY (ABSTRACT)

In Suriname, the tourism sector is now one of the booming sectors of our country. The government and private sector have decided to join forces together to make this sector flourish to its full potential. Bonitours Suriname is also one of the private companies that contributes and has been active in the tourism sector for 7 years. As a tourism company, Bonitours Suriname does not provide all services, they only carry out tours to different parts of the country that are related to history, culture, nature and relaxation.

The company noticed in the past period that there is an increasing demand for the provision of services related to renting bicycles, but this cannot be fully expressed because the company does not have a bicycle rental department. To view the possibilities and conditions under which this bicycle rental department can be set up, a feasibility study has been done.

The general objective was to conduct a feasibility study for the exploitation of a bicycle rental department within Bonitours Suriname. The specific objectives were: to produce a scope management plan to maintain the purpose of the project; to create a time management plan to ensure that the project is completed within the planned time phase; to make a cost management plan in order to have an adequate budget allocated for the project; to develop a quality management plan to make sure that all the necessary resources are available; to create a human resource plan to ensure that the human capital is adequate; to develop a communication plan to

ensure that the communication lines are clearly defined; to create a risk management plan to measure the risk and plan how to keep this to a minimum; to create a stakeholders management plan in order to document the purpose of each stakeholder and how they will be managed; to perform the market study, legal study, economical study in order to determine the business feasibility of this department.

The methodology for this research was set up by using primary and secondary resource information such as data surveys, historical information, journal articles, information from the PMBOK guide, different textbooks, government documents etc. The tools that were used for this study helped to reach the different objectives and targets some of these tools were brainstorm sessions, meeting and templates.

1   INTRODUCTION

1.1   Background

In October 2010 the company was founded under the name Bonitours and travel Suriname together with a second business partner. The company underwent a complete change in 2011 due to a dispute between the two business partners and one of them decided to leave the company. To prevent further conflicts, both parties have decided to take back their contribution.

The current owner was there from the beginning and after the dispute he decided to change everything within the company and again, this time only set up his own company. From 2011 to the present he operates under the name Bonitours Suriname.

The company is located in the center of Paramaribo and rents part of a monumental building in which a restaurant is located. The owner of the company has 2 full time employees and freelance guides who are hired when needed. The owner himself is also a guide and often goes on tour to orientate himself on the field and to take the improvement points for the next tour.

From 2010 till now, the company had various ups and downs from staff to dealing with new owners of the restaurant and so on. This company now has many partners in both abroad with which there is good cooperation. The company has also been known at various tour organizations in the country.

The company specializes in tours to different areas in Suriname, and they also work together with other tour operators. For the owner it is important that the quality of his services is always good. With the setting up of this bicycle rental company, the service will expand and more employees can be attracted to ensure that the service delivered is guaranteed.

In order to know to what extent these conditions can be met, a feasibility study is will be carried out.

The aim of this study is:

- To help identify the thing that the company needs to make this department work.
- To give insight in the logistics and other business-related problems.
- To help develop marketing strategies and create the foundation for a business plan.

The feasibility study has 4 components to know:

1. Product or Service feasibility; In this part of the study the service will be described. In this part the technical feasibility will be included this will describe the details of how the service will be delivered, including issues of materials, labor, transportation, where your business will be located, and the technology needed.

2. Industry or Market feasibility; In this part a description will be given of the industry, the current market, anticipated future market potential, competition, sales projections, and potential buyers.

3. Organizational feasibility; This defines the legal and corporate structure of the business. It will include professional background information about the founders and what skills they can contribute to the business.

4. Financial feasibility; This part of the study will project how much startup capital will be needed and detail potential sources of capital and returns on investment.

Bonitours Bicycle department will enter an existing market. To compete in this market Bonitours bicycle department will have to use a good competitive strategy in the form of differentiation and focus strategy.

1.2   Statement of the problem

Bonitours Suriname doesn't have a bicycle department and is not always available to meet the needs of the customers that want to rent a bicycle on weekends and other holidays. Therefor Bonitours wants to set up a bicycle rental department in order to meet and better serve his customers.

This company wants to meet its customers' needs but does not want to just start setting up the bicycle rental department. With this study it will be investigated to what extent the setting up of a bicycle rental department is feasible.

This study will have to answer the following questions:

- How feasible is the service?

- It the organization feasible enough to manage the bicycle department?

- Is this project financially feasible to be conducted?

- What kind of strategic plan is needed for this department?

1.3   Purpose

With this feasibility study, the steps needed to reach a decision on whether or not the project is feasible are explained. These steps are different within the project, from the planning until the execution; it must be properly set out to get a clear indication from the feasibility of this study, in this specific case setting up a bicycle rental department within Bonitours Suriname. The importance of a feasibility study is based on organizational desire to "get it right" before committing resources, time, or budget. It provides valuable information for a "go/no-go" decision.

Some other benefits of conducting a feasibility study:

- Improves project teams' focus;

- Identifies new opportunities;

- Narrows the business alternatives;

- Identifies a valid reason to undertake the project;

- Enhances the success rate by evaluating multiple parameters;

- Aids decision-making on the project;

- Identifies reasons not to proceed.

1.4   General objective

To develop a feasibility study for creating of a bicycle rental department within Bonitours Suriname to make a go or no-go decision.

1.5   Specific objectives

- To develop a scope management plan to describe how the scope will be defined, documented, verified, managed and controlled.

- To develop a time management plan to establish criteria and activities within the project.

- To make a cost management plan in order to have an adequate budget allocated for the project.

- To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.

- To develop a human resource plan to provide guidance on how the human resource is defined and managed.

- To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.

- To develop a risk management plan and risk register to identify and analyze the risk and do risk responses.

- To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.

- To develop the plan considering service, industry, organizational and financial feasibility in order to have 4 phases to determine the business feasibility of the department.

2 THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

The company Bonitours Suriname is a dynamic tour operator company in Suriname. The company is engaged in arranging tours to various destinations in Suriname with tourist attractions. The tourism sector offers various types of tourism possibilities, but this company specializes in heritage tourism, ecotourism and day recreation.

Bonitours has now over 7 years of experience in this sector and had many ups and downs in those years. The company owner has almost 30 years of experience in the tourism sector of Suriname. He started this company as a precursor to work towards his own lodge or nature resort. The company started with doing tours to destinations where they were only capable of doing on their own, these were mostly one day tours to near districts and only one place in the interior. As the company grew and had more partners in the tourism sectors they started to expand their destinations.

They started to become tour agents of other partners and also expand their service with their own bus transportation up to ten (10) people. This means that they don't need to hire bus transport if they have a group of 8 people excluded the bus driver and guide. For some destination the owner drives and guides during the tour. He does this to get a better view of what happens in the field in order to improve the services. The bicycle rental department is one of the services with what the company want to expand the services with.

With regard to bicycles, this department will make the company independent of services from other bicycle rental companies in that area.

The company is open almost every day, also on weekends, and this will be a plus for this department because the city center is usually quiet on the Sunday and tourists want to take advantage of that opportunity to cycle around quietly.

Because other bicycle rental companies in the inner-city companies are closed on Sunday it is not possible for them to rent on that time. The company can therefore make good use of this opportunity to provide this target group with a bicycle for rent especially on these days.

With the establishment of a bicycle rental department, Bonitours Suriname will have the following benefits:

- Better facilitating the customer with regard to renting bicycles.

- Carrying out cycling tours with your own bikes.

- Expanding their services.

- An additional income source for the company.

- Creating more employment.

2.1.2 Mission and vision statements

Mission

Bonitours Suriname will exert all the knowhow necessary to accommodate and facilitate both local and international customers. This through extensive, constant understanding and integration of customer needs and expectations within the service.

Vision

Bonitours Suriname wants to be among largest leading tour operating companies and strive towards sustainable development and promotion of tourism in Suriname.

