

**THE RESULTS OF AN AMBITIOUS PROJECT IMPLEMENTED  
IN A MULTICULTURAL ENVIRONMENT: CHALLENGES AND  
LESSONS LEARNED FROM THE PILGREES PROJECT**

The image shows a large, faint watermark of the Mahidol University logo in the background. The logo is circular and features a central emblem with Thai script around the perimeter. The text 'KAREN KOULAKIAN' is centered over the logo.

**KAREN KOULAKIAN**

**A THEMATIC PAPER SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF MANAGEMENT  
COLLEGE OF MANAGEMENT  
MAHIDOL UNIVERSITY  
2019**

**COPYRIGHT OF MAHIDOL UNIVERSITY**

Thematic paper  
entitled  
**THE RESULTS OF AN AMBITIOUS PROJECT IMPLEMENTED  
IN A MULTICULTURAL ENVIRONMENT: CHALLENGES AND  
LESSONS LEARNED FROM THE PILGREES PROJECT**

was submitted to the College of Management, Mahidol University  
for the degree of Master of Management

on  
August 23, 2017



A handwritten signature in black ink, consisting of stylized letters 'KK' with a horizontal line through them, enclosed in a rounded rectangular shape.

.....  
Mr. Karen Koulakian  
Candidate

.....  
Assoc. Prof. Nathasit Gerdtri,  
Ph.D.  
Advisor

.....  
Assoc. Prof. Astrid Kainzbauer,  
Ph.D.  
Chairperson

.....  
Duangporn Arbhasil,  
Ph.D.  
Dean  
College of Management  
Mahidol University

A handwritten signature in black ink, appearing to be 'Kannika', written in a cursive style.  
.....  
Asst. Prof. Kannika Leelapanyalert,  
Ph.D.  
Committee member

## ACKNOWLEDGEMENTS

The Pilgreens' experience has been the journey of a learning; a learning implying deep understanding of what it takes to make decisions while sharing risk among one's peers. None of this would have been possible if we were not granted all the support that we have gotten.

First, I would like to express my thanks and deepest appreciation to Mahidol University and the College of Management Mahidol University. A special thank you to Assoc. Prof. Anop Tanlamai, Dean College of Management Mahidol University, Assoc. Prof. Dr. Nathasit Gerd Sri, Assoc. Prof. Dr. Astrid Kainzbauer, and Ajarn Burim Otakanon, who introduced the Pilgreens' initiative to the President and Board of Executives of Mahidol University, and whose enthusiasm for this ecological endeavour had a significantly positive impact on the achievement of the overall project. I would also like to thank Khun Patraticha Hongthong, who acted as a Project Coordinator and contributed to the success of our small enterprise.

Secondly, the Pilgreens have granted support from IAE Toulouse Graduate School of Management, especially from Assoc. Prof. Dr. Nicola Mirc, our main professor, who has agreed on the benefits of our undertaken project. I would like to thank her for her particular attention and encouragement.

In addition, several organizations, who we have shared common interests and values with, have taken part in the funding of our non-profit organization and made everything possible. They provided us with financial aids and/or goods donations, and have been acting as sponsors of our project. A huge thank you to all of those key people and companies.

Finally, I would like to thank my parents, who although were not supportive in the first place, ended up supporting me so I could achieve a lifetime project.

Karen Koulakian

**THE RESULTS OF AN AMBITIOUS PROJECT IMPLEMENTED IN A  
MULTICULTURAL ENVIRONMENT: CHALLENGES AND LESSONS  
LEARNED FROM THE PILGREENS PROJECT**

KAREN KOULAKIAN 5749259

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. NATHASIT  
GERDSRI, Ph.D., ASSOC. PROF. ASTRID KAINZBAUER, Ph.D., ASST. PROF.  
KANNIKA LEELAPANYALERT, Ph.D.