2.1.3 Organizational structure

Bonitours is a small company that has three fulltime workers and four to ten on-call basis workers mostly guides and transportation companies.

```
                    Managing Director
                           |
        +------------------+------------------+
        |                  |                  |
Sales and Marketing:    Finance          Operation
Marketing                                    |
Purchase and Sale              +-------------+-------------+
                               |                           |
                          Transport                      Guides
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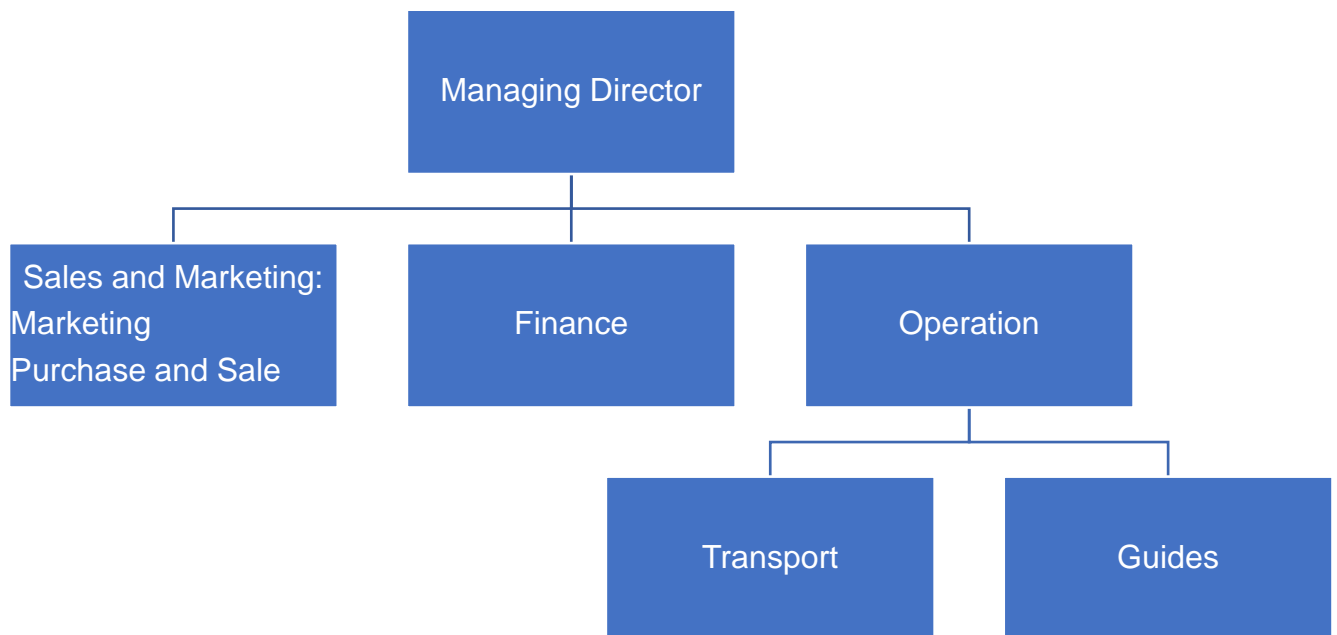
Figure 1 Organizational structure Bonitours Suriname (Source: company profile Bonitours Suriname, November 2012).

Chart 1 Information about the organization structure (Source: F. Donoe, managing director at Bonitours Suriname)

Department	Responsible	Responsibility
Sales and Marketing	Sales and marketing officer	Sales department: - Accepts and makes reservations; - Processes and passes on the bookings to operation officer; - Assembles tour schedule and write it on the schedule board; - Maintain contact with other tour operators, tour agents and customers. Marketing department: - Maintains the media channels of the company such as the Facebook page, email and so on; - Provides advertising within and outside of the country via billboards, stickers, flyers, posters, business cards; - Looks at the cooperation possibilities between partners such as tours operators, hotels, apartments and others.

		Above all, this officer handles all marketing related matters of the company and together with the director, sets up a good marketing strategy.
Finance	Finance officer	Handles all the finances in the company such as: - Making payments to tour agents and other tour operators; - Calculates the commission; - Makes various payments; - Makes a cost calculation of the different tours; - Preparing the financial statements of the company; - Advising whether a tour or activity is financially feasible or not.
Operations	Operation officer	The operations department makes all preparations for the tours such as: - Reserving transportation (car, bus, boat, bicycle) - Contacts of the guide (s)) - Reserves the accommodation / lodge / resort - Contacts of the cook (s)

| | | - Makes/Arranges the program of the tour in order if it is adjusted. |
| | | - Makes purchases for the different tours. |

2.1.4 Products offered

The services that Bonitours offers are doing different tours to:

- Destination for the tourists who love Birdwatching.

- Destination for the tourists who love the Jungle.

- Destination for the tourists who keep History.

- Several old plantations in Commewijne and other districts.

- Destination for the tourists who want to explore the inner city of Paramaribo.

- Destination for tourists who are fish lovers.

- Destination for the tourists who are just looking for relaxation.

- Relax in the upper-Suriname area where the different villages lie along the various rapids.

All these tours are completely arranged with food, entry fee, transportation etc.

These tours are mostly directed to tourists that come from abroad. But sometimes the company has specials for locals. The destinations that aren't so far and expensive for locals are:

- The Commewijne tours with a dolphin and sunset trip.

- The plantation tours to Commewijne and;

- The city tours.

All the other tours are mostly booked by tourist from abroad.

2.2 Project Management concepts

2.2.1 Project

A Guide to the Project Management Body of Knowledge (PMBOK®) 5th Edition describes a project as "a temporary endeavor undertaken to create a unique product, service or result" (Project Management Institute, 2013). In this graduation project the mainly focus will be on doing and implementing a feasibility study for setting up a bicycle rental department within Bonitours Suriname. This feasibility study should show what the various aspects are that should be considered when setting up this department.

Since it is an extension of the company, they are already familiar with some aspects of cycling tours. What will be new for this company is renting bicycles and owning these bikes. All aspects concerning the maintenance, stocking of these bikes will be new for the company.

Regarding bicycles, this department will make the company independent of services from other bicycle rental companies in that area.

The company is open almost every day, also on weekends, and this will be a plus for this department because the city center is usually quiet on the Sunday and tourists want to take advantage of that opportunity to cycle around quietly. Because other bicycle rental companies in the inner-city companies are closed on Sunday it is not possible for them to rent on that time. The company can therefore make good use of this opportunity to provide this target group with a bicycle for rent especially on these days.

With the establishment of a bicycle rental department, Bonitours Suriname will have the following benefits:

- Better facilitating the customer regarding renting bicycles.

- Carrying out cycling tours with your own bikes.

- Expanding their services.

- An additional income source for the company.

- Creating more employment.

2.2.2 Project management

Project Management Institute, Inc. (PMI, 2013) defines project management as "the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of a particular project." The process of directing and controlling a project from start to finish may be further divided into 5 stages called the project life cycle.

2.2.3 Project life cycle

"A project life cycle is the series of phases that a project passes through from its initiation to its closure. The phases are generally sequential, and their names and numbers are determined by the management and control needs of the organization or organizations involved in the project, the nature of the project itself, and its area of application. The phases can be broken down by functional or partial objectives, intermediate results or deliverables, specific milestones within the overall scope of work, or financial availability" (Project Management Institute, 2013, p. 38).

2.2.3.1 Project conception and initiation

An idea for a project will be carefully examined to determine whether or not it benefits the organization. During this phase, a decision-making team will identify if the project can realistically be completed.

2.2.3.2 Project definition and planning

A project plan, project charter and/or project scope may be put in writing, outlining the work to be performed. During this phase, a team should prioritize the project, calculate a budget and schedule, and determine what resources are needed.

2.2.3.3 Project launch or execution

Resources' tasks are distributed, and teams are informed of responsibilities. This is a good time to bring up important project related information.

2.2.3.4 Project performance and control

Project managers will compare project status and progress to the actual plan, as resources perform the scheduled work. During this phase, project managers may need to adjust schedules or do what is necessary to keep the project on track.

2.2.3.5 Project closure

After project tasks are completed and the client has approved the outcome, an evaluation is necessary to highlight project success and/or learn from project history.
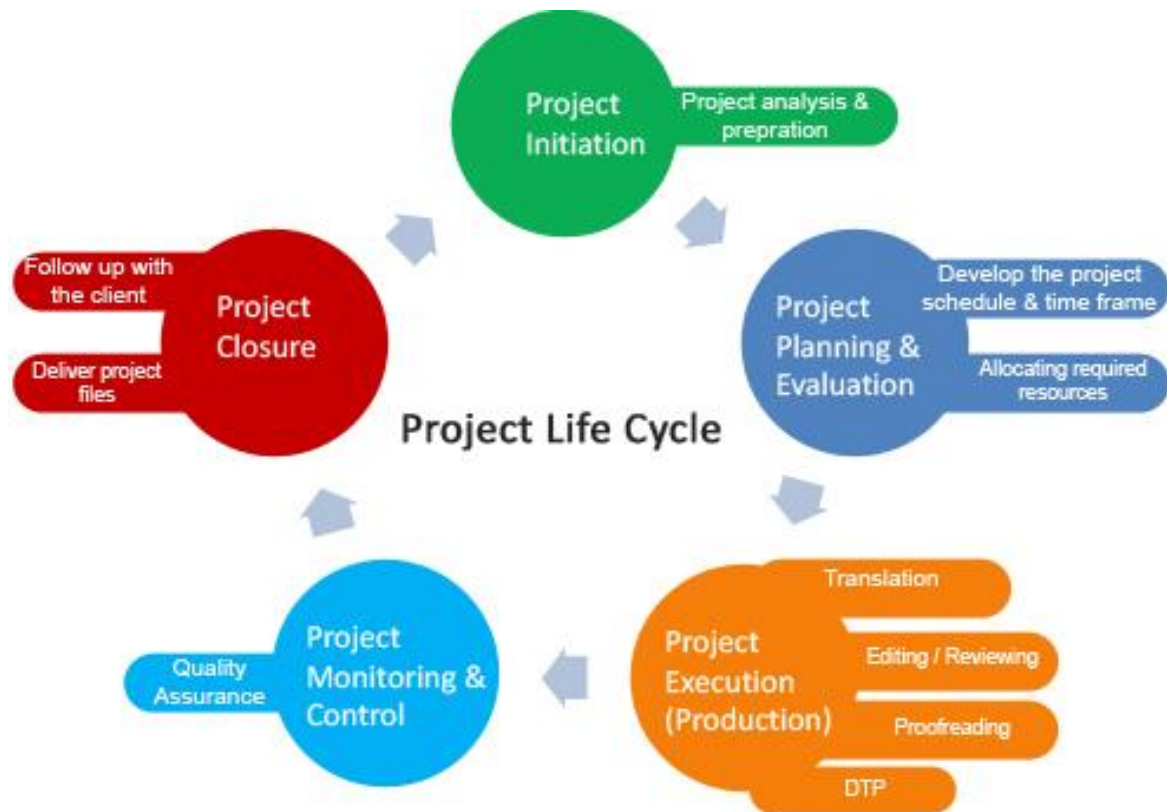
Figure 2 Project life cycle (Source: All localized, 2011)

2.2.4 Project management processes

Project management is one of the critical processes of any project. This is due to the fact that project management is the core process that connects all other project activities and processes together. When it comes to the activities of project management, there are plenty. However, these plenty of project management activities can be categorized into five main processes. These are Initiation, Planning, Execution, Monitoring & Control, and Closing (Duncan, 1993).
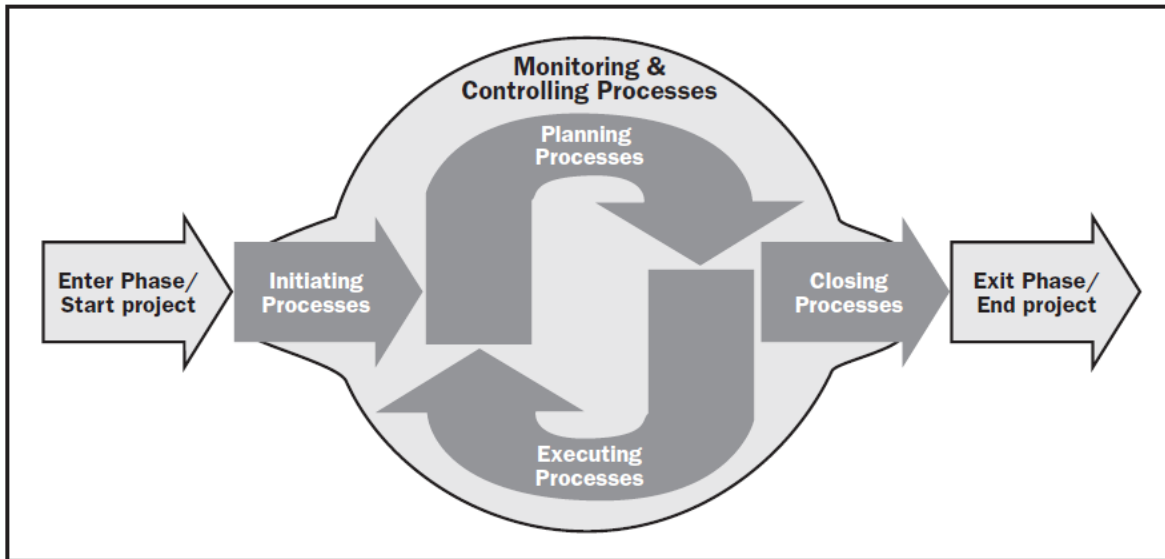
Figure 3 Project management processes (Source: Project Management Institute, 2013)

2.2.5 Project management knowledge areas

According to PMI (2013); the project management processes are further grouped into ten separate Knowledge Areas. "A Knowledge Area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization. These ten Knowledge Areas are used on most projects most of the time. Project teams should utilize these ten Knowledge Areas and other Knowledge Areas, as appropriate, for their specific project. The Knowledge Areas are: Project Integration Management, Project Scope Management, Project Time Management, Project Quality Management, Project Human Resource Management, Project Communications management, Project Risk Management, Project Procurement Management and Project

Stakeholder Management" (Project Management Institute, 2013, p. 60).

Helps you identify and manage relationship with people who can impact or who get impacted by the project. — Stakeholders

Integration — Overall KA - integrating processes covers from Initiating to Closing of the project or phase.

If at all some part of your project work is to be done by an expert seller, this KA has all the know-how of how to deal with it. — Procurement

Scope — Helps you understand stakeholders' expectations out of the project. Very, very crucial KA this is!

There will be plenty of threats as well as opportunities. Identify them. Analyze them. Prepare for them. When they do happen, address and control them! — Risk

Knowledge Areas (10)

Time — You will be able to identify project activities, identify dependencies, estimate their resource and durations are estimated, and create project schedule right here!

Helps you keep all stakeholders in the know. Distribute right information to the right people at the right time! — Communication

Cost — Address all type of costs - direct & indirect costs, related to quality, resources, risks and procurement.

People. People. People.
A crucial element of success for any project. And, most challenging for the Project Manager.
Why?
Because dealing with people needs great deal of interpersonal skills! — Human Resources

Quality — Figure out what is needed to ensure that project produces PSR (product/service/result) that is in line with stakeholders' expectations - not more, not less!

💡 To Remember, use the mnemonic :
"Integrating Scope and Time will Cost our Quality Human Resources to Communicate with a Risk of Procuring Stakeholders!"

Figure 4 Ten Knowledge Areas of Project Management (Source: adapted from Project Management Institute, 2013)

Chart 2 Project Management Process Group and Knowledge Area (Source: PMBOK Guide Fifth Edition, 2013)

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work	4.6 Close Project or Phase

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
				4.5 Perform Integrated Change Control	
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risk		11.6 Control Risks	

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
		11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses			
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurement	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

The ten knowledge areas are:

1.   Project Integration Management;

2.   Project Scope Management;

3.   Project Time Management;

4.   Project Cost Management;

5.   Project Quality Management;

6.   Project Human Resource Management;

7.   Project Communication Management;

8.   Project Risk Management;

9.   Project Procurement Management;

10.   Project Stakeholder Management.

2.2.5.1 Project Integration Management

"Project integration management is the knowledge area in project management that ensures good coordination between project activities; it is the element that coordinates all the aspects of a project". (Project Management Institute, 2013, p.62) Project integration management touches all the five phases of a project. In project integration management, there are six processes:

1. Develop project charter;

2. Develop project management plan;

3. Direct and manage project work;

4. Perform integrated change control;

5. Close project or phase.

Each of these processes contributes to the overall project integration management and project success.

2.2.5.2 Project Scope Management

"Project scope management is the second knowledge area in project management. It includes the processes that ensure all of the required work is included in the project, the so-called project scope. When competing for work, we are motivated towards the minimum scope, but when the project had begun we are motivated towards the maximum" (Project Management Institute, 2013, p. 104). The project scope management has six processes:

1. **Plan scope management**

The scope management plan contains the following subject such as the (Ariza, 2018):

- Requirements;
- Scope management approach;
- The roles and responsibilities of the project team;
- Scope definition;
- Project scope statement;
- The WBS and;
- Control of the project scope.

2. **Collect requirements**

"Collect Requirements is the process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives" (Project Management Institute, 2013, p.110).

3. Define scope

This part of the Scope Management Plan provides a summary of the Scope Management Plan in which it addresses the following (Ariza, 2018):

- Who has authority and responsibility for scope management;

- How the scope is defined (i.e. Scope Statement, WBS, WBS Dictionary, Statement of Work, etc.);

- How the scope is measured and verified (i.e. Quality Checklists, Scope Baseline, Work Performance Measurements, etc.);

- The scope change process (who initiates, who authorizes, etc.);

- Who is responsible for accepting the final project deliverable and approves acceptance of project scope.

4. Create WBS

The Work Breakdown Structure (WBS) and Work Breakdown Structure Dictionary are key elements to effective scope management. The project scope is subdivided into smaller deliverables in the WBS and WBS Dictionary and how these smaller components are managed during the life of the project (Piscopo, 2018).

5. Validate scope

"Validate Scope is the process of formalizing acceptance of the completed project deliverables. The key benefit of this process is that it brings objectivity to the acceptance process and increases the chance of final product, service, or result acceptance by validating each deliverable" (Project Management Institute, 2013, p. 133).

6. **Control scope.**

"Controlling the project scope ensures all requested changes and recommended corrective or preventive actions are processed through the Perform Integrated Change Control process. Control Scope is also used to manage the actual changes when they occur and is integrated with the other control processes. The uncontrolled expansion to product or project scope without adjustments to time, cost, and resources is referred to as scope creep. Change is inevitable; therefore some type of change control process is mandatory for every project" (Project Management Institute, 2013, p. 137).

2.2.5.3 Project Time Management

Time Management knowledge area is the third knowledge area usually the most time consuming of the areas. Project time management mainly deals with the relationship of the activities, start and end dates of the activities, overall project schedule and ensuring the timely completion of all project activities. The processes of project time management are:

1. **Plan schedule management**

"The schedule management plan is a component of the project management plan. The schedule management plan may be formal or informal, highly detailed or broadly framed, based upon the needs of the project, and includes appropriate control thresholds. The schedule management plan defines how schedule contingencies will be reported and assessed. The schedule management plan may be updated to reflect a change in the way the schedule is managed" (Project Management Institute, 2013, p. 146).

2. **Define activities**

"Define Activities is the process of identifying and documenting the specific actions to be performed to produce the project deliverables. The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work" (Project Management Institute, 2013, p. 149).

3. **Sequence activities**

"Sequence Activities is the process of identifying and documenting relationships among the project activities. The key benefit of this process is that it defines the logical sequence of work to obtain the greatest efficiency given all project constraints" (Project Management Institute, 2013, p. 153).

4. **Estimate activity resources**

"Estimate Activity Resources is the process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity. The key benefit of this process is that it identifies the type, quantity, and characteristics of resources required to complete the activity which allows more accurate cost and duration estimates" (Project Management Institute, 2013, p. 160).

5. **Estimate activity duration**

"Estimate Activity Durations is the process of estimating the number of work periods needed to complete individual activities with estimated resources. The key benefit of this process is that it provides the amount of time each activity will take to complete." (Project Management Institute, 2013, p. 165).

6. **Develop schedule**

"Develop Schedule is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model" (Project Management Institute, 2013, p. 172).

7. **Control schedule**

With your baseline schedule approved by the project management team, it's time to start the project and begin time-management tracking.

2.2.5.4 Project Cost Management

"Project cost management includes the processes involved in planning, estimating, budgeting and controlling costs so that a project can be completed within the approval budget. The project budget is usually one of the most sensitive parts of a project. Cost management procedures are used to create a budget, and to monitor performance relative to that budget. Effective monitoring requires a focus on that actual and forecast consumption of elements such as people's time, materials, equipment, facilities, transportation and so on". (Project Management Institute, 2013, p. 193). The processes of cost management are:

1. **Plan cost management**

"In the initial phase of a project the required resources to complete the project activities need to be defined. Work Breakdown Structures (WBS) and historical information of comparable projects can be used to define which physical resources are needed. Once the resource types and quantities are known the associated costs can be determined" (Project Management Institute, 2013, p.195).

2. **Estimate costs**