ABSTRACT

The Pilgreens are a group of three students, including myself, who have united their interests and practical management knowledge to thoroughly plan a four-month ecological travel within an electric-powered vehicle. The success of this venture partly relied on the collection of about a EUR 60,000 budget and the promotion of electric mobility. In this regard, we have set up an official French-based NPO to better account for our activities. The organization is built on the foundation of an environmentally-friendly vision: “To be a global driver of electric mobility through the promotion of sustainable projects in developing countries“. This document will provide you with information regarding the Pilgreens’ business development, and an analysis that will help you understand how the team has been dealing with the difficulties encountered. Indeed, while most of the project plan requirements were fulfilled and allowed the three students to depart from Bangkok at the beginning of August 2015, the two-month delay that occurred in implementing the project was due to some specific factors, sometimes unforeseen. In this paper these factors will be analyzed in detail.

KEY WORDS: Project management / Ecological initiative / Cross-cultural management / Planning / Implementation

50 pages

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>LIST OF TABLES</b>	<b>vii</b>
<b>LIST OF FIGURES</b>	<b>viii</b>
<b>CHAPTER I INTRODUCTION</b>	<b>1</b>
1.1 Preface	1
1.2 A lifetime project	2
<b>CHAPTER II STRATEGIC PLANNING</b>	<b>5</b>
2.1 Project objective statement (POS)	5
2.2 Global timing	5
2.3 Milestones	6
2.4 Deliverables	8
2.5 Technical specifications	9
2.5.1 Route definition	9
2.5.2 Means of transportation (an electric tuk-tuk)	10
2.5.3 Budget	11
2.5.4 Overall planning	12
2.5.5 Legal structure	14
2.5.6 Press release to media and other stakeholders	14
2.5.7 Communication plan	15
2.5.8 Communication tools and channels	15
2.5.9 Technical preparation and documentation	16
2.5.10 Event organization in every major city	17
2.5.11 Sponsorships, partnerships, and funding	18
2.5.12 Film, photo, and documentary	18
2.5.13 Logistic and equipment	19
2.5.14 Insurance and tuk-tuk registration	19

## **CONTENTS (cont.)**

	<b>Page</b>
2.5.15 Medication and life support	20
2.6 Project priority matrix	20
2.7 Limits and exclusions	21
2.8 Assumptions	22
2.9 Stakeholder analysis	23
2.9.1 Participants	24
2.9.2 Sponsors and partners	24
2.9.3 Tuk-tuk manufacturers and other suppliers	26
2.9.4 Community and followers	28
2.9.5 Media	28
2.9.6 Governments & administrations	29
2.9.7 Public institutions	29
2.9.8 Public	29
2.9.9 Non-supporters of the project	30
<b>CHAPTER III ELECTRIC MOBILITY</b>	<b>31</b>
3.1 Promotion	31
3.1.1 Communication with the Millennials	31
3.1.2 Understanding the Gen Y	31
3.1.3 Online communication strategy	32
3.1.4 Meeting with the Gen Y	32
3.2 Meeting community leaders and mobility experts	33
<b>CHAPTER IV CROSS CULTURAL MANAGEMENT</b>	<b>35</b>
4.1 From an internal perspective	35
4.2 From an external perspective	36
4.3 Cross-cultural management in the Asian context	37
4.3.1 Negotiating with Thai institutions	37

**CONTENTS (cont.)**

	<b>Page</b>
4.3.2 Dealing with the Chinese supplier	38
4.4 Cultural competence	40
<b>CHAPTER V LEARNINGS</b>	<b>41</b>
5.1 Intrinsic motivation & self-actualization	41
5.2 Suggestions and improvements	42
5.3 Lessons learned	43
5.4 Personal remarks	45
<b>REFERENCES</b>	<b>47</b>
<b>BIOGRAPHY</b>	<b>49</b>

## LIST OF TABLES

<b>Table</b>	<b>Page</b>
2.1 Milestones	6
2.2 Project Priority Matrix	21
2.3 Stakeholder Analysis	23





## LIST OF FIGURES

<b>Table</b>		<b>Page</b>
3.1	Sample of the letter sent to community leaders and mobility experts	33



# CHAPTER I

## INTRODUCTION

### 1.1 Preface

Part of the elements of this paper is the result of common research and work by Ludwig Merz and myself, students in International Management from both IAE Toulouse Graduate School of Management and College of Management Mahidol University. After we completed the Master in International Management at IAE Toulouse, we decided to spend the second year of our Management programme at the College of Management of Mahidol University in Bangkok, Thailand for the year 2014-2015. The International Management in Asian Context degree between IAE Toulouse and CMMU is meant to be terminated with a 6-month internship placement resulting in a thematic paper based on a subject that is treated during the internship. Some parts of this thematic paper can be found in Ludwig Merz's paper since those parts relate to the common efforts made in project management by the two of us and to an analytical approach to the work made.

The idea of "The Pilgreens" was born out of our personal interest while we were living in the capital of Thailand. Luckily our professional intentions matched the expectations of our supervisors from both IAE Toulouse and CMMU Bangkok, so we both decided together to conduct a travel from Bangkok, Thailand to Toulouse, France in an electric tuk-tuk to promote electric mobility. Considering that such a travel adventure was never experienced before and that the whole management of the trip (including preparation, funding, promotion, etc.) required a time-consuming and elaborated project plan, we agreed with our supervisors on using this practical experience to write an analysis about the project planning and implementation of such a project.

The whole work was done in equal parts by Ludwig Merz and myself, while some individual achievements are marked in the text.

## 1.2 A lifetime project

“Your life should be filled with purpose-driven experiences and projects that bring excitement, passion, energy, and authentic meaning and joy into your life”, wrote Richie Norton once. This is seemingly what we felt like while we were sketching our first project definition and planning in October 2014. We were convinced that this electric tuk-tuk was the starting point of something rewarding, something we could benefit from; and we eventually have.

The Pilgreens is a (French) non-profit organization that was founded by Rémy Fernandes-Dandré (FR, Co-Founder and President), Ludwig Merz (DE, Co-Founder and Financial Director), and Karen Koulakian (Co-Founder and Vice-President) officially on the 9th of February 2015 in Paris, France.

We decided to set up this organization to provide a legal framework for our activities that are related to the promotion of electric mobility.

There are some questions that we have been asked many times during the preparation phase and during our travel.

“How did you meet and why did you come up with that idea?” Living in the capital of Thailand is certainly different from living in Europe and also from what people would expect it to be. One of the main reasons is certainly the climate conditions and the resulting culture. And a small vehicle called ‘tuk-tuk’ is part of that culture. It might seem ‘simple’, but it is something that foreigners and Europeans all notice when travelling in Thailand. So did we. Out of curiosity Karen tried to drive a tuk-tuk (with mixed results and feelings going from fear to luck) and he subsequently suggested his fellow student and friend Ludwig to drive back to France with this quirky vehicle. The fact that the idea seems to be completely crazy encouraged us even further to develop and realize this exciting project. Together we started to talk to friends about our plan and Rémy Fernandes-Dandré, who had also taken the first year of the Master programme, absolutely loved the idea and joined the team. He helped and worked at a distance on the project as a full time member, and flew to Bangkok in June 2015. Thinking further about giving the project a valuable purpose and of what a tuk-tuk is famous for (or better why it is so remarkable) we refined our final idea and came up with a plan to carry out the travel in an electric-powered tuk-tuk.

“Why a tuk-tuk?” The answer is simple: “because you asked the question”. By the time you asked the question we have already attained our first objective: generating (your) attention. The answer also suggests the fact that the tuk-tuk is an open and friendly vehicle, which is therefore a good way to communicate about the impact of pollution caused by traffic.

“Why Bangkok - Toulouse?” We both had the opportunity to complete the IMAC double degree at CMMU Bangkok. And the first idea was to connect our two prestigious universities with this travel. When thinking about the timing of the project we have always kept two things in mind. First of all 2015 is a very important year regarding the future development of electric mobility. Over the last ten and especially five years, electric cars have evolved from a niche product to a viable solution for mobility and transportation. As a matter of fact, we have all noticed the station-powered electric cars in the major French cities. But still the image of electric cars is not yet that of a mass-market product that can be used for all kinds of daily situations. Then, such a travel - you might call it a once-in-a-lifetime project - needs a few things to be considered: the availability of all participants, the financial means, and the conditions to execute it, such as favourable weather and stable political situation in the selected countries. These are the reasons why we decided to integrate the project into our “extended” studies (instead of an internship). This was a unique opportunity for us to seize and we knew that if we were not able to undertake this project this year, we would never be able to accomplish it.