"Several cost estimating methods can be applied to predict how much it will cost to perform the project activities. The choice for the estimation method depends on the level of information available. Estimates can be refined when more information becomes available during the course of a project. Eventually this results in a detailed unit cost estimate with a high accuracy" (Project Management Institute, 2013, p.201).

3. **Determine budget**

The cost estimate forms together with a project schedule the input for cost budgeting. The budget gives an overview of the periodic and total costs of the project. The cost estimates define the cost of each work package or activity, whereas the budget allocates the costs over the time period when the cost will be incurred. A cost baseline is an approved time-phased budget that is used as a starting point to measure actual performance progress.

4. Control Costs

Cost control is concerned with measuring variances from the cost baseline and taking effective corrective action to achieve minimum costs. Procedures are applied to monitor expenditures and performance against the progress of a project. All changes to the cost baseline need to be recorded and the expected final total costs are continuously forecasted. Dedicated cost control software tools can be valuable to define cost control procedures, track and approve changes and apply analysis.

2.2.5.5 Project Quality Management

"Project quality management is a knowledge area in project management concerned with the quality of a project. It addresses the project's resulting product and the project management of the itself ". (Project Management Institute, 2013, p. 227). Quality is one of the triple constrains of time, cost and quality. The goal of project quality management is to identify assess, control and achieve product quality using specific processes and activities. The processes of project quality are:

1. **Plan quality management**

Plan Quality involves identifying the quality requirements for both the project and the product and documenting how the project can show it is meeting the quality requirements. The outputs of this process include a Quality Management Plan, quality metrics, quality checklists and a Process Improvement Plan (Martinez, 2018).

2. **Perform quality assurance**

Quality Assurance is used to verify that the project processes are sufficient so that if they are being adhered to the project deliverables will be of good quality. Process checklists and project audits are two methods used for project quality assurance.

3. **Control quality**

Quality Control verifies that the product meets the quality requirements. Peer reviews and testing are two methods used to perform quality control. The results will determine if corrective action is needed. (Martinez, 2018)

2.2.5.6 Project Human Resource Management

The project human resource management is to ensure that the project has sufficient human resources, with the correct skill sets of experience, for the project to be successfully completed. Human resource management is the process of providing human resources to an organization to meet both permanent and short-term work requirements. The project team is usually one of the most important factors in the success of a project. If there is a good team, there will be a successful project. The processes of project human resource management are:

1. **Plan human resource management**

Planning for the human resource is a crucial project management process where it refers to the process of determining and documenting the project roles, required skills, responsibilities and relationship of the project team members. It is also involved in creating the staffing management plan. The benefit of this process is that it establishes the project organization chart, roles, and responsibilities, staffing management plan such as the timetable for the staff as well as staff deployment (Alby, 2018).

2. **Acquire project team**

"The process of confirming human resource availability and obtaining the team necessary to complete project activities. Obtaining workers is often a time-intensive activity. Whether obtaining project team member internally or externally, the tasks involved in advertising jobs, interviewing candidates, and making hiring decisions fall under this process within the Project Execution process group" (Project Management Institute, 2013, p. 268).

3. Develop project team

"The process of improving competencies, team member interaction, and overall team environment to enhance project performance. It isn't enough to hire a project team and expect them to know everything they need to know to execute the project to perfection. Developing the project team should be seen as a constant activity, but it doesn't include just taking courses. It includes performance reviews, team building activities, recognition and rewards" (Project Management Institute, 2013, p. 273).

4. Manage project team

"Many books have been written on the subject of managing project teams. But it is clear that project success is heavily dependent on managing the changing roles and responsibilities and performance criteria of the team. Project issues test the competence of the project manager and project team and threaten to undermine the success of the project. The reactions of the project manager and project team to these issues is essential to ensuring a successful project" (Project Management Institute, 2013, p. 279).

2.2.5.7 Project Communication Management

Project communications management plays a key role in keeping all members of the project management team on the same page. Without communication among all team members and project stakeholders there can be a breakdown in processes which could have a negative impact on the final project. Communication with stakeholders is often the key factor that allows stakeholders to be satisfied even when unexpected changes happen. The project communications management processes are:

1. **Plan communications management**

"The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets" (Project Management Institute, 2013, p. 289).

2. **Manage communications**

"The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan" (Project Management Institute, 2013, p. 297).

3. **Control communications**

"The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met" (Project Management Institute, 2013, p. 303).

2.2.5.8 Project Risk Management

Project risk management is a systematic approach to setting the best course of action under uncertainty by identifying, assessing, analyzing, evaluating, controlling and communicating risk. Risk management involves the review and evaluation of strategies, policies and practices. Managing project risk is one of the most underrated aspects of project management. Risk management processes are:

1. **Plan risk management**

"Plan Risk Management is the process of defining how to conduct risk management activities for a project. The risk management plan is vital to communicate with and obtain agreement and support from all stakeholders to ensure the risk management process is supported and performed effectively over the project life cycle" (Project Management Institute, 2013, p. 313).

2. **Identify risk**

"Identify Risks is the process of determining which risks may affect the project and documenting their characteristics. The key benefit of this process is the documentation of existing risks and the knowledge and ability it provides to the project team to anticipate events" (Project Management Institute, 2013, p. 319).

3. **Perform qualitative risk analysis**

"Perform Qualitative Risk Analysis is the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact. The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks" (Project Management Institute, 2013, p. 328).

4. Perform quantitative risk analysis

"Perform Quantitative Risk Analysis is the process of numerically analyzing the effect of identified risks on overall project objectives" (Project Management Institute, 2013, p. 333).

5. Plan risk responses

"Plan Risk Responses is the process of developing options and actions to enhance opportunities and to reduce threats to project objectives" (Project Management Institute, 2013, p. 342).

6. Control risk

"Control Risks is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project" (Project Management Institute, 2013, p. 349).

2.2.5.9 Project Procurement Management

Project procurement management is the knowledge area involved in purchasing or acquiring products, services or result from outside the project team, including developing and administering the contract or purchase order needed to obtain them. The processes in project procurement are:

1. **Plan procurement management**

"Plan Procurement Management is the process of documenting project procurement decisions, specifying the approach, and identifying potential sellers" (Project Management Institute, 2013, p. 358).

2. **Conduct procurements**

"Conduct Procurements is the process of obtaining seller responses, selecting a seller, and awarding a contract. The key benefit of this process is that it provides alignment of internal and external stakeholder expectations through established agreements" (Project Management Institute, 2013, p. 371).

3. **Control procurements**

"Control Procurements is the process of managing procurement relationships, monitoring contract performance, and making changes and corrections to contracts as appropriate. The key benefit of this process is that it ensures that both the seller's and buyer's performance meet procurement requirements according to the terms of the legal agreement" (Project Management Institute, 2013, p. 379).

4. Close procurements

"Close Procurements is the process of completing each procurement. The key benefit of this process is that it documents agreements and related documentation for future reference" (Project Management Institute, 2013, p. 386).

2.2.5.10 Project Stakeholder Management

Project stakeholder management is the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholder. Stakeholders should be actively managed and addressed within the project management plan. These processes of stakeholder management are:

1. **Identify stakeholders**

The first step to ensuring that all stakeholders of a project are satisfied is to identify them. In fact, the Identify Stakeholders process is so fundamental to a project's existence that the PMBOK specifies only it and the Project Charter in the Project Initiation process group. In other words, the major project stakeholders are identified prior to the project being incorporated (ROSEKE, 2018).

2. **Plan stakeholder's management**

The Stakeholder Management Plan, a component of the overall Project Management Plan, is created to specify how the project will interact with each stakeholder. It identifies and analyzes two items for each stakeholder: The level of interest the stakeholder has in the project, and their ability to control it. Also, the stakeholder's technical knowledge can be a major factor to plan for up front. All stakeholder concerns are presented and analyzed to ensure the project is set up for success (ROSEKE, 2018).

3. **Manage stakeholder engagement**

Throughout the project the stakeholders are consulted to ensure their needs are met. Stakeholder interactions are executed according to the Stakeholder Management Plan, and changes to the plan are made as necessary (ROSEKE, 2018).

4. **Control stakeholder engagement.**

As part of the Monitoring & Controlling process group, this process must be executed on regular intervals throughout the project to assess the effectiveness of the Stakeholder Management Plan. Although specific actions are not as well defined as other M&C processes, this could include reviewing stakeholder communications, gathering information about them, or even asking them directly how they feel about the project and/or their specific concern (ROSEKE, 2018).

All these project management knowledge areas bring the project management process to life an ensure that the project meets its success criteria.

2.3 Other applicable theory/concepts related to the project topic and context

2.3.1 Tourism

Tourism is a social, cultural and economic phenomenon that involves the movement of people to countries or places outside their normal environment for personal or business / professional purposes. These people (tourists, day-trippers, residents or non-residents) are called visitors and tourism has to do with their activities, some of which imply tourist spending. (Understanding Tourism: Basic Glossary, 2014)

2.3.2 Feasibility study

As the name implies, a feasibility study is an analysis of the viability of an idea. The feasibility study focuses on helping answer the essential question of "should we proceed with the proposed project idea?" (Hawranek & Behrens, 2015) All activities of the study are directed toward helping answer this question. Feasibility studies can be used in many ways but primarily focus on proposed business ventures. Farmers and others with a business idea should conduct a feasibility study to determine the viability of their idea before proceeding with the development of the business. Determining early that a business idea will not work saves time, money and heartache later. A feasible business venture is one where the business will generate adequate cash-flow and profits, withstand the risks it will encounter, remain viable in the long-term and meet the goals of the founders. The venture can be a new start-up business, the purchase of an existing business, an expansion of current business operations or a new enterprise for an existing business. The result of feasibility is then a project whose background conditions and aims have been clearly defined in

terms of its central objective and possible marketing strategies, the possible market shares that can be achieved, the corresponding production capacities, the plant location, existing raw materials, appropriate technology and mechanical equipment and, if required, an environment impact assessment. The financial part of the study covers the scope of the investment, including the net working capital, the production and marketing costs, sales revenue and the return on capital invested. (Hawranek & Behrens, 2015)

In this thesis, the rearmost analysis is broken further down to marketing and financial analyses. The marketing aspect analysis are the 4Cs: company, context, customer and competitors and the 4Ps: Product, Price, Place, Promotion. As one might suggest, the financial part utilizes the de facto financial tools, namely Payback Period, Discounted Payback Period, Net Present Value (NPV) and Rate of Return (IRR).

A substantial amount of analysis of customers, competitors, and the company itself occurs before decisions made concerning specific components of the marketing program. This reflects our view that successful marketing management decisions usually rest on objective, detailed and evidence-based understanding of the market and environmental context. The analysis necessary to provide the foundation for a good strategic marketing plan should focus on four elements of the overall environment that may influence a given strategy's appropriateness and ultimate success.

The 4 Cs should be used when performing a market assessment and background evaluation of the situation at hand, as follows:

1. Context;

2. Company;

3. Customers, and;

4. Competitors.

Marketers have developed numerous analytical frameworks, data collection methods and statistical tools to help track and evaluate these elements. And ongoing developments in telecommunications and computer technology are making faster and more sophisticated analytical tools available almost daily.

3 METHODOLOGICAL FRAMEWORK

3.1 Information sources

According to business dictionary online; information is data that is accurate and timely, specific and organized for a purpose, presented within a context that gives it meaning and relevance, and can lead to increase in understanding and decrease in uncertainty. Information is valuable because it can affect behavior, a decision, or an outcome. A piece of information is considered valueless if, after receiving it thing remain unchanged. (Web finance: Business Dictionary, 2017)

3.1.1 Primary sources

A primary resource provides direct and firsthand evidence about an event, object, person or work of art. Primary resource provides the original materials on which other research is based and helps researchers to get close to what actually happened during a particular event or time of period. (Santiago Canyon College, 2017).

For this feasibility study the primary resources that will be used are:

- Speeches and oral histories;

- Research data;

- Interviews, surveys and fieldworks;

- Internet communications on email, blogs and newsgroups;

- Official records of organization and government agencies;

- Government documents;

3.1.2 Secondary sources

Secondary sources describe, discuss, interpret, comment upon, analyze, evaluate, summarize, and process primary sources. A secondary source is generally one or more steps removed from the event or time period and are written or produced after the fact with the benefit of hindsight. Secondary sources often lack the freshness and immediacy of the original material.

On occasion, secondary sources will collect, organize, and repackage primary source information to increase usability and speed of delivery, such as an online encyclopedia. (Santiago Canyon College, 2017)

In this feasibility study some secondary resources will be:

- Reference books, including dictionaries, encyclopedias, and atlases;

- Articles from magazines, journals, and newspapers;

- Literature reviews and review article;

- Textbooks;

- Websites.

Chart 3 Information sources (Source: D. Aside, Author Thesis)

Objective	Information sources	
	Primary	**Secondary**
To develop a scope management plan to describe how the scope will be defined,	- Interviews with the general manager; - Internet communication;	- Websites; - Articles; - Textbooks (PMBOK® Guide)

documented, verified, managed and controlled.	• Research data.	
To develop a time management plan to establish criteria and activities within the project.	• Interviews with the general manager; • Internet communication; • Research data.	• Websites; • Articles; • Textbooks (PMBOK® Guide)
To make a cost management plan in order to have an adequate budget allocated for the project.	• Interviews with the finance manager; • Internet communication; • Government documents	• Reference books; • Articles from magazines; • Websites; • Articles; • Textbooks (PMBOK® Guide)
To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.	• Internet communications on email; • Blogs and newsgroups; • Official records of organization and government agencies;	• Reference books, articles from magazines, journals, and newspapers; • Literature reviews and review article; • Textbooks (PMBOK® Guide) and websites.