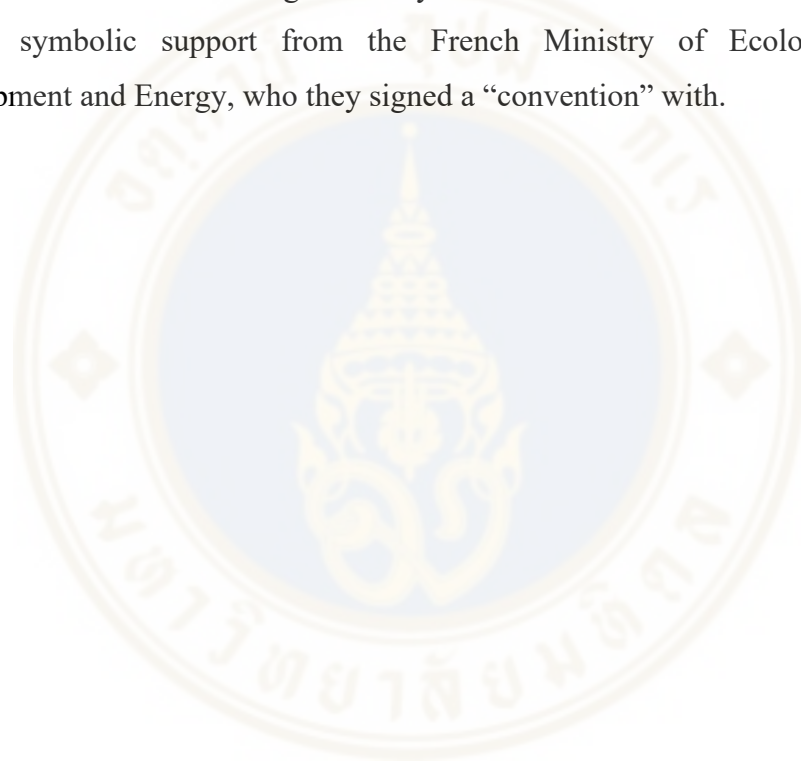
The objective of this paper is to present an overview about the Pilgreens’ work that has been undertaken from the first sketch of the idea in October 2014 all the way until the delivery date of this paper. The general issue we will be considering is multicultural project management and the lessons learned from the Pilgreens project. The first part of this paper is dedicated to the strategic planning of the project based on project management concepts, which includes information and analysis about the implementation of the project. In a later section different analyses, including cross-cultural concepts and discussions, will be detailed. Lastly my personal opinion will be presented as well as a few suggestions for improvement.

Overall, the project represented about ten months of work and preparations so that the final outcome could live up to the initial expectations. And the outcome is

an ecological and challenging journey of 20,000 kilometres across 15 countries over 120 days.

In the meantime they foresaw the laying of the foundations of a future non-governmental organization and managed to meet with local community leaders to study about the needs in electric mobility. Today, they are on a double-edged mission: prove that electric mobility is the way to go and explore the potential of electric mobility in developing countries by collecting testimonials and opinions in the field.

Furthermore, The Pilgreens attended the COP21 United Nations occurrences on climate change in early December 2015 in Paris. They have been granted symbolic support from the French Ministry of Ecology, Sustainable Development and Energy, who they signed a “convention” with.



## CHAPTER II

### STRATEGIC PLANNING

#### 2.1 Project objective statement (POS)

In the following part I will present our project planning (version from April 2015) and the link to the execution (*highlighted in brief comments in italic when it is necessary to explain potential reasons that will be analyzed later in detail*). The following components are inherent to a successful project planning: project objective statement, milestones, deliverables, technical requirements, limits and exclusions.

The initial statement we came up with is the following: To travel from Bangkok to Toulouse using our own transportation (tuk-tuk) from 10 June to 10 October 2015 relying on external funding. Here is the updated statement: To promote electric mobility based on renewable energy sources by travelling from Bangkok to Toulouse with an electric vehicle (in the form of a tuk-tuk, a 3-wheeler) from 15 July to 1 December 2015 relying on external funding and personal contribution of the participants.