	- Government documents; - Interview with the manager. - Surveys and fieldworks.	
To develop a human resource plan to provide guidance on how the human resource is defined and managed.	- Interviews with the general manager; - Internet communication; - Research data; - Government documents.	- Reference books, articles from magazines, journals, and newspapers; - Literature reviews and review article. - Textbooks (PMBOK® Guide) and websites.
To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.	- Interviews with the general and finance manager; - Internet communications on email, blogs and newsgroups.	- Reference books, articles from magazines, journals, and newspapers; - Literature reviews and review article; - Textbooks (PMBOK® Guide) and websites.

To develop a risk management plan and risk register to identify and analyze the risk and do risk responses	• Interviews with the finance manager; • Internet communication.	• Reference books, articles from magazines, journals, and newspapers; • Literature reviews and review article; • Textbooks (PMBOK® Guide); • Websites.
To develop a procurement plan to ensure that purchases are made according to the need and that the best sellers are selected through offers and contracts.	• Contracts; • Offers; • Email; • Telephone information.	• Website; • Newspapers; • Magazine.
To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.	• Internet communications on email, blogs and newsgroups; • Government documents;	• Reference books, articles from magazines, journals, and newspapers; • Literature reviews and review article;

	• Interview with the manager; • Surveys and fieldworks.	• Textbooks (PMBOK® Guide); • Websites.
To develop the plan considering service, industry, organizational and financial feasibility in order to have 4 phases to determine the business feasibility of the department.	• Speeches and oral histories; • Research data; • Interviews; • Surveys and fieldworks; • Internet communications; • Official records of organization and government agencies;	• Reference books, articles from magazines, journals, and newspapers; • Literature reviews and review article; • Textbooks (PMBOK® Guide); • Websites.

3.2 Research methods

Research is a systematic inquiry that investigates hypotheses, suggests new interpretations of data or texts, and poses new questions for future research to explore (UC San Diego, 2017). Research consists of:

• Asking a question that nobody has asked before;

• Doing the necessary work to find the answer; and

• Communicating the knowledge, you have acquired to a larger audience.

3.2.1 Analytical research method

The Analytical research method is a generic process combining the power of the Scientific Method with the use of formal process to solve any type of problem. Analytical research method is critical to solving the sustainability problem because it appears that current processes are inadequate. They are intuitive, simple, and based on how activists' approach everyday problems (Twink.org, 2014). The most common sources of analytical data include:

- Brainstorm sessions;

- Different analysis such as: SWOT, GAP and Financial analysis;

- Different matrices and benchmarking.

3.2.2 Quantitative research method

Quantitative research is "explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics)." The data produced are always numerical, and they are analyzed using mathematical and statistical methods. If there are no numbers involved, then it's not quantitative research (Gunderson, © 2017). The most common sources of quantitative data include:

- Surveys, whether conducted online, by phone or in person;

- Observations, which may either involve counting the number of times that a particular phenomenon occurs;

- Observational data to translate it into numbers; and secondary data.

3.2.3 Qualitative research method

Qualitative research is any which does not involve numbers or numerical data. It often involves words or language but may also use pictures or photographs and observations. Qualitative research seeks to answer questions about why and how people behave in the way that they do. It provides in-depth information about human behavior (Gunderson, © 2017). These techniques to gather qualitative information include:

- Interviews, which may be structured, semi-structured or unstructured;

- Focus groups, which involve multiple participants discussing an issue;

- 'Postcards', or small-scale written questionnaires;

- Secondary data, including diaries, written accounts of past events, and company reports;

- Observations, which may be on site, or under 'laboratory conditions'.

3.2.4 Desk research method

Desk Research is the research technique which is mainly acquired by sitting at a desk. Desk research is basically involved in collecting data from existing resources hence it is often considered a low-cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories (Juneja, 2018).

Chart 4 Research methods (Source: D. Aside, Author Thesis)

Objectives	Research methods			
	Analytical	**Quantitative**	**Qualitative**	**Desk**
To develop a scope management plan to describe how the scope will be defined, documented, verified, managed and controlled.	• Brainstorm session with the Bonitours team.		• Interview with the general manager.	• Internet desk research in the files of the organization.
To develop a time management plan to establish criteria and activities within the project.			• Interview with the general manager.	• Tour schedule with information about tours and other activities.

To make a cost management plan in order to have an adequate budget allocated for the project.	• Budget analysis.		• Interview with the finance manager	• Internet research to related cost and budget.
To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.				• Internet research for quality requirement.

To develop a human resource plan to provide guidance on how the human resource is defined and managed.		• Company HR plan with information about their staff.	• Interview with the general manager.	• Desk research for information about HR necessary staffing.
To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.	• Analyze the existing communication line in the organization.		• Interview with the general manager. • Meetings with other team members	• Search for an appropriate template on internet.

To develop a risk management plan and risk register to identify and analyze the risk and do risk responses.	• Brainstorm session with the whole bonitours team; • Matrix for the risk register.		• Interview with general manager and other stakeholders.	• Lesson learned and other information about similar subjects.
To develop a procurement plan to ensure that purchases are made according to the need and that the best sellers are selected through offers and contracts.			• Interview with the general manager and the finance manager.	• Catalogues; • Contracts; • Decision lists.

To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.	• Analysis of the stakeholders.	• Observing some of the stakeholders their behavior.	• Interview with all the stakeholders.	• Background information about the stakeholders on website and other sites; • Documentation with information about stakeholder's qualities.
To develop the plan considering service, industry, organizational	• Make analysis in the different such as	• Surveys for client perspective;	• Interviews with clients;	• Articles; • Journals;

and financial feasibility in order to have 4 phases to determine the business feasibility of the department.	competitive analysis and financial analysis; • Do brainstorm sessions; • Benchmarking.	• Client observation.	• Interviews with the competitors.	• Information on websites; • Reports. • Government documentation.

3.3 Tools

Project management tools are aids to assist an individual or team to effectively organize work and manage projects and tasks. Project management tools are usually defined by the different features offered.

Chart 5 Project management tools (Source: D. Aside, Author Thesis)

	Definition	**Example**
Planning/scheduling	Project management tools allow you to plan and delegate work all in one place with tasks, subtasks, folders, templates, workflows, and calendars.	A work schedule with timeline in excel or in MS project.
Collaboration	Email is no longer the only form of communication. Use project management tools to assign tasks, add comments, organize dashboards, and for proofing & approvals.	Some of these tools are: • Charts; • WBS; • Logic network etc.
Documentation	Avoid missing files with file management features: editing, versioning, & storage of all files	• Use of folders or other drives to store/save important project documents such as:

		- Management plan; - Budget; - Stakeholders register etc.
Evaluation	Evaluation is a process that critically examines the project. It involves collecting and analyzing information about the project activities, characteristics and outcomes. Its purpose is to make judgment about the project in order to improve its effectiveness and/or to inform project decisions.	• Needs Assessment; • Process/ Implementation Evaluation; • Outcome Evaluation; • Impact Evaluation

Chart 6 Tools (Source: D. Aside, Author Thesis)

Objectives	Phase	Tools
To develop a scope management plan to describe how the scope will be defined, documented, verified, managed and controlled.	- Plan Scope Management; - Collect Requirements; - Define Scope; - Create WBS; - Validate Scope; - Control Scope.	- Templates; - Expert judgment; - Meeting; - Brainstorming.
To develop a time management plan to establish criteria and activities within the project.	- Plan Schedule Management; - Define Activities; - Sequence Activities; - Estimate Activity Resources; - Estimate Activity Durations; - Develop Schedule; - Control Schedule.	- Time schedule; - Meeting; - Analytic tools; - To do list; - PM skills.
To make a cost management plan in order to have an	- Plan Cost Management; - Estimate Costs;	- Expert judgement; - Meeting;

adequate budget allocated for the project.	• Determine Budget; • Control Costs.	• Analytic techniques; • Brainstorming.
To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.	• Plan Quality Management • Perform Quality Assurance • Control Quality	• Meetings; • Cost of quality; • Seven basic quality tools; • Brainstorming.
To develop a human resource plan to provide guidance on how the human resource is defined and managed.	• Plan Human Resource Management; • Acquire Project Team; • Develop Project Team; • Manage Project Team.	• Matrix; • Meeting; • Expert judgment; • Organizational charts.

To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.	• Plan Communications Management; • Manage Communications; • Control Communications.	• Communication requirements analysis; • Meeting; • Expert judgment; • Communication methods.
To develop a risk management plan and risk register to identify and analyze the risk and do risk responses	• Plan Risk Management; • Identify Risks; • Perform Qualitative Risk Analysis; • Perform Quantitative Risk Analysis; • Plan Risk Responses; • Control Risks.	• Risk management plan; • Document reviews; • Brainstorming; • Research; • SWOT; • Risk register.
To develop a procurement plan to ensure that purchases are made according to the need and that the	• Plan Procurement Management • Conduct Procurements	• Make-or-buy analysis; • Expert judgment; • Market research; • Meetings.

best sellers are selected through offers and contracts.	• Control Procurements • Close Procurements	
To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.	• Identify Stakeholders • Plan Stakeholder Management • Manage Stakeholder Engagement • Control Stakeholder Engagement	• Meeting; • Expert judgment, analytic techniques; • PM skills; • Information management systems.
To develop the plan considering service, industry, organizational and financial feasibility in order to have 4 phases to determine the business feasibility of the department.		• Interviews; • Meeting; • Questionnaires, meeting, brainstorming, research.

3.4   Assumptions and constraints

3.4.1 Assumptions

An assumption is a belief of what you assume to be true in the future. You make assumptions based on your knowledge, experience or the information available on hand. These are anticipated events or circumstances that are expected to occur during your project's life cycle (Usmani, 2013). Assumptions are supposed to be true but do not necessarily end up being true. Sometimes they may turn out to be false, which can affect your project significantly. They add risks to the project because they may or may not be true.

Chart 7 Assumptions (Source: D. Aside, Author Thesis)

Objectives	Assumptions
To develop a scope management plan to describe how the scope will be defined, documented, verified, managed and controlled.	All the necessary information to create the project scope will be complete and available as planned.
To develop a time management plan to establish criteria and activities within the project.	-The project activities are carried out according to the time line that is developed for the project activities. - WBS needs to be up to date in order to finish on. - All the requirements to complete the project will be available on time

Objectives	Assumptions
To make a cost management plan in order to have an adequate budget allocated for the project.	-The budget of the project is set out according to realistic amounts and forecasts per activity. -The project budget is enough to carry out the whole project. - The project is within budget with a maximum of 10% overbudget looking at this inflation rate the last 2 years
To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.	The quality aspects of the project will be taken seriously and all the necessary information and documentation to assure the quality will be available for the project.
To develop a human resource plan to provide guidance on how the human resource is defined and managed.	-All the necessary human capital that will be needed to implement and to complete this project will be enrolled or trained according to today's standards and norms in order to properly manage and succeed the project. -People will be given an assignment based on their knowledge and experience.

Objectives	Assumptions
	- Everyone in the project is capable of delivering their input in the project as stated in the responsibility matrix.
To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.	-All the possible and necessary communication tools that are needed to communicate in this project will be available for everyone in the project. -The hierarchy line in the communication will be closely monitored. -Confidentiality will be ensured within the project
To develop a risk management plan and risk register to identify and analyze the risk and do risk responses	The cause and the consequences of the risk that may occur in the project will be described briefly and the impact and the cost of them will be identified as early as possible.
To develop a procurement plan to ensure that purchases are made according to the need and that the best sellers are selected through offers and contracts.	-The purchases will proceed according to a well-defined purchasing process. -The necessary documentation to proceed with purchase will be complete.

Objectives	Assumptions
	-Good agreements and deals will be made according to a contract and delivery conditions
To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.	The stakeholder requirements will be collected and analyzed in order to keep them informed and involved in the project as much as possible and needed.
To develop the plan considering service, industry, organizational and financial feasibility in order to have 4 phases to determine the business feasibility of the department.	All the information required for the study will be readily available. Persons within the industry will be willing participants in the study. Sufficient support will be received from the supporting organization.

3.4.2 Constrains

Constraints are limitations imposed on the project, such as the limitation of cost, schedule, or resources, and you have to work within the boundaries restricted by these constraints. All projects have constraints, which are defined and identified at the beginning of the project (Usmani, 2013).

Chart 8 Constraints (Source: D. Aside, Author Thesis)

Objectives	Constrains

To develop a scope management plan to describe how the scope will be defined, documented, verified, managed and controlled.	• Not all the workers agree with the project.
To develop a time management plan to establish criteria and activities within the project.	• Schedule – activities not defined well enough in the WBS; • Time – activities are not done on time, extra time to complete the project.
To make a cost management plan in order to have an adequate budget allocated for the project.	• Budget – sponsor has limited budget or budget deficit due to inflation; • Time – because other activities have taken longer, the budget is less for other activities; • Resources – due to external issues limited resources to the planned budget.
To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.	• Resource – not enough information about the quality.

To develop a human resource plan to provide guidance on how the human resource is defined and managed.	• Resources – unavailability of skilled and competent human resource;
To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.	• Time: the necessary information is not easily available. • Quality – having limited communications.
To develop a risk management plan and risk register to identify and analyze the risk and do risk responses	• Resource – the information about the threat is not clear. Risk that cannot be estimated in advance occurs.
To develop a procurement plan to ensure that purchases are made according to the need and that the best sellers are selected through offers and contracts.	• Budget – expensive purchases; • Time – purchases by the best supplier can't be delivered when planned due to circumstances. • Resources – not finding the type of product at the supplier within the budget. • Quality – dislike the delivered quality.
To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.	• Risk – disagreements occur between stakeholders. • Time – approvals not given on time.

To develop the plan considering service, industry, organizational and financial feasibility in order to have 4 phases to determine the business feasibility of the department.	- Budget – not enough money to complete the project activities; - Time – Necessary information not easily available, takes longer to get information; - Risk – threats due to government restrictions in the tourism sector, important departments with information are non-active; - Quality – not be able to find the suitable quality method for the department due to lack of information. - This project doesn't include the operational of the bicycle department.

3.5   Deliverables

A deliverable is defined as "any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project" (Project Management Institute, 2013, p. 537). Chart 9 below represents the deliverables for each project objective.

Chart 9 Deliverables (Source: D. Aside, Author Thesis)

Objectives	Deliverables
To develop a scope management plan to describe how the scope will be defined, documented, verified, managed and controlled.	Scope management plan
To develop a time management plan to establish criteria and activities within the project.	Time management plan
To make a cost management plan in order to have an adequate budget allocated for the project.	Cost management plan
To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.	Quality management plan

To develop a human resource plan to provide guidance on how the human resource is defined and managed.	Human resource plan
To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.	Communication plan
To develop a risk management plan and risk register to identify and analyze the risk and do risk responses	Risk management plan and risk register
To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.	Stakeholder's management plan
To develop the plan considering service, industry, organizational and financial feasibility in order to have 4 phases to determine the business feasibility of the department.	-Product or Service feasibility -Industry feasibility -Organizational feasibility -Financial feasibility

4   RESULTS

The FGP project is intended to develop the knowledge areas and the analysis of the feasibility study. The knowledge areas will provide the different management plans for the project to make it manageable.

4.1   Scope management plan

4.1.1   Collect Requirements

The defined requirements for this project are:

- Project scope management plan;

- Scope definition;

- Project objective;

- Defined activities and the WBS;

- Approved budget;

- Quality management plan;

- HR plan;

- Stakeholders need and influence;

- Roles and responsibilities of the project team;

- Project team meetings;

- Service requirements and characteristics;

- Risk register;

- Communication strategy;

- Quality requirements to make sure that the conditions to successfully complete the project are met.

4.1.2 Scope Management Approach

The project scope management will be the responsibility of the project manager. The scope is defined by the following such as:

- The scope statement;

- Work Breakdown structure and WBS dictionary.

Through documentation the project scope will be measured and this must be approved by the PM, the project sponsor and the stakeholders. They are responsible for establishing and approving this document which includes the deliverable quality, checklist and work performance of the project.

Change of the scope can be requested by any of these parties (PM, Project team member and stakeholder). The change request will be submitted by the project manager who will evaluate the requested change. If the scope of the change request is accepted the PM will submit this to the Change Control Board and the Project Sponsor for their approval and acceptance. If these 2 give their approval and acceptance to the change the PM will update all the project documents and communicate the change to all stakeholders.

4.1.3 Roles and Responsibilities

It is important that everyone involved in it knows their role and responsibility. For a good scope management everyone in the project must know what their task are, what their deliverables are and when they are due. Everyone their responsibility is equally important for the success of the project. The PM must make sure that everyone clearly understands their role and responsibilities within the project.

Chart 10 Project scope management roles and responsibilities (Source: D. Aside, Author Thesis)

Name	Role	Responsibility
Dulcine Aside	Project Manager	- Verify scope; - Manage change request; - Communicate change request and other important news with the project stakeholders; - Manage project schedule and activities; - Manage project budget; - Manage HR within the project; - Update project documents.
Marjolein Jupijn	Team Leader	- Assist the project manager in verifying the project scope; - Participates in impact assessments of the change requested; - Communicates the change with the project members; - Manage the outcome of the deliverables.

Rosito Pansa & Joshua Shameem	Team Members	- Participate in defining change resolutions; - Work towards achieving the project goals; - Communicates problems and disagreements within the project to the team leader or project manager at an early stage; - Perform project activities; - Help identifying risk.
Frederik Donoe	Sponsor	- Help develop project scope; - Accept or deny change request; - Accept the project deliverables; - Sets project budgets available.

4.1.4 Scope definition

To formulate the scope of this project, it is important that all information relevant to this is mapped out. Some of the tools that will be used to describe this are project documents, different analysis (market, financial), tables and matrices. It is important that the goals and the results can be retrieved from the project scope definition. The goals and results are the different branches that lead to the project scope.

The project scope is formulated by meeting with the project sponsor and project team. After two project scope meetings the scope was defined the project sponsor

and project team was pleased with the project proposal and its implementation. At the first meeting, the plan was discussed and proposals were made about what the scope could be. It has been agreed that the final decision will take place at the first next meeting. after a definitive decision on the scope definition, the project goals have also been established and approved.

4.1.5 Work Breakdown structure

Chart 11 Project WBS Dictionary (Source: PMBOK Guide Fifth Edition, 2013)

Level	WBS Code	Element Name	Description of Work
1	1	Feasibility Study Project	All work to conduct the feasibility study
2	1.1	Initiation	The work to initiate the project.
3	1.1.1	Evaluation & Recommendations	Working group to evaluate solution sets and make recommendations.
3	1.1.2	Develop Project Charter	Project Manager to develop the Project Charter.
3	1.1.3	Deliverable: Submit Project Charter	Project Charter is delivered to the Project Sponsor.
3	1.1.4	Project Sponsor Reviews Project Charter	Project sponsor reviews the Project Charter.
3	1.1.5	Project Charter Signed/Approved	The Project Sponsor signs the Project Charter which authorizes the Project Manager to move to the Planning Process.
2	1.2	Planning	The work for the planning process for the project.
3	1.2.1	Create Preliminary Scope Statement	Project Manager creates a Preliminary Scope Statement.
3	1.2.2	Determine Project Team	The Project Manager determines the project team and requests the resources.
3	1.2.3	Project Team Kickoff Meeting	The planning process is officially started with a project kickoff meeting which includes the Project Manager, Project Team and Project Sponsor (optional).

3	1.2.4	Scope definition	The project team and project sponsor come together to develop the project scope.
3	1.2.5	Project objective	The project objectives are developed together with the project team.
3	1.2.6	WBS	The work breakdown structure and WBS dictionary are developed by the PM.
3	1.2.7	Approval scope, objective and WBS	The project sponsor approves the scope statement, objective and WBS after the PM presents them
3	1.2.8	Develop Project Plan	Under the direction of the Project Manager the team develops the project plan.
3	1.2.9	Submit Project Plan	Project Manager submits the project plan for approval.
3	1.2.10	Milestone: Project Plan Approval	The project plan is approved and the Project Manager has permission to proceed to execute the project according to the project plan.
2	1.3	Execution	Work involved to execute the project.
3	1.3.1	Project Kickoff Meeting	Project Manager conducts a formal kick off meeting with the project team, project stakeholders and project sponsor.
3	1.3.2	Verify & Validate User Requirements	The original user requirements are reviewed by the project manager and team, then validated with the users/stakeholders. This is where additional clarification may be needed.
3	1.3.3	Project activities are defined	The project activities are defined
3	1.3.4	Project schedule developed	The project schedule is developed with the main activities.

3	1.3.5	Project budget developed	The project budget is developed and approved
3	1.3.6	Quality plan	The quality requirements and criteria of the project plan are developed and defined.
3	1.3.7	HR plan	The roles, responsibilities, and skills of the Project team are defined
3	1.3.8	Communication plan	The PM developed a communication plan for the project
3	1.3.9	Risk register	The risk that may occur is identified and analyzed
3	1.3.10	Stakeholders analysis	The stakeholders need is analyzed
3	1.3.11	Survey Research	Conduct survey
3	1.3.12	Analyze survey results	Analyze the results of the survey
3	1.3.13	Prepare Feasibility Study	Project Team conduct feasibility study.
3	1.3.14	Service feasibility	The feasibility of the service is being described
3	1.3.15	Industry feasibility	Industry opportunities and challenges are described
3	1.3.16	Organization feasibility	Organizations capability for new department is described.
3	1.3.17	Financial feasibility	Investments and financial analysis are made.
2	1.4	Control	The work involved for the control process of the project.
3	1.4.1	Project Management	Overall project management for the project.
3	1.4.2	Project Status Meetings	Weekly team status meetings.
3	1.4.4	Update Project Management Plan	Project Manager updates the Project Management Plan as the project progresses.
2	1.5	Closeout	The work to close-out the project.

3	1.5.2	Document Lessons Learned	Project Manager along with the project team performs a lesson learned meeting and documents the lessons learned for the project.
3	1.5.3	Update Files/Records	All files and records are updated to reflect the widget management system.
3	1.5.4	Gain Formal Acceptance	The Project Sponsor formally accepts the project by signing the acceptance document included in the project plan.
3	1.5.5	Archive Files/Documents	All project related files and documents are formally archived.

4.2   Time Management plan

4.2.1   Project Time Schedule feasibility study

In this project the main activities that will take place are listed as following:

- Meetings with the project team to determine the scope;

- Define the project goals;

- Meeting with other stakeholders;

- Conducting a survey;

- Analyze survey result;

- Collect requirements, such as government rules and legislation, standard norm, documentation about the tourism.

- Describe project service;

- Collect information about target audience;

- Describe target market and attractiveness;

- Make competitive analysis;

- Describe organization capability and motivation for new department;

- Develop investment plan for new department;

- Make financial analysis for the new department;

- Rate the components of the feasibility study and make conclusion for go or no go.

i	Task Mode	Task Name	Duration	Start	Finish	Predece
		Meeting manager	1 day	Mon 2/19/18	Mon 2/19/18	
		Meeting team members	1 day	Tue 2/20/18	Tue 2/20/18	2
		Scope meeting	1 day	Wed 2/21/18	Wed 2/21/18	3
		Present project goals	1 day	Thu 2/22/18	Thu 2/22/18	4
		Approve scope and project objectives	1 day	Fri 2/23/18	Fri 2/23/18	5
		Browse through documents and articles	3 days	Mon 2/26/18	Wed 2/28/18	6
		Develop questionaire	2 days	Thu 3/1/18	Fri 3/2/18	7
		Test and adjust questionaire	1 day	Mon 3/5/18	Mon 3/5/18	8
		Print questionaire	1 day	Tue 3/6/18	Tue 3/6/18	9
		Respondents complete questionnaires	7 days	Wed 3/7/18	Thu 3/15/18	10
		Collect questionaires	2 days	Fri 3/16/18	Mon 3/19/18	11
		Analayse questionaires	7 days	Tue 3/20/18	Wed 3/28/18	12
		Present results	1 day	Thu 3/29/18	Thu 3/29/18	13
		Read government and additional documents	3 days	Fri 3/30/18	Tue 4/3/18	14
		Create project scope management plan	2 days	Wed 4/4/18	Thu 4/5/18	15
		Create project time management plan	2 days	Fri 4/6/18	Mon 4/9/18	16
		Create project cost management plan	3 days	Tue 4/10/18	Thu 4/12/18	17
		Create project quality management plan	2 days	Fri 4/13/18	Mon 4/16/18	18
		Create project human resource management plan	2 days	Tue 4/17/18	Wed 4/18/18	19
		Create project communication managmement plan	1 day	Thu 4/19/18	Thu 4/19/18	20
		Create project risk management plan	1 day	Fri 4/20/18	Fri 4/20/18	21
		Create project procurement management plan	2 days	Mon 4/23/18	Tue 4/24/18	22
		Create project stakeholder management plan	1 day	Wed 4/25/18	Wed 4/25/18	23
		determine the feasibility of the product	2 days	Thu 4/26/18	Fri 4/27/18	24
		determine the feasibility of the organisation	1 day	Mon 4/30/18	Mon 4/30/18	25
		determine the feasibility of the industry/market	2 days	Tue 5/1/18	Wed 5/2/18	26
		determine the financial feasibility	3 days	Thu 5/3/18	Mon 5/7/18	27

Figure 5 Gantt chart of schedule feasibility study research (Source: D. Aside, Author Thesis)

4.2.2 Development and control schedule for feasibility bicycle department

This above time schedule is made in the program MS project. There are other programs that can be used to create a timetable for example MS Excel, for this project MS project is chosen. The time schedule is made together with the project team and it will carry out the planned activities. The project manager sees to it that the activities are actually carried out within the set time limit. If there is a change, it should be discussed with all the stakeholders within the project. The monitoring of the time schedule is therefore important and is mostly done by the project manager.

The Plan Schedule Management Process defines the policies, procedures, and documents to plan, develop, manage, execute and control projects schedules. It is the source for how project scheduling will be conducted though out the project life cycle (Stempfley, 2018).

4.3 Cost Management plan

Chart 12 Project budget (Source: D. Aside, Author Thesis)

Main activity	Cost in USD
Meetings with the project team to determine the scope	$ 600.00
Define the project goals	$ 100.00
Meeting with other stakeholders	$ 300.00
Conducting a survey	$ 500.00
Analyze survey result	$1,000.00
Writing out of the ten knowledge areas	$ 3,000.00
Carry out the feasibility study	$ 2,500.00
Reserve	$ 2,000.00
Total Cost	**$ 10,000.00**

Cost control is a responsibility of the project manager. He will use cost measurements such as earned value to control the project budget. The project manager will make budget reports to keep track of the budget. If any changes need to be made in the budget he will communicate this with the project sponsor. When they approve then the change request can be done.

Chart 13 Project cost measurements (Source: D. Aside, Author Thesis)

	Schedule Variance	Cost Variance
=0	Project on schedule	Project on budget
>0	Project ahead of schedule	Project is under budget
<0	Project behind schedule	Project over budget

	Schedule Performance Index (SPI)	Cost performance index (CPI)
EV < PV	Project is behind schedule	
EV > PV	Project is ahead of schedule	
= 1		Project on budget
>1		Project under budget
<1		Project over budget

At the end of the project the Cost measurements have shown that the project was on schedule and on budget. This due to a good management of the project budget and the activities that where planned to be carried out.

4.4   Quality Management plan

Project quality management is all of the processes and activities needed to determine and achieve project quality. The purpose of the Quality Plan is to detail how the quality processes for the feasibility study of the bicycle rental department of Bonitours Suriname will be implemented to ensure that the project outputs are delivered fit-for-purpose. This will be achieved by ensuring that all project management processes are conducted in a quality manner (quality assurance) and by developing quality criteria for the outputs themselves (quality control).

The Quality Philosophy for the project involves:

- Standards and methodologies for project management quality assurance (Guidelines in project management when developing the knowledge areas; Governments rules and standard for the Feasibility study);

- Working in partnership with stakeholders and utilizing a consultative approach to ensure broad stakeholder support;

- Effective processes to support arrangements for good governance and accountability;

- Input from individuals with appropriate subject or technical expertise to ensure development of outputs that are fit for purpose;

- Standards for output quality.

The Quality Strategy for the project involves:

- Quality issues faced in the application of the project management processes/methodology;

- Quality issues faced in the development of the outputs;

- Critical outputs - project outputs that need to be delivered fit-for-purpose, and the criteria that determine their suitability;

- Processes - activities in the work plan that must be undertaken correctly;

- Relevant standards that should be applied;

- How these standards will be satisfied.

Chart 14 Quality Requirements (Source: D. Aside, Author Thesis)

Requirement	
Project Charter	The project charter is necessary to start the project it has the documentation that the project manager needs to manage the project such as scope, objectives and assumptions etc.
Available resources	Resources needed to implement the project as capital, manpower, transport, information, etc.
Reliable partners/stakeholders	To avoid unnecessary stagnation, it is important that stakeholder's and partners within the project are reliable. This can prevent the activities within the project from taking longer than planned.
Different metrics	In order to make criteria acceptable, it is important that measures are used to check if the criteria are met or not.

Stakeholders influence	To control the stakeholders needs it is important to know their influence in the project and what the effect of their influence can is.
Standards	In order for the activities in the project to comply with current and international requirements, it is important to work with standards that state what the service must meet.
Guidelines	Guidelines provide guidance how the components should be addressed in the project.
Risk assessments	In any project, it is possible that risk occurs mapping and analyzing these risks could make the project more manageable.
Approvals and acceptance	In order for the various steps and processes in the project to be well attuned to each other, it is important that the approval and acceptance of the responsible person is given.
Budget analysis	It is important to properly monitor the project budget to know if the budget is still sufficient to complete the project.