*During the planning phase we had to postpone the departure date twice. In the analysis I will provide reasons and include my academic research. The real departure date finally occurred on the 9th of August 2015.*

#### 2.2 Global timing

The travel is embedded in the creation of an organization (The Pilgreens). Its main goal is to promote electric mobility in developing countries. The role within the organization will be a catalyzing project with the aim to create public awareness for the need of this organization as well as first contacts and potential supporters.

We developed a business plan for The Pilgreens as a non-profit organization. As far as we can say after the travel this objective is achieved.

Global timing:

- October 2014 - January 2015: Initiation (feasibility study)
- December 2014 - June 2015: Planning & Development (preparation)
- July 2015 - December 2015: Implementation & Execution (travel-time)
- December 2015: Close up & Evaluation (finalization of budget, reports)
- ... The Pilgreens continues.

*The last draft of the global timing was based on a too short preparation phase and unrealistic assumptions.*

## 2.3 Milestones

The milestones are assigned to one or several of the main project participants, Ludwig (L), Karen (K), Rémy (R).

*There are several milestones that were significantly delayed toward the end. In the analysis part we will try to find a reason for such important delays. As the milestones are indicating, collecting funds was a significant challenge. Due to significant changes in the itinerary (arrival in Toulouse after the COP21) we were able to achieve the main objective and ensured our participation at the COP21 in Paris.*

**Table 2.1 Milestones**

DATE	TASK	RESPONSIBLE	STATUS	NOTES
06/12/2014	Definition of the draft route	R: BKK-Georgia, K: Georgia-EU-TLS	ok	Journey mapping
10/12/2014	Estimations (Electric VS fossil) + Budget estimation	L: Technical parts K: Check + Trip	ok	

**Table 2.1 Milestones (cont.)**

<b>DATE</b>	<b>TASK</b>	<b>RESPONSIBLE</b>	<b>STATUS</b>	<b>NOTES</b>
11/12/2014	Overall planning	L	ok	
12/12/2014	Communication release	R	ok	
31/12/2014	Internship definition	IAE	ok	Validated by Nicola Mirc
15/01/2015	Final strategy definition	ALL	+2	Electric-powered
31/01/2015	Definition of the final route (visa requirements)	ALL	ok	Visa needed for China, Kazakhstan, Russia
01/02/2015	Decision on final transportation	ALL	+16d	Electric tuk-tuk
10/02/2015	Budget estimation (detailed)	L	ok	
12/02/2015	Communication release	R	ok	
01/03/2015	Collect 30% of the budget	ALL	+37d	28/02/2015: 15%
01/04/2015	Start Visa application	ALL(!), Individual	+75d	Tuk-tuk papers needed. Not a critical activity.



**Table 2.1 Milestones (cont.)**

DATE	TASK	RESPONSIBLE	STATUS	NOTES
01/05/2015	Collect 90% of the budget	ALL	+72d	01/05/2015: 60%
01/06/2015	Check of holding all documentation	ALL	+60d	Not a critical activity. Before departure.
01/06/2015	Transportation ready	ALL	+65d	Tuk-tuk ready 10/06/2015 (+10), Batteries 03/08/2015 (!)
10/06/2015	Departure from Bangkok, Thailand	ALL	+60d	09/08/2015
10/10/2015	Arrival in Toulouse, France	ALL	ongoing	Planned: 14/12/2015
05/12/2015 - 09/12/2015	Attendance at the COP21 in Paris	ALL	ongoing	At Musée de l'Air et de l'Espace
Legend:	+60d Critical delay	+60d Non-critical delay	ongoing activity	

## 2.4 Deliverables

In the early stages of the project planning I identified the following deliverables:

- Route definition
- Means of transportation (3-wheeler tuk-tuk)

- Budget
- Overall planning
- Legal structure
- Press release to media and other stakeholders
- Communication plan
- Communication tools and channels
- Technical preparation and documentation
- Event organization in every country (capital and large cities)
- Sponsorships, partnerships & funding
- Film, photo, and documentary
- Logistic and equipment
- Insurance and tuk-tuk registration
- Medication & life support

These are detailed in the ‘Technical specifications’ part of the project plan, where we listed the requirements for each part.