Chart 15 Project acceptance criteria (Source: D. Aside, Author Thesis)

Project scope	Product deliverable	Acceptance Criteria
The project scope is developed together with the project team and sponsor. After several meetings and discussion, the project scope was approved. The objectives have also been developed together and approved with the project team and project sponsor.	Scope management plan	The scope management plan contains a clear description of scope statement, scope definition.
	Time management plan	The activities are defined, planned and set out in time phases.
	Cost management plan	The cost management plan contains a detailed project budget with the cost measurements and performances.
	Quality management plan	The quality management plan with the quality standards and how these will be controlled.
	Human resource plan	The HR management plan contains the human capital together with their profile, skills, roles and responsibilities.

	Communication plan	The communication plan contains the communication flow between the different parties in the project, the tools that will be used together with the frequency.
	Risk management plan	The risk management plan represents the risk register with the necessary elements.
	Procurement management plan	The procurements management plan contains the agreements regarding purchasing such as offers, delivery conditions and contracts.
	Stakeholder's management plan	The stakeholder's management plan with stakeholder's analysis.
	Product or Service feasibility	The product and it features and functions must be well defined.

	Industry feasibility	The opportunities that this industry has to the company have been examined and reported.
	Organizational feasibility	The extent to which the organization is able to make this department operational and what is necessary therefore are clarified.
	Financial feasibility	The financial resources for the department and the financial analysis such as ROI, NPV are presented.

A project quality checklist is a tool used to aid the project team in ensuring they consider all aspects of project and/or process quality. The purpose of well-planned and repeatable quality management is to ensure the delivery of products or services which are acceptable to the customer based on some agreed upon standard of quality. The quality checklist is created by the project manager with considerable input from stakeholders and members of the project team.

Chart 16 Quality standards (Source: D. Aside, Author Thesis)

Deliverable	Standard
Project Charter	Approved and signed
Scope management plan	Scope Statement
Time management plan	Activities defined
Cost management plan	Budget and measurements
Quality management plan	Quality requirements and standards
Human resource plan	HR needs and responsibilities
Communication plan	Communication guidelines
Risk management plan	Risk Register
Procurement management plan	
Stakeholder's management plan	Stakeholders analysis
-Product or Service feasibility -Industry feasibility -Organizational feasibility -Financial feasibility	Service standards; Industry opportunities; Organization competence; Financial analysis.

4.5   Human Resource Management plan

The human resources list is used for capturing identifying information about all human resources in one location. It becomes a reference document for future project planning. The project manager creates the human resources list. It is important that the HR is properly monitored, because it can have an effect on the project if people drop out for whatever reason. Everyone has a task and responsibility and if this threatens to be in danger, timely efforts must be made to find a replacement.

Chart 17 Project team roles and responsibilities (Source: D. Aside, Author Thesis)

Role	Responsibility
Project Manager	- Responsible for the overall success of the Feasibility Study Project. - Must authorize and approve all project expenditures. - Approving that work activities meet established acceptability criteria and fall within acceptable variances. - Reporting project status in accordance with the communications management plan. - Evaluates the performance of all project team members and communicate their performance to functional managers. - Acquiring human resources for the project through coordination with functional managers.

	• Must possess the following skills: leadership/management, budgeting, scheduling, and effective communication.
Team Leader	• Working with the PM to determine skill sets required and approving resource assignments. • Conducting performance appraisals of assigned resources based, in part, on the PM's feedback regarding project performance.
Team Members	• Understanding the purpose and objectives of the project; • Ensuring a correct balance between project and non-project work; • Working to timescales and within cost constraints; • Reporting progress against plan; • Producing the deliverables/products to agreed specifications; • Reviewing key project deliverables/products; • Identifying issues; • Identifying risks associated with the project; • Working together as a team; • Contributing towards successful communication; • Contributing towards positive motivation

Sponsor	- Help develop project scope; - Accept or deny change request; - Accept the project deliverables; - Sets project budgets available.

4.6 Communication Management plan

Communication is very important to make this project succeed. In order to know how, when and who to communicate a communication plan has been developed. Several communications types are used with a different outcome.

Chart 18 Communication Matrix (Source: D. Aside, Author Thesis)

Communication type	Objective of communication	Medium	Frequency	Audience	Deliverable
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	Face to Face	Once	-Project Sponsor; -Project Team; -Stakeholders.	- Agenda; - Meeting Minutes.
Project Team Meetings	Review status of the project with the team.	Face to Face	Weekly Conference Call	- Project Team	- Agenda - Meeting Minutes - Project Schedule
Monthly Project Status Meetings	Report on the status of the project to management.	Face to Face	Conference Call	Monthly	-Slide Updates; -Project Schedule

Project Status Reports	Report the status of the project including activities, progress, costs and issues.	Email	Every 2 weeks	- Project Sponsor - Project Team - Stakeholders	-Project Status Report - Project Schedule

Chart 19 Meeting Guidelines (Source: D. Aside, Author Thesis)

Item	Objective
Meeting Agenda	Meeting Agenda will be distributed 5 business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.
Meeting Minutes	Meeting minutes will be distributed within 2 business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the Parking Lot list.
Action Items	Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.
Meeting Chair Person	The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair

	Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.
Note Taker	The Note Taker is responsible for documenting the status of all meeting items, maintaining a Parking Lot item list and taking notes of anything else of importance during the meeting. The Note Taker will give a copy of their notes to the Chair Person at the end of the meeting as the Chair Person will use the notes to create the Meeting Minutes.
Time Keeper	The Time Keeper is responsible for helping the facilitator adhere to the time limits set in the meeting agenda. The Time Keeper will let the presenter know when they are approaching the end of their allocated time. Typically, a quick hand signal to the presenter indicating how many minutes remain for the topic is sufficient.

4.7   Risk Management plan

A risk management plan is made in order to manage the risk and this is simulated in

the charts beneath.

Chart 20 Probability scale (Source: D. Aside, Author Thesis)

Nr		
1	Unlikely	Any event that I don't think is going to happen in the next 3 months.
2	Seldom	Any event that I don't think is going to happen in the 2 months.
3	Certain	Any event that I don't think is going to happen in the next month.
4	Likely	Any event that I don't think is going to happen in the next 3 weeks.
5	Frequent	Any event that I don't think is ever going to happen at the beginning.

Chart 21 Impact cost (Source: D. Aside, Author Thesis)

Nr	
1	cost overrun 1%-5%
2	cost overrun 5%-10%
3	cost overrun 10%-15%
4	cost overrun 15%-20%
5	cost overrun 20%-25%

Chart 22 Level of Risk (Source: D. Aside, Author Thesis)

from 1-10	Green	Low level risk
from 11-15	Yellow	Medium level risk
from 17-25	Red	High or critical risk

Chart 23 Risk register (Source: D. Aside, Author Thesis)

Nr	Cause of the risk	Risk	Consequence	Probability	Impact	PxI	Trigger
1	The tourism foundation is on a non-active basis due to policy changes.	Lack of up to date information.	Information is incomplete or can't be found on time.	5	1	5	The first 2 attempts to get information fails
2	Team member must leave the project for some time due to circumstances.	Roles and responsibilities another team member becomes more.	Activities may take longer to complete.	3	4	12	Team member misses 2 meetings or is delays activities 2 times.
3	Price fluctuations due to inflation	Budget shortfall.	Project budget will increase.	5	5	25	If a predetermined percentage has

	may increase prices.					been reached in the evaluation of the work carried out.
4	Not enough cooperation from the respondents.	Reliability of the research is less.	Need to conduct other research method to fill gap.	3	1	3	If midterm results are not what was expected.

4.8 Stakeholders management plan

To make the feasibility study of the Bonitours Suriname bicycle rental company a success, this company will also have several stakeholders that will be of interest.

Primary stakeholders

- Staff and employees

- Customers: Local and International tourists

- Project Sponsor

- Project team

- Ministry of Trade, Industry and Tourism.

Secondary stakeholders:

- Restaurant owner

- Competitors

Chart 24 Stakeholder Register (Source: D. Aside, Author Thesis)

Project Name	Feasibility study bicycle department Bonitours
Project Manager	Dulcine Aside
Date	February 19, 2018
Project Owner/Client	Frederik Donoe

Stakeholder Name	Title and Project Role	Contact Information
Dulcine Aside	Project Manager	Aside-dulcine@hotmail.com
Marjolein Jupijn	Project team leader	Marjolein.jupijn@upcmail.nl
Joshua Shameem	Project team member	Joshuashameem@gmail.com
Fredrik Donoe	Project Sponsor	Frederik.donoen@hotmail.com
-Rosito Pansa and Silvia Krotani	Employees of Bonitours Suriname	Rositopansa@gmail.com and ksilvi@hotmail.com
Gerold Vismale	Ministry of Trade, Industry and Tourism	Ger_vis@live.com
Peter	Restaurant owner	Info@dewaag.sr
-Cardy adventures and bike rental; -Fietsen in Suriname.	Competitors	info@cardyadventures.com and info@fietseninsuriname.com
Tourist	Customers	

Stakeholder management in this project is the responsibility of the project manager. Identifying stakeholders will be done using research, interviews, brainstorming, checklists, lessons learned and so on. The stakeholders and their areas of interest are usually shown in a table known as a stakeholder map. Stakeholder management is a vital activity, even on the smallest of projects. Communications with stakeholders who have high levels of interest and influence will be managed differently from those with stakeholders of low interest and influence.

4.9   Product/Service Feasibility

4.9.1   Product/Service desirability

4.9.1.1 Product/Service

The product / service that illuminates this feasibility study is setting up a bicycle rental company. The bikes will be rented to individuals and to groups for cycling tours.

4.9.1.2 Target Market

This bicycle rental and biking tours company offers the customer a tool in the form of transport to do a bit of recreation in his or her desired way; it can be done in a group or individually. If the customer wishes, customized bicycle tours are also organized. The target group can be classified into two (2) main groups:

- Tourists (local and foreign);

- Businesses, who want to use these services and facilities of the bicycle rental company. In this case we think of biking tours for the workers or company that are organizing an event where they will hire bikes.

4.9.1.3 Why a bicycle department for Bonitours Suriname

Bonitours Suriname specializes in conducting tours, including biking tours. Most cycling tours take place on weekends or during party national days, however, it appears that most other bike hire companies are not open on weekends and public holidays. Bonitours bicycle rental and tours department is open on Sundays and public holidays and wants to fill this in by giving customers the opportunity to rent a bicycle during these moments, this reduces the risk for the customer, for example if a customer wants to rent a bicycle on a Sunday, he would have to rent it one day in

advance. The danger or the problem is that the customer must have the space to be able to keep this bike under his or her management. At Bonitours the bike will be returned on the same day if not otherwise agreed with the customer.

4.9.1.4 Management team

The bicycle rental company is managed by the general manager, Frederik Donoe, strengthened by his assistant manager who is also the financial manager.

4.9.2 Product/Service demand

This is done through primary research

4.9.2.1 Primary research

The method which has been used here is a survey (see appendix 4) to collect information about what customers want when renting a bicycle or booking a cycling tour. In appendix four the questionnaire is with the questions asked. Here we will show some results that have to do with what the customer wants from such a product. In total we have information from 17 foreign tourists (Online Survey Feasibility Study Bicycle Rental)

The results show that:

- 64.7% is interested in renting a bicycle on their vacation.

17. Would you be interested in renting a bicycle on your vacation?
17 responses

Yes
No

35.3%

64.7%
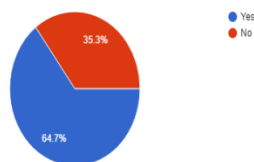
Figure 6 Result survey question number 17 (Source: D. Aside, Author Thesis)

- 52.9% of the respondents said that they would like to rent an adult tricking bike on their vacation.

18. If yes, what type of bicycles would you be most likely to rent?
17 responses
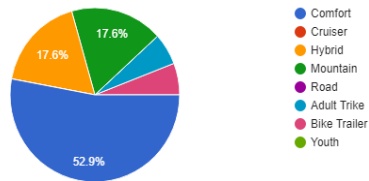
Figure 7 Result survey question number 18 (Source: D. Aside, Author Thesis)

- 52.9% said that they would use the bicycle for recreation or to travel form in and out of town.

19. For what purpose would you rent a bicycle on your vacation?
17 responses
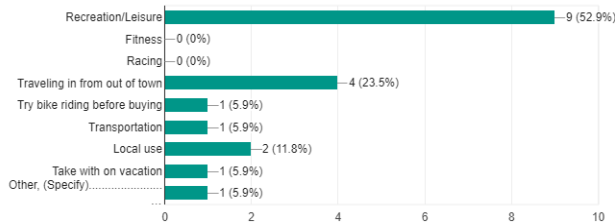
Figure 8 Result survey question number 19 (Source: D. Aside, Author Thesis)

- 64.7% is interested in bicycle tours.

21. Are you interested in Bicycle Tours?
17 responses
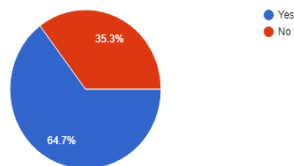
Figure 9 Result survey question number 21 (Source: D. Aside, Author Thesis)

- If we look at the price range that then the results show that people are willing to rent a bike between $40-$50 on a daily basis for their vacation and the same goes for the bicycle tours.

22. If yes, how much are you willing to pay for an All Inclusive Bicycle tour (Bicycle Rental, Guide, Entree and non-alcoholic drinks)
17 responses
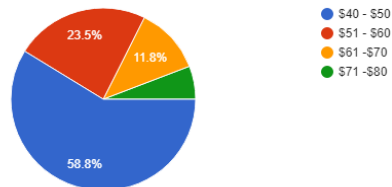
Figure 10 Result survey question number 22 (Source: D. Aside, Author Thesis)

- Most of the respondents also said that safety is very important for them when visiting a vacation destination.

7. How important is safety when choosing a vacation destination?
17 responses
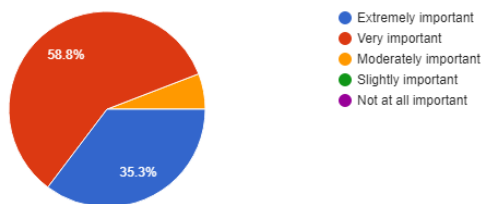
Figure 11 Result survey question number 7 (Source: D. Aside, Author Thesis)

Product portfolio of Bonitours bicycle rental and biking tours is as follows:

- Bicycles rental for a day;

- Bicycles rental for longer than a day;

- Biking tours to different locations such as: Biking City tour, Plantations (Commewijne, Saramaccca and others), different tourist location such as the museum; botanical gardens and so on.

The above-mentioned activities and services are carried out as much as possible in an eco-friendly and friendly manner.

4.10 Industry/Market Feasibility

4.10.1 Industry attractiveness

In the past four to five years there has been a change in the tourism sector of Suriname (SHATA, 2018). Numerous activities have been organized to bring the tourism sector of Suriname to fruition and attract more tourists to this country. Some of these developments are:

- Encourage companies active in the tourism sector to visit international trade fairs;

- The establishment of the SHATA in 2016;

- The branding of Suriname on behalf of the Suriname Tourism Foundation in 2015 ((Winkels, 2015);

- Establishing a professional guides association.

Chart 25 Growth overall tourist period 2010-2015 (Source: Mr. Vismale Gerrold BBA, Manager Data & Research department of STF)

Year	Total number of visitors	% change
2010	166.685	
2011	150.711	-10%
2012	150.628	0%
2013	204.519	36%
2014	220.475	8%
2015	240.041	9%

In 2013, a total of 204,519 visitors visited our country, an increase of about 23% compared to 2010. The number of tourists also increased in the period 2014-2015 by a percentage of 1% according to the information in table 25.

The growth according to the companies in the tourism sector. From conversations with other companies that also offer holiday destinations with accommodation, it turned out that in 2010 there was a growth in the number of tours, but in 2011 it showed a decrease to around the beginning of 2012.

They indicated that the reason that might have led to this is:

- The licensing requirement for certain segments of the tourism sector has been abolished and thus more competitors have been coming on the market;

- The financial crisis of Europe in 2012 there was a small decline in tourists.

In 2012 there was an increase of 1% more than in 2011, but those tourists came from other countries such as Brazil, French Guiana and Guyana. These are our neighbors and have the same tropical climate as Suriname, they did not come for eco tours, but more for work and shopping.

Certain tourists who came from the Netherlands also opted for the cheaper tours at the competitor or for trips with family members. In the last months of 2012 there was a slight growth in brands reporting the companies that had noticed a decline.

Measures taken to maintain the growth observed in recent years are:

- Sector meetings are held more frequently with the stakeholders within the tourism sector including tour operators; travel agents; hotel and guesthouse

holders and other stakeholders. The purpose of these sector meetings is to bring the public sector and the private sector together to discuss the bottlenecks in the tourism sector and to come up with possible solutions;

- Bringing structure within the tourism sector in our country through standardization;