## **2.5 Technical specifications**

The technical specifications contain the detailed requirements for the identified deliverables.

### **2.5.1 Route definition**

The route must be feasible with the chosen vehicle and allow the participants to travel safely from Bangkok (Thailand) to Toulouse (France) within a four-month time frame during summer (June until November 2015).

The route has to go from Bangkok (BKK), Thailand, to Toulouse (TLS), France with the following requirements:

- Feasible in 4 months
- Feasible with the chosen means of transportation
- Length (distance): 15,000 km - 20,000 km
- Visas (for French and German passport holders)

3 propositions / alternatives to choose from (can be partly the same route):

- Fastest
- Shortest
- Least expected “problems”

General requirements for the route selection are:

- Respect legal requirements (licence, visa, etc.)
- No “blocking point” (visa, level of danger, etc.)
- “Safe” (no major risk)
- Provide maps and detailed mapping
- Administrative requirements (Guide in China, etc.)
- Charging point at least every 150 km (electricity requirements)

As required by the update of the initial project statement the route must be feasible by electric tuk-tuk and there must be a charging point at least every 150 km. The final itinerary is presented in the form of a table.

*The route definition has been revised together and with the help and advice of different partners such as local embassies, agencies (mainly in China), experts, and travel blogs, as well as people that have travelled from Thailand to Europe in a classic tuk-tuk (British ladies Antonia Bolingbroke-Kent and Jo Huxster), or that have done such a kind of travel with an electric car. In the appendix you can find the actual itinerary that includes the forecast for the arrival dates. The final route definition fulfills all the requirements and includes: the dates, the length of stay in a city, the departure and arrival cities, the distances between cities, and the number of daily hours of travelling.*

### **2.5.2 Means of transportation (an electric tuk-tuk)**

The initial idea and concept is based on a travel in an electric tuk-tuk, a three-wheeler produced originally in Thailand (but also in different forms in India and other countries in Asia).

The main requirements for the vehicle are:

- Pure electric
- > 150 km autonomy
- Solar panel to help charging the batteries

- Minimum 2 batteries and a charging system that works in all countries
- Ready in June
- Safe
- Reliable
- Affordable (within the budget)
- Potential sponsorship with the producer should be considered

*The tuk-tuk was finally purchased from Tuk Tuk Factory, a Dutch company that has been producing pure electric tuk-tuks for about 5 years now in Bangkok, Thailand. Their vehicles comply with European and international standards and type approval is made for Europe and the United States of America. The delivery date was agreed on the 20th of May, but due to problems with the green coloured pieces from their suppliers they could only maintain a delivery of the final tuk-tuk as of the 10th of June.*

*We then made small changes, such as removing the middle seat bank and replacing it with a box that can be locked to guarantee the transportation and safety of our personal belongings as well as the spare parts. These amendments were finished and ready the 10th of July, with a delay of about one month due to the fact that they were not foreseen to take that much time. The solar panels were installed by a local Thai company (CFEE) within five days.*

*The lithium batteries were purchased from Shenzhen Auto-Energy Technology in China. We purchased them the 15th of May. The expected delivery time was 25 working days (15th of June). Due to problems with the international money transfer the payment arrived in China the 10th of June. Therefore the expected delivery date was the 10th of July. Due to the delay of the delivery (partly caused by the customs) the batteries arrived in Bangkok the 3rd of August, with a delay of about two months. I will try to explain the reasons for it later in other chapters, as the late delivery of the batteries represents the main cause for the overall delay and the late departure. It even put the whole project at risk.*

### **2.5.3 Budget**

The budget has to be flexible and based on the assumptions made in the other parts to provide an overview about the spending and the financial sources.

- Depending on the route (distance, time)
- Two options (Gas vs Electric) to choose from (evaluate the differences)
- A first draft has to include all the costs (prior, during and afterwards)
- All major expenses
- Communication expenses
- Security costs (insurance, etc.)
- Personal budget
- Guide
- Transportation (tuk-tuk + maintenance)
- Preparation
- Communication (e.g. website, printing material, etc.)
- The budget also needs to specify the expected due date for the major expenses and provide a cash flow forecast.