- The introduction of the tourist card;

- Having submitted a draft tourism law;

- The government is looking at several possible marketing opportunities to promote our country.

The Suriname Tourism Foundation works together with the private sector entrepreneurs on the further development of the tourism sector. This way, the promotion of Suriname on the Dutch and French markets will be further intensified. The active marketing of Suriname has recently started as a holiday destination in new markets, namely Germany, England and Belgium.

4.10.2 Target market attractiveness

In Suriname there are a number of bicycle rental companies spread over the various districts. In Paramaribo (the capital of Suriname) most are located because most tourists stay here when they are in Suriname (SHATA, 2018). In Paramaribo Center, most tour operators have their activities and there are 2 bicycle rental companies in the Center. The other companies that also offer biking tours rent bicycles at these rental companies.

For Bonitours bicycle rental and biking tours it is important to make a competitive analysis[1] of these companies. The goal of competitive analysis is to identify the opportunities and threats that the company might face from competitors, as well as their objectives.

The competition analysis of the bicycle rental department is made on the basis of a number of criteria including:

- A list of own product portfolio of the bicycle rental department of Bonitours *see section 4.9.2.*;

- Identify the competition;

- Choice of competitors.

Identified competition for Bonitours bicycle rental and biking tours department.

The direct competitors of this department are all possible companies offering similar services. The indirect competitors of Bonitours bicycle rental and biking tours is that part of the target group that is offered a bicycle to rent from a family member or his or her guest. With these competitors it may also be that a family, friend or acquaintance accompanied them during their excursion.

The main competitors chosen for Bonitours bicycle rental and biking tours are:

Cardy Adventures and Bike Rental and Fietsen in Suriname (Cycling in Suriname)

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[1] Book: Principles of Marketing; Philip Kotler a.o.; 4th edition; 2005 page 435-439

The choice for the 2 competitors below was because they are not very different in terms of services, price, accessibility and service. On the basis of these and a few other criteria, the competition analysis of these two main competitors will take place.
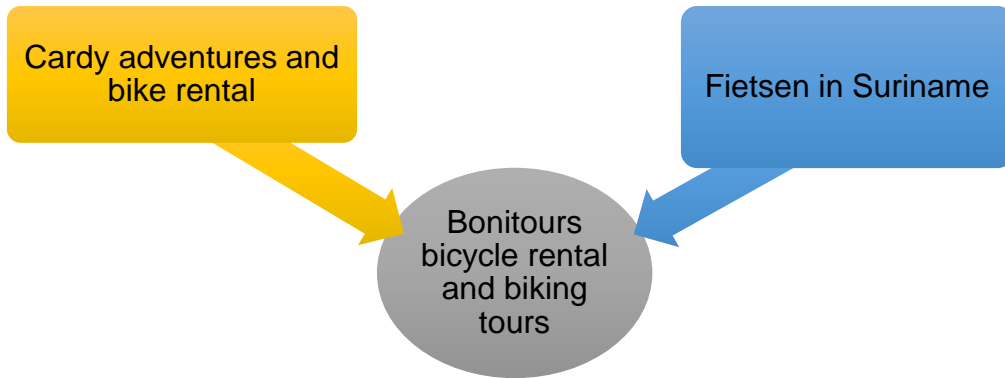
Figure 12 Competitors of Bonitours Suriname bicycle rental and biking tours (Source: D. Aside, Author Thesis)

4.11 Organization Feasibility

4.11.1 Management prowess

The management team of Bonitours Suriname has more than 20 years' experience in the tourism sector in Suriname. This company has been active as a tour operator for eight years and has managed to achieve many successes over the past four years, internationally and nationally. The owner is grown within this sector and has a lot of experience. Together with the management team they have various training courses and courses within this sector to broaden their knowledge and skills. Together with other tour operators, hotels and external partners within the sector, there is a detailed cooperation. Bonitours has affiliated with various associations within the tourism sector such as the tourism foundation Suriname and vestor, and they have also been registered at the chamber of commerce. The staff continues to train in order to share the developments in the tourism sector. The company also offers the opportunity to institutes and training in the tourism sector to receive and supervise trainees during their internship. In a creative way, the various services of the company are presented and offered to the customer to feel comfortable. That's why the slogan of the company is: "Bonitours, your tours to the heart of Suriname".

4.11.2 Resource sufficiency

The company has the means to make this department run and keep it because of their affinity with the sector. Furthermore, the following factors are also present:

- Availability of factory space for business;
- Local and state government support of the business;
- Quality of the labor pool available;

- Willingness of high-quality employees to join the firm;

- Proximity to similar firms for the purpose of sharing knowledge;

- Possibility of obtaining intellectual property protection in key areas;

- Established name within the sector;

- Promotion methods.

4.12 Financial Feasibility

4.12.1 Total start up cash needed

Chart 26 Investment (Source: D. Aside, Author Thesis)

Requirements	Costs in USD
Inner tubes	$100.00
Tires	$200.00
Bicycle chains	$300.00
Dynamo	$200.00
Headlight and rear light	$200.00
Saddle (adults / kids)	$200.00
Bicycle pumps (large / small)	$200.00
Straps for luggage carrier	$200.00
Bicycle bell	$100.00
Grease for ball bearings (tube model)	$200.00
Bicycle lock (chain with lock model)	$400.00
Pedals	$200.00
Skirt protector	$300.00
Complete bike (10 bikes)	$2,005.00
Tools	$200.00
Rain Coats	$200.00
Promotion	$1,500.00
Bicycle parking	$1,500.00

Sub-Total	$8,205.00
Reserve	$1,795.00
Total cost	**$10,000.00**

In the table above the total estimated investment for the bicycle department is presented.

4.12.2 Forecast financial performance and overall financial attractiveness of the bicycle department

Chart 27 Cash flow (Source: D. Aside, Author Thesis)

Period	Cash flow in USD
Year 0	$(7,540.67)
Year 1	$1,024.98
Year 2	$954.70
Year 3	$1,225.14
Year 4	$996.02
Year 5	$1,384.46

Chart 28 Ratio's (Source: D. Aside, Author Thesis)

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross profit margin	0.55	0.58	0.60	0.61	0.63
Net profit margin	0.06	0.05	0.08	0.11	0.12
Current ratio	-	-	-	-	-
Quick ratio	-	-	-	-	-
Deb ratio	0.44	0.40	0.34	0.27	0.21
Solvability	0.56	0.60	0.66	0.73	0.79
Profitability equity	0.15	0.13	0.17	0.21	0.22
Profitability total capital	0.09	0.08	0.12	0.17	0.20
ROI	0.08	0.08	0.10	0.13	0.14

Chart 29 Feasibility analysis (Source: D. Aside, Author Thesis)

DF %	B/C	IRR %	Sensitivity Benefits
3	1.33	45.86	75%
6	1.31	45.86	76%
12	1.27	45.86	79%
20	1.22	45.86	82%
31	1.16	45.86	86%
32	1.15	45.86	87%
35	1.14	45.86	88%

The IRR of this project is 42.46%. In order to judge if the project is acceptable on the basis of the IRR, it must be verified what the minimum expected / desired rate of return is. If the IRR is higher than the minimum expected / desired rate of return, the decision based on the IRR is: execute the project. If the IRR is lower than the expected / desired rate of return, the decision is: Do not execute the project. We set the expected / desired rate of return at 10%. Such a rate of return is already quite attractive for investors to invest in the project.

With an IRR of 42.46%, the project is well above the predicted rate of return of 10%. The decision is therefore: to execute the project.

If we look at the project we can see that all the project goals have been achieved. The various management plans have been put together with the exception of the procurement management because no implementation has been made. The survey revealed that the tourists are interested in renting a bicycle or bending biking tours,

but only 17 tourists have participated. The feasibility study shows that the project can be implemented. The organization is able to run the department in view of the experiences and skills within the tourism sector.

The research into the growth of the local and international tourism market indicates that the tourism market is becoming a growing market. This growth will also be noticeable in the coming decades, the growth that the world tourism organization (UNWTO) indicates has been set at around 8%.

The financial analyzes of the research are favorable and offer opportunities for growth and expansion. The investment will be recouped within 7 years. The profit will increase in the first five (5) years, which will expand, grow and allow the opportunity to enjoy brand recognition.

5   CONCLUSIONS

Now that the project has been carried out, the following conclusions can be drawn:

1. The project management plan has been developed together with all its components such as the scope management approach, scope definition and work breakdown structure dictionary and how the scope will be controlled;

2. The next plan that has been developed is the time management plan with the defined activities and time schedule made in MS project. The project has a duration of 3 months to be executed;

3. The cost management plan has a budget of $10,000.00 and has been approved by the project sponsor;

4. The quality criteria's, quality standards and how these will be managed for the project has been described;

5. In the human resource management plan the fulfillment of the project team with their responsibilities and roles are described, 5 persons are part of the team;

6. Communication in a project is very important and, in the communication plan, the strategy how the communication will find place in the project is defined; some of the tools that will be used are face to face meeting, conference calls, email etc.

7. The risk management plan defines the identified risk and how it will be managed, all of this is developed in the risk register there is only one critical risk identified and this has a link with the budget of the project;

8. Procurement for this project is not defined because the implementation of the project is not included in this project;

9. The primary and secondary stakeholders in this project have been listed to their responsibility and influence, in the stakeholder's register;

10. The feasibility study has been conducted and proves that the project for a bicycle rental department can be feasible.

6   RECOMMENDATIONS

Recommendations give the necessary actions that have to be taken when this plan is implemented, these are as following:

1. The quality conditions that accompany the setting up of the department must be well described;

2. Create a promotion plan, because Bonitours is not the only bicycle rental company in the area;

3. Keep own records of the tourists that visit the company because the foundation tourism Suriname for the time being on non-active, this information can be relevant for future investors or to make analysis;

4. Recruit or make a contract with a bicycle mechanic who can do checkups every now and then;

5. Provide a safety protocol on for the bicycle tours because the safety of the tourist is very important;

6. Develop a profile description of the biking tour, to know exactly what will be needed to perform such a tour for the company and the tourist;

7. the new department the company must do evaluations at the beginning of the operational process with the clients and the workers;

8. Develop sales and rental terms and conditions. These conditions are also to protect the company's assets.

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APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date	**Project Name:**
November 19, 2017	Feasibility study; bicycle rental department for Bonitours Suriname.
Knowledge Areas / Processes	**Application Area (Sector / Activity)**
Knowledge areas: 1. Scope Management 2. Time Management 3. Cost Management 4. Quality Management 5. Human Resource Management 6. Communication Management 7. Risk Management 8. Stakeholder Management **Process groups:** Initiating, Planning, Executing, Monitoring, Controlling and Closing.	Tourism (Rental/Tours)
Start date	**Finish date**
November 19, 2017	July 22, 2017
Project Objectives (general and specific)	
General objective: To develop a feasibility study for creating of a bicycle rental department within Bonitours Suriname to make a go or no-go decision.	

Specific Objectives:

1. To develop a scope management plan to describe how the scope will be defined, documented, verified, managed and controlled.

2. To develop a time management plan to establish criteria and activities within the project.

3. To make a cost management plan in order to have an adequate budget allocated for the project.

4. To develop a quality management plan to describe the quality assurance and continuous process improvement approaches for the project. make sure that all the necessary resources are available.

5. To develop a human resource plan to provide guidance on how the human resource is defined and managed.

6. To develop a communication plan to describe how communications will be planned, structured, monitored and controlled.

7. To develop a risk management plan and risk register to identify and analyze the risk and do risk responses.

8. To develop the stakeholder management plan to identify the management strategies required to effectively engage stakeholders.

10. To develop the plan considering service, industry, organizational and financial feasibility in order to have 4 phases to determine the business feasibility of the department.

Project purpose or justification (merit and expected results)

In Suriname, the tourism sector is one of the country's most important sources of income. However, it is striking that most tourism companies and organizations are run by private individuals. One of these private companies is Bonitours Suriname, which carries out various tours to different areas of the country.

After several observation and recommendations from customers the company has noticed that there is a great demand from its clientele for carrying out bicycle tours or opportunities to rent them. The company has therefore decided to set up a bicycle department within its company.

By carrying out this feasibility study, Bonitours Suriname looks into the possibility of extending their package of services. The company does not just want to go ahead with this expansion, but first check if it

is business feasible. If the research shows that setting up a bicycle rental department is feasible, the company will proceed to implement it.

With the establishment of a bicycle rental department, Bonitours Suriname will bring the following benefits:

1. Better facilitating the customer with regard to renting bicycles.

2. Carrying out cycling tours with your own bikes.

3. Expanding their services with their own biking tours besides the tours to the interior and renting bikes to do biking tours.

4. An additional income source for the company.

5. Creating more employment.

Description of Product or Service to be generated by the Project – Project final deliverables

Feasibility study plan with the following components:

-Product or Service feasibility

-Industry feasibility

-Organizational feasibility

-Financial feasibility

Assumptions

The assumption is that the company will fully cooperate with the feasibility study;

that the staff will acquire the necessary knowledge for running this new department.

Constraints

Resources: Bureaucracy of external stakeholders who must provide certain information to make the research progress and

Time: having little time to discuss matters with the management of Bonitours.

Cost: Increase of cost in order to continue with the research.

Preliminary risks

If the milestone and other planned deadlines aren't reach it can affect the quality of the project.

Budget

The budget will be near $10,000.00 and will be explained further in de cost management plan.

Milestones and dates

Milestone	Start date	End date
FGP Charter	13-Nov-17	19-Nov-17
FGP Work Breakdown Structure (FGP WBS)	13-Nov-17	19-Nov-17
Introduction chapter	20-Nov-17	26-Nov-17
FGP schedule	20-Nov-17	26-Nov-17
Theoretical framework chapter	27-Nov-17	03-Dec-17
Methodological framework chapter	04-Dec-17	10-Dec-17
Executive summary	11-Dec-17	17-Dec-17
Bibliography	11-Dec-17	17-Dec-17
Tutoring	03-Mar-18	03-Jun-18
Reading Reviewers	04-Jun-18	14-Jun-18
Adjustments	15-Jun-18	25-Jun-18
Defense to Board of Examiners	26-Jun-18	02-Jul-18

Relevant historical information

Bonitours Suriname is a one-man business that has been active for 7 years in the tourism sector of Suriname. The company is located in the center of Paramaribo and rents part of a monumental building in which a restaurant is located. The owner of the company has 2 full time employees and freelance guides who are hired when needed. The owner himself is also a guide and often goes on tour to orientate himself on the field and to take the improvement points for the next tour. The company specializes in tours to different areas in Suriname, and they also work together with other tour operators. Other partners are hotels, guesthouses, bus and taxi companies. The company is also part of the largest tourism organization in Suriname: Foundation for tourism in Suriname

The company has the greatest wish and goal to set up an eco-resort in the interior of Suriname. However, this cannot be done yet due to the fact that the government has not given permission to operate on the requested piece of land.

The company is therefore looking at different ways to improve and expand its services.

Stakeholders

Direct stakeholders:

- Management team of Bonitours Suriname

- Tutor

- Student Dulcine Aside

Indirect stakeholders:

- Owner of restaurant

- Foundation for Tourism Suriname

- Tour operators

- Hotels & apartments

Project Manager:	Signature:
Dulcine Aside	
Authorized by:	Signature:

Appendix 2: FGP WBS

- Final Graduation Project

  1. Graduation Seminar

  1.1 FGP Deliverables

  1.1.1 Charter

  1.1.2 WBS

  1.1.3 Chapter I. Introduction

  1.1.4 FGP schedule

  1.1.5 Chapter II. Theoretical Framework

  1.1.6 Chapter III Methodological framework

  1.1.7 Annexes

  1.1.7.2 Schedule

  1.1.7.1 Bibliography

  1.2 Graduation Approval Seminar

  2. Tutoring process

  2.1 Tutor

  2.1.1 Tutor assignment

  2.1.2 Communication

  2.2 Adjustment of previous chapters

  2.3 Chapter VI. Development

  2.4 Chapter V. Conclusions

  2.5 Recommendations

  3. Reading by reviewers

  3.1 Reviewers assignment report

3.1.1 Assignment of 2 reviewers

3.1.2 Communication

3.1.3 FGP submission to reviewers

3.2 Reviewers works

3.2.1 Reviewer 1

3.2.1.1 FGP Reading

3.2.1.2 Reader 1 report

3.2.2 Reviewer 2

3.2.2.1.FGP Reading

3.2.2.2 Reader 2 report

4. Adjustments

4.1 Report for reviewers

4.2 FGP update

4.3 Second review by reviewers

5. Presentation for the Board of Examiners

5.1 Final review by board

5.2 FGP grade report

Final Graduation Project

1. Graduation Seminar

- 1.1 FGP Deliverables
  - 1.1.1 Charter
  - 1.1.2 WBS
  - 1.1.3 Chapter I. Introduction
  - 1.1.4 FGP schedule
  - 1.1.5 Chapter II. Theoretical Framework
  - 1.1.6 Chapter III Methodological framework
  - 1.1.7 Annexes
    - 1.1.7.1 Bibliography
    - 1.1.7.2 Schedule
- 1.7 Graduation Approval Seminar

2. Tutoring process

- 2.1 Tutor
  - 2.1.1 Tutor assignment
  - 2.1.2 Communication
- 2.2 Adjustment of previous chapters