The draft will be constantly updated to respect the changes in the other parts and will be finalized after the trip.

*During the implementation of the project some spending had to be delayed due to the lack of sponsors and financial sources but at the departure date the budget and the cash flow forecast were within the plan. Including our personal input the total project was financed at 90% and the cash flow guaranteed the coverage of the expenses until at least beginning of November 2015. The total budget could at some point slightly decrease from EUR 60,000 to EUR 50,000 by removing unnecessary spending, but at the end we had to include other unforeseen costs, therefore the total budget remained the same as initially planned.*

#### **2.5.4 Overall planning**

An overall planning in the form of a GANTT chart was provided and constantly updated to keep track of the main project activities, the interdependencies of the tasks and the critical path (possible delay). The first draft had to include an estimation of all the necessary main activities and responsible persons for each task and provide a global timeline. The final planning included a resource allocation scheme.

*In the appendix you can find the GANTT chart and the resource allocation scheme. During the execution we encountered many problems, such as a short notice of delays that could not be resolved using a GANTT chart.*

*The project plan chart was useful to show the final consequences of delays in each task but it does not tell you any solutions. We got biased by the planning that showed that the final objective was still on track, while we did not realize that delays in the tasks made us use all the spare time to compensate them on the paper. Therefore at the end in theory the project was still on track, but in reality we had lost all flexibility and had no time left to compensate further delays in the execution.*

*Another main problem we experienced was caused by our plan: the relationships between the tasks were not modelled correctly and we used too much resource levelling and therefore we added too much tasks on the critical path. Resource levelling is normally used to schedule tasks in parallel in order to save time and reduce costs by applying a better resource utilization, but the disadvantages are that you reduce slack time and therefore flexibility, and you increase the risk of delay as more activities become (near) critical.*

*That is exactly what happened to our project: for example we did not take into account the fact that Tuk Tuk Factory could not provide us with the vehicle papers (that were required to apply for the number plate which was needed to start the two-month long registration process in China) before they had received the chassis number.*

*Initially we had scheduled the task of vehicle production and vehicle registration as separate tasks. As we were running late for the order and the production we just rearranged them as parallel tasks. But finally the registration could only be started after the production of the main body, which means that the delay in the production also caused a delay in the registration.*

*There were other additional delays that we had not expected including late reactivity from Tuk Tuk Factory and the need of sending the original papers by post to Paris. In a normal project such unforeseen activities would have been considered as normal and would not have a significant impact. But in our case every delay had a direct influence on the overall success.*

### 2.5.5 Legal structure

A legal structure needed to be set up to provide a legal framework for the trip. The structure and the legal framework allows the participants to:

- Receive money from sponsors
- Keep track of the financial resources
- Be compliant to a standard that is widely recognized and internationally accepted
- The participants can act in the name of the organization and the vehicle and other investments can be made for the organization
  - The founders of the association are liable within the limits guaranteed by the state and the French and international law
  - Accounting has to follow the legal requirements and the money can only be used in accordance with the mission of the organization

*After reviewing different forms of legal structures, the final project structure was established in the form of a French ‘association’ (non-profit organization) in Paris and under the French law. A public and non-profit organization was set up in France on the 9th of February 2015 under the name of ‘The Pilgreens’. The objective of the organization was defined set as follows: to promote the use of cleaner sources of energy and support the mission, the organization foresees, among other things, a trip aboard an electric vehicle, before continuing to develop the organization under the pro-environmental philosophy of the founding members. This establishment binds the project with the legal requirements of a non-profit organization in the European Union.*

### 2.5.6 Press release to media and other stakeholders

All stakeholders must be constantly updated by being given the access to the relevant information and the relevant stages of the development of the project (preparation, forecast, travel, finalization). This is assured by the emission of official press releases for every major event in the project development.