- 2.3 Chapter VI. Development
- 2.4 Chapter V. Conclusions
- 2.5 Recommendations

3. Reading by reviewers

- 3.1 Reviewers assignment report
  - 3.1.1 Assignment of 2 reviewers
  - 3.1.2 Communication
  - 3.1.3 FGP submission to reviewers
- 3.2 Reviewers works
  - 3.2.1 Reviewer 1
    - 3.2.1.1 FGP Reading
    - 3.2.1.2 Reader 1 report
  - 3.2.2 Reviewer 2
    - 3.2.2.1 FGP Reading
    - 3.2.2.2 Reader 2 report

4. Adjustments

- 4.1 Report for reviewers
- 4.2 FGP update
- 4.3 Second review by reviewers

5. Presentation for the Board of Examiners

- 5.1 Final review by board
- 5.2 FGP grade report

Appendix 3: FGP Schedule

	Task Mode	Task Name	Duration	Start	Finish
1		Final Graduation Project	170 days	Mon 11/13/17	Fri 7/6/18
2		FGP start	0 days	Mon 11/13/17	Mon 11/13/17
3		1. Graduation Seminar	26 days	Mon 11/13/17	Sun 12/17/17
4		1.1 FGP Deliverables	20 days	Mon 11/13/17	Fri 12/8/17
5		1.1.1 Charter	6 days	Mon 11/13/17	Sun 11/19/17
6		1.1.2 WBS	6 days	Mon 11/13/17	Sun 11/19/17
7		1.1.3 Chapter I. Introduction	6 days	Mon 11/20/17	Sun 11/26/17
8		1.1.4 Chapter II. Theoretical framework	6 days	Mon 11/27/17	Sun 12/3/17
9		1.1.5 Chapter III. Methodological framework	6 days	Mon 12/4/17	Sun 12/10/17
10		1.1.6 Annexes	6 days	Mon 12/11/17	Sun 12/17/17
11		1.1.6.1 Bibliography	6 days	Mon 12/11/17	Sun 12/17/17
12		1.1.6.2 Schedule	6 days	Mon 12/11/17	Sun 12/17/17
13		1.2 Graduation Seminar Approval	6 days	Mon 12/18/17	Sun 12/24/17
14		2. Tutoring process	66 days	Mon 2/19/18	Mon 5/21/18
15		2.1 Tutor	3 days	Mon 2/19/18	Wed 2/21/18
16		2.1.1 Tutor assignment	1 day	Thu 2/22/18	Thu 2/22/18
17		2.1.2 Communication	2 days	Mon 2/26/18	Tue 2/27/18
18		2.2 Adjustments of previous chapters	6 days	Wed 2/28/18	Wed 3/7/18
19		2.3 Charter IV. Development	47 days	Thu 3/8/18	Fri 5/11/18
20		2.4 Chapter V. Conclusions	6 days	Sun 5/13/18	Fri 5/18/18
21		2.5 Chapter VI. Recommendations	6 days	Mon 5/21/18	Mon 5/28/18
22		Tutor Approval	0 days	Mon 5/28/18	Mon 5/28/18

	Task Mode	Task Name	Duration	Start	Finish
22		Tutor Approval	0 days	Mon 5/28/18	Mon 5/28/18
23		3. Reading by viewers	15 days	Mon 5/28/18	Fri 6/15/18
24		3.1 Reviewers assignment request	6 days	Mon 5/28/18	Mon 6/4/18
25		3.1.1 Assignment of two deliverables	2 days	Mon 5/28/18	Tue 5/29/18
26		3.1.2 Communication	2 days	Wed 5/30/18	Thu 5/31/18
27		3.1.3 FGP submission to reviewers	1 day	Fri 6/1/18	Fri 6/1/18
28		3.2 Reviewers work	10 days	Sun 6/3/18	Thu 6/14/18
29		3.2.1 Reviewer	10 days	Sun 6/3/18	Thu 6/14/18
30		3.2.1.1 FGP reading	9 days	Sun 6/3/18	Wed 6/13/18
31		3.2.2.2 Reader 2 report	1 day	Thu 6/14/18	Thu 6/14/18
32		4. Adjustments	10 days	Fri 6/15/18	Thu 6/28/18
33		4.1 Report for reviewers	9 days	Fri 6/15/18	Wed 6/27/18
34		4.2 FGP update	1 day	Wed 6/27/18	Wed 6/27/18
35		4.3 Second review by reviewers	10 days	Wed 6/27/18	Tue 7/10/18
36		5. Presentation to Board of Examiners	5 days	Wed 7/11/18	Tue 7/17/18
37		5.1 Final review by board	2 days	Wed 7/11/18	Thu 7/12/18
38		5.2 FGP grade report	3 days	Thu 7/12/18	Mon 7/16/18
39		FGP end	0 days		

Appendix 4: Questionnaire/Survey

1. **What is your gender? ***

o Female

o Male

o Other, (Specify)………………………………………………………..

2. **What is your age? ***

o 18 to 24

o 25 to 34

o 35 to 44

o 45 to 54

o 55 to 64

o 65 or older

3. **Have you traveled internationally? ***

o Yes

o No

4. **How often do you use a travel agent when making vacation plans? ***

o Always

o Often

o Sometimes

o Rarely

o Never

5.   How important is cost when choosing a vacation destination? *

o   Extremely important

o   Very important

o   Moderately important

o   Slightly important

o   Not at all important

6.   How much do you spend on a trip/vacation on an average? *

o   Up to $ 1000

o $ 1000 - $ 3000

o $ 3000 - $ 5000

o   Above $ 5000

7.   How important is safety when choosing a vacation destination? *

o   Extremely important

o   Very important

o   Moderately important

o   Slightly important

o   Not at all important

8.   How important is the choice of possible activities when choosing a vacation destination? *

o   Extremely important

o   Very important

o   Moderately important

o   Slightly important

o   Not at all important

9.   What is most common type purpose of your travel? *

o   Family vacation

o   Rest and relaxation

o   Adventures

o   Business

o   Spiritual

o   Health

o   Attending a conference, congress, seminar, and other forms of educations

o   Culture

o   Religious

o   Other, (Specify)………………………………………….

10.   Have you used any online travelling website? *

o   Yes

o   No

11.   If yes, how often? *

o   Sometimes

o   Often

o   Every time when I plan a travel

12.   Have you ever visited the country Suriname? *

o   Yes

o   No

13.   Where did you hear about this country? * (mark the appropriate answer,

more answers possible)

o   I already knew it

o   The internet

o   Friends and relatives

o   Media

o   Books and guides

o   Travel agency

o   Fairs and/or exhibitions

o   It was part of the travel package

o   Other, (Specify)…………………………………………………………….

14.   Have you ever heard of the Tour Agent Boni Tours Suriname? *

o   Yes

o   No

15.   If yes, how? *

o   I already knew it

o   The internet

o   Social Media

o   Friends and relatives

o   Media

o   Travel agency

o   Other, (Specify)……………………………………………………………

16.   What form/type of transportation do you use the most when you're on vacation? *

o   A (Rental) Car

o   The Bus

o   A Bicycle

o   Taxi

o   Other, (Specify)……………………………………………………………

17.   Would you be interested in renting a bicycle on your vacation? *

o   Yes

o   No

18.   If yes, what type of bicycles would you be most likely to rent? *

o   Comfort

o   Cruiser

o   Hybrid

o   Mountain

o   Road

o   Adult Trike

o   Bike Trailer

o   Youth

19.   For what purpose would you rent a bicycle on your vacation? *

o   Recreation/Leisure

o   Fitness

o   Racing

o   Traveling in from out of town

o   Try bike riding before buying

o   Transportation

o   Local use

o   Take with on vacation

o   Other, (Specify)………………………………………………………………..

20.   How much would you spend on hiring a bicycle on your vacation? *

o $ 40 - $ 50 daily

o $ 51 - $ 60 daily

o $ 61 - $ 70 daily

o $ 71 - $ 80 daily

21.   Are you interested in Bicycle Tours? *

o   Yes

o   No

22.   If yes, how much are you willing to pay for an All-Inclusive Bicycle tour?

* (Bicycle Rental, Guide, Entree and non-alcoholic drinks)

o $ 40 - $ 50

o $ 51 - $ 60

o $ 61 - $ 70

o $ 71 - $ 80

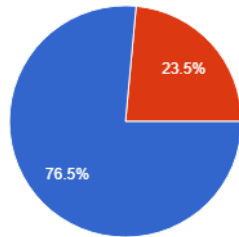**23.   How do you like to get informed about Bicycle Rental and/or Bicycle**

Tours? *

o   Website

o   Social Media

o   Media

o   Online Magazines and Newspaper

o   Local Travel agency

o   E-mail

o   Other, (Specify)…………………………………………………………

Thank you very much for your time and answers!

Appendix 5: Results survey

1. What is your gender?
17 responses

- Female
- Male
- Other, (Specify)..

76.5%
23.5%

2. What is your age?
17 responses

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older
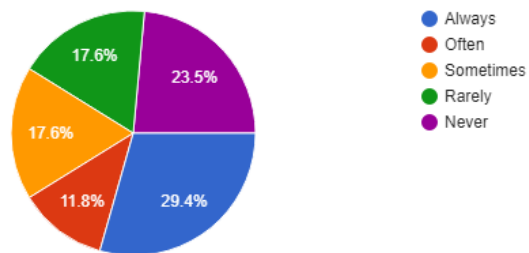
11.8%
29.4%
41.2%
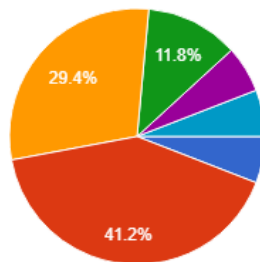
3. Have you traveled internationally?
17 responses

- Yes
- No

94.1%
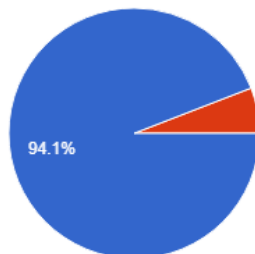
4. How often do you use a travel agent when making vacation plans?
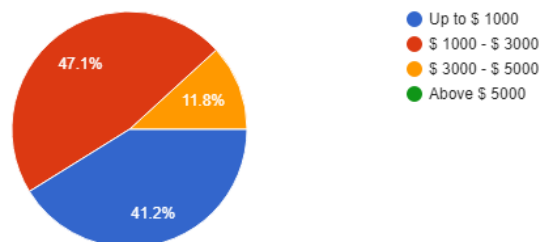17 responses

- Always
- Often
- Sometimes
- Rarely
- Never

17.6%
23.5%
17.6%
11.8%
29.4%

5. How important is cost when choosing a vacation destination?
17 responses

- Extremely important
- Very important
- Moderately important
- Slightly important
- Not at all important

11.8%
64.7%
11.8%
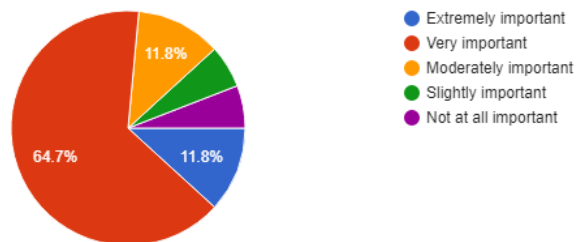
6. How much do you spend on a trip/vacation on an average?
17 responses

- Up to $ 1000
- $ 1000 - $ 3000
- $ 3000 - $ 5000
- Above $ 5000

47.1%
11.8%
41.2%

7. How important is safety when choosing a vacation destination?
17 responses

- Extremely important
- Very important
- Moderately important
- Slightly important
- Not at all important

58.8%
35.3%

8. How important is the choice of possible activities when choosing a vacation destination?
17 responses

- Extremely important
- Very important
- Moderately important
- Slightly important
- Not at all important

23.5%
58.8%
11.8%
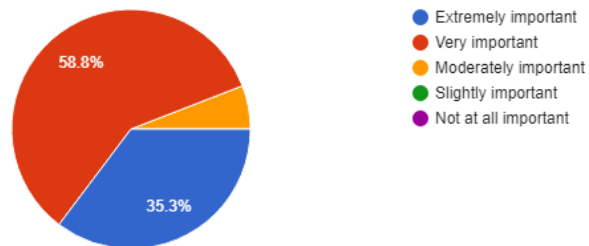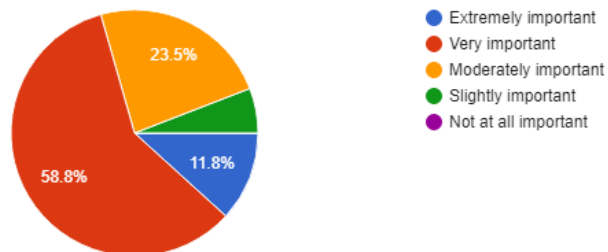
9. What is most common type purpose of your travel?
17 responses

- Family vacation
- Rest and relaxation
- Adventures
- Business
- Spiritual
- Health
- Attending a conference, congress, s...
- Culture

1/2 ▼

41.2%
11.8%
41.2%
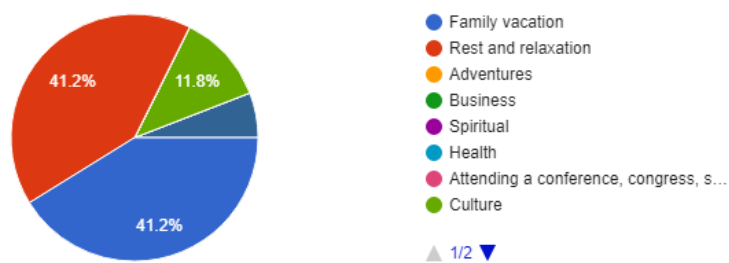
10. Have you used any online travelling website?
17 responses

- Yes
- No

29.4%

70.6%
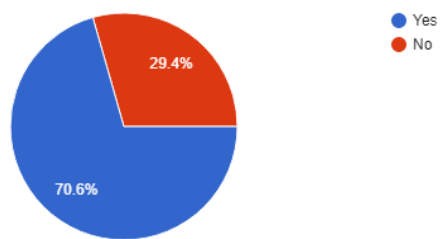
11. If yes, how often?
17 responses

- Sometimes
- Often
- Every time when I plan a travel

29.4%

17.6%

52.9%
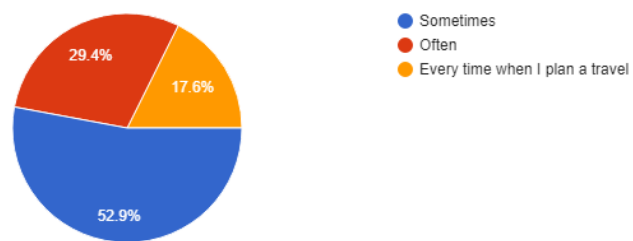
12. Have you ever visited the country Suriname?
17 responses
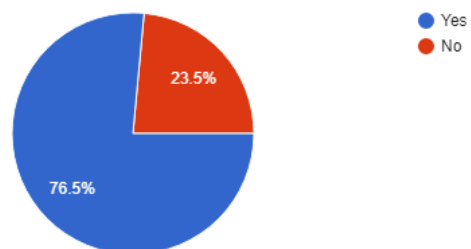
- Yes
- No

23.5%

76.5%

13. Where did you hear about this country? (mark the appropriate answer, more answers possible)

17 responses

- I already knew of it
- The Internet
- Friends and relatives
- Media
- Books and guides
- Travel agency
- Fairs and/or exhibitions
- It was part of the travel package
- Other, (Specify)..

47.1% / 5.9% / 23.5% / 17.6%
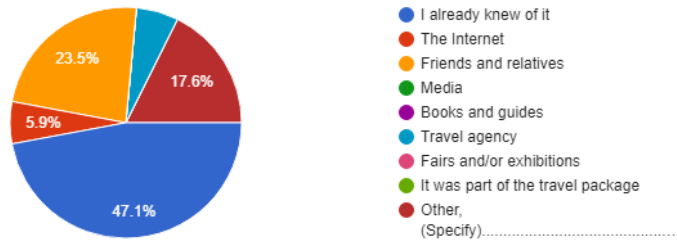
14. Have you ever heard of the Tour Agent Boni Tours Suriname?

17 responses

- Yes
- No

47.1% / 52.9%
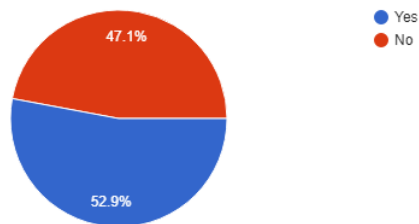
15. If yes, how?

17 responses

- I already knew it
- The internet
- Social Media
- Friends and relatives
- Media
- Travel agency
- Other, (Specify)..

29.4% / 11.8% / 11.8% / 23.5% / 17.6%
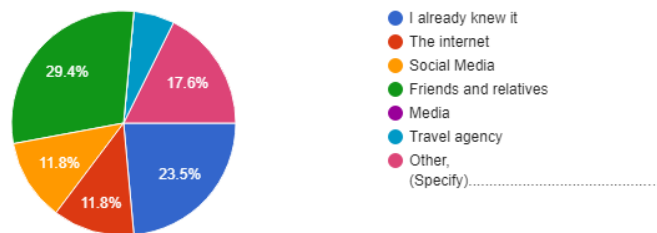
16. What form/type of transportation do you use the most when you are on vacation?

17 responses
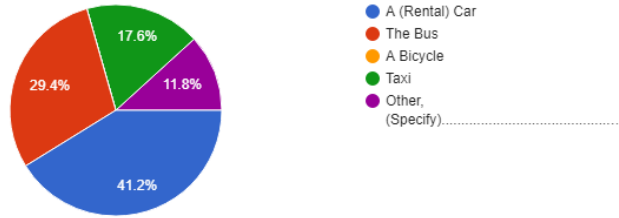
- A (Rental) Car
- The Bus
- A Bicycle
- Taxi
- Other, (Specify)..

17. Would you be interested in renting a bicycle on your vacation?

17 responses

- Yes
- No

18. If yes, what type of bicycles would you be most likely to rent?

17 responses

- Comfort
- Cruiser
- Hybrid
- Mountain
- Road
- Adult Trike
- Bike Trailer
- Youth

19. For what purpose would you rent a bicycle on your vacation?

17 responses

Recreation/Leisure	9 (52.9%)
Fitness	0 (0%)
Racing	0 (0%)
Traveling in from out of town	4 (23.5%)
Try bike riding before buying	1 (5.9%)
Transportation	1 (5.9%)
Local use	2 (11.8%)
Take with on vacation	1 (5.9%)
Other, (Specify)...................	1 (5.9%)

20. How much would you spend on hiring a bicycle on your vacation?
17 responses

- $ 40 - $ 50 daily
- $ 51 - $ 60 daily
- $ 61 - $ 70 daily
- $ 71 - $ 80 daily

88.2%
11.8%

21. Are you interested in Bicycle Tours?
17 responses

- Yes
- No

35.3%
64.7%

22. If yes, how much are you willing to pay for an All Inclusive Bicycle tour (Bicycle Rental, Guide, Entree and non-alcoholic drinks)
17 responses

- $40 - $50
- $51 - $60
- $61 -$70
- $71 -$80

23.5%
11.8%
58.8%

23. How do you like to get informed about Bicycle Rental and/or Bicycle Tours?
17 responses

- Website
- Social Media
- Media
- Online Magazines and Newspaper
- Local Travel agency
- E-mail
- Other,
  (Specify)...

23.5%
11.8%
5.9%
11.8%
35.3%
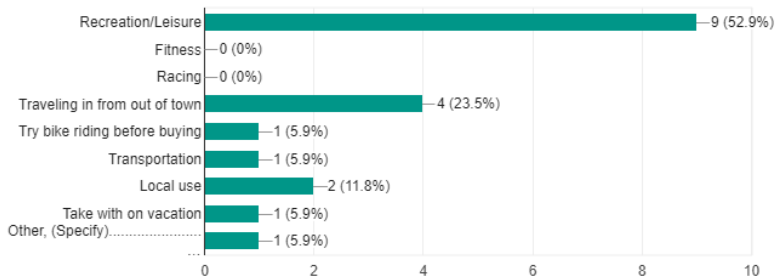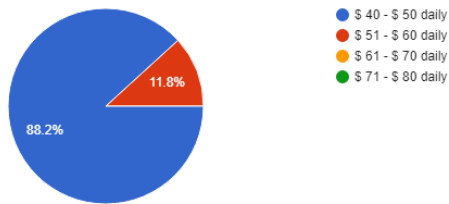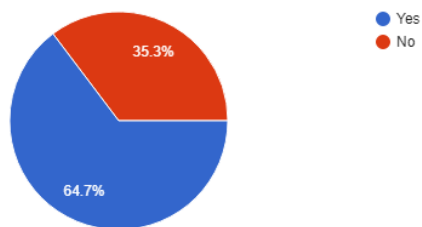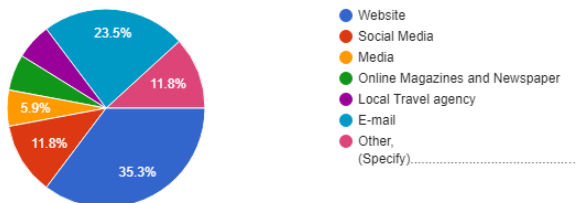
Appendix 6: Change request format

Project Name		Date	
Project Number		Requestor	
Project Manager		Project Owner	

Describe the Requested Change

Describe the Reason for the Request

Describe Alternative Options

Risk Identification/Analysis

Impact Analysis	
Work Products to be Modified	Version Number
1.	
2.	
3.	
Describe the impact of the suggested change to work that is already complete.	

Quality Impact			
Additional Quality Assurance or Quality Control Activities			
1.			
2.			
3.			
Describe the impact of the change to quality assurance activities and quality control activities.			

Schedule Impact			
New Deliverables Description	Effort Hours	Date Required	Impact to Other Delivery Dates
1.			
2.			
3.			
Based on the impact, state the estimated date for implementing the requested change. State the new estimated project completion date.			

Budget Impact			
New Deliverables Description	Lessen or Eliminate Other Expenses? Please describe.	Cost of New Deliverable	Total
1.			
2.			
3.			
Describe the overall impact to budget/cost.			

Decision	
☐ Approved	☐ Rejected
☐ Approved with modifications	☐ Deferred

Justifications

Additional Comments

_____

_____

Approver's Printed Name   Date

_____

Title

_____

Signature

Appendix 7: Project status report template

Project Status Report

[Type the document subtitle]

dulcine aside

[Pick the date]

Project Status Report

Project Name		Date	
Project Number		Reporting Period	
Project Manager		Project Owner/Client	

I. Accomplishments

a. Completed this reporting period

Product or Activity	Comments

b. Planned but not completed this reporting period

Product or Activity	Comments

c. Cause of the variance, if any

d. Planned for next reporting period

Product or Activity	Comments

II. Scope

a. Change requests made this reporting period

Product or Activity	Reason for Request	Approved or Disapproved

III. Schedule

a. Currently, project is on, behind or ahead of schedule (check one)

On Schedule	Behind Schedule	Ahead of Schedule

b. Impact to Upcoming Milestones, Deliverable Due Dates or Project Due

Dates

Milestone or Deliverable	Originally Planned Due Date	Newly Projected Date
Project Due Date		

c. Causes of Schedule Variance

Cause	Estimated Delay

d. Planned Corrective or Preventative Action

IV. Cost

a. Amount spent

Planned Spend to Date	*Actual Spend to Date*	*Cause of Variance*

b. Impact to Budget or Contingency Funds

c. Planned Corrective or Preventative Action

d. Costs Planned for Next Reporting Period

| |
| |
| |
| |

V. Earned Value

	Past Period Cumulative	*Current Period Cumulative*	*Current Reporting Period*
Actual Cost (AC)			
Planned Value (PV)			
Earned Value (EV)			
Cost			
Cost Variance (CV)			
Cost Performance Index (CPI)			
Root Cause of Cost Variance			
Impact to Budget			
Schedule			

Schedule Variance (SV)			
Schedule Performance Index (SVI)			
Root Cause of Schedule Variance			
Impact to Schedule			

	Current Period Cumulative	Past Period Cumulative
% Planned		
% Spent		
% Earned		
Estimates at Completion (EAC)		
EAC (for ETC work performed at the present CPI)= [BAC/CPI]		

EAC (for ETC work considering SPI & CPI)= [AC+[(BAC-EV)/ (CPI*SPI)]		
Comments		
To complete performance index (TCPI)= Work remaining (BAC – EV) / Funds Remaining (BAC –AC)		

VI. Risk

Newly Identified Risk	*Status / Comments*

VII. Issues

Newly Identified Issues	*Status / Comments*

Appendix 8: Quality checklist

Quality Checklist					
Project: Feasibility study bicycle department at Bonitours Suriname				Date:	
	Verification				
Quality Item	Yes	No	N/A	Date	Comments
Does the project have an approved quality management plan?					
Has the quality management plan been reviewed by all stakeholders?					
Do all stakeholders have access to the quality management plan?					
Is the quality management plan consistent with the rest of the overall project plan?					
Have product quality metrics been established, reviewed, and agreed upon?					
Have process quality metrics been established, reviewed, and agreed upon?					
Do all metrics support a quality standard which is acceptable to the customer?					
Do all metrics have agreed upon collection mechanisms?					
Do all metrics have an agreed upon collection frequency?					
Have quality metrics review meetings been scheduled throughout the project's duration?					
Are all metrics clear, measurable, controllable, and reportable?					
Is the project team familiar with the project's quality review process?					
Does the project have an appropriate number of resources assigned for quality assurance and control?					
Has the project team established a repository for all quality documentation?					
Do all team members have access to the quality documentation repository?					
Have all appropriate team members been notified of their required participation in quality reviews?					

Have quality responsibilities been assigned and documented and the applicable personnel notified?					
Have product and process quality standards been established, documented, and communicated?					
Have quality thresholds and limits been established, documented, and communicated?					
Does the change control process accommodate project changes based on quality improvements?					
Has a project quality manager been assigned?					
Is the project sponsor aware of his/her responsibilities relating to quality acceptance?					
Is the customer aware of his/her responsibilities relating to quality acceptance?					

Appendix 9: Project acceptance format

Date	
Project Name and Description	
Client	
Project Sponsor	
Project Manager	

1. Purpose

This purpose of this Project Acceptance Form is to signify acceptance of the delivered solution. It provides verification that all project deliverables have been reviewed and accepted by the Client and it verifies that all work is complete. No outstanding items remain for completion.

2. Complete Acceptance Criteria

This document acknowledges formal acceptance of the project named and described above. All phase acceptance documents are attached and set forth in the list below.

3. Project Evaluation is Complete

On behalf of the Client, the individual signing below acknowledges that he or she has reviewed the Phase Acceptance Documentation and has verified that all project deliverables meet the project specifications and requirements. The Client acknowledges that there are no unfulfilled obligations remaining. Further, the

individual signing below confirms that, he or she, or an authorized agent, has
reviewed each of the project deliverables and found each one to either meet or
exceed all quality requirements.

4. Transition and Training are Complete

The Client acknowledges that the hand-over of the project is complete. For software
development projects, this means that the new system is in production and operating
properly, that the full source code is in possession of the agreed upon owner, that
all system documentation has been delivered to the Client and that all training is
complete.

Permission to Close Project

By signing below, the Client provides the project manager with authorization to
perform all project closing activities including releasing the project team.

Date:

_____

___

By signing below, I

_____, in my capacity

as

_____, for and on behalf of

_____, formally accept the project described

above. I warrant that I have the authority to accept the project on

behalf of _____.

(Insert Name of Buying Organization)

_____

Organization Name

By: _____

Signature

_____

Printed Name and Title