*This was an optional task and at the end we reduced the press releases to the main updates and core events. Overall we only published three official press*

*releases, while the invitation to most of the events on our way was finally handed over to the local event organizers. Here they are:*

- *The press conference on 28th May 2015 (EN, FR, TH, 2015-05-21)*
- *The farewell-party @Ocean Bangkok on 27th June 2015 (2015-06-04)*
- *The Kickstarter campaign (EN, 2015-06-10)*

The reason for this ‘failure’ is analyzed in the chapter about motivation.

### **2.5.7 Communication plan**

The goals of the communication plan are as follows:

- Attract public and inform them about the trip
- Create a network of interested people (community of followers)
- Allow to send updated news to that network
- Communicate the vision, goal, motivations
- Interact with stakeholders and communicate to them via the media

*The final communication plan provides companies with the details of partnership and sponsoring opportunities.*

*Besides the communication plan we also created a Marketing presentation (in the form of a PDF document), an advertising video as well as a PowerPoint presentation that we usually used.*

*These documents were not foreseen in the project plan but were finally the most important utilities in our communication strategy.*

*A detailed analysis of our communication could be done at the end and after termination of the project. By today we do not have enough data to examine whether the way of communicating was the most efficient or not. We did change the plan a few times by taking into account suggestions from our partners.*

### **2.5.8 Communication tools and channels**

The following communication tools have been set up, monitored and updated on a regular basis:

- Online
  - Website
  - Social media



- Youtube channel
- Facebook (page and group)
- Twitter
- Instagram
- Blog
- Newsletter (own + partners')
- Offline
  - Press
  - Radio
  - TV
  - Magazines

*The launch of an entirely new website including a blog was planned in June prior to the departure, but finally realized in September during the travel. With the help of Google Thailand inc. a communication plan for social media was elaborated. It included five daily updates and posts on Facebook and Twitter. Videos were regularly posted on Youtube.*

*Due to unforeseen problems with the censorship of social media in China we had to reduce the frequency and adapt to the local Internet connection.*

*We underestimated the difficulties to find a working Internet connection and the time it would take to maintain a network of followers. A possible solution could have been to have a team in France or in Thailand that takes care of all the aspects around communication but we had decided to organize the communication by ourselves. Retrospectively we would now consider making a different decision and delegate some work to a team in an office – for example we could have hired a Community manager. We also got inspired by “Pole to Paris”, another project of the same kind as The Pilgreens’ travel.*

### **2.5.9 Technical preparation and documentation**

The goal of the preparation was to make the trip as safe as possible and exclude any technical failure or foresee measures in case of technical problems.

- A maintenance training at Tuk Tuk Factory was set up before the travel.
- The following documents were prepared prior to the trip:

- Documentation of the technical requirements
- List of spare parts
- Maintenance manual
- Security manual

The technical documentation had to allow the participants to communicate and prove the technical feasibility. On the other hand it had to allow the execution of the trip, meaning that it had to provide some maintenance aid and ensure safety.

*Together with Tuk Tuk Factory a list of necessary spare parts was set up and a maintenance training was held at their factory showing the necessary maintenance steps and possible repairs.*

#### **2.5.10 Event organization in every major city**

During the journey events have been organized in order to meet persons of public interest. The idea was to discuss the possibilities of electric transportation, create awareness and promote cleaner sources of energy.

The events have been used to conduct a study on ‘the perception of electric mobility in developing countries and how an international organization (NGO) could intervene to promote the use of cleaner sources of energy in selected countries’.

The events were developed and organized around the following keywords (linked to the travel): sensitize, educate, set up projects, promote solutions, and encourage people to take action.

*In all the big cities we have organized meetings with key people of the electric mobility (mostly in the capital cities). Educational events (in schools, universities, and companies) are also planned and have been organized at universities, for example in Bangkok (Thailand), Kunming (China), Almaty (Kazakhstan), in Baikonur (Kazakhstan), in Tbilisi (Georgia), and in Belgrade (Serbia). There were many events planned to the attention of teachers, students, parents and public. During the presentations we provided young people with information about environmental issues, solutions for cleaner transportation, evolution of our societies, and environmental care by presenting our purpose.*

### **2.5.11 Sponsorships, partnerships, and funding**

Sponsorings were granted from different financial sources to cover all the expenses related to the trip and to provide a funding for the organization. The collected money was used to finance the trip but could also be used within the goal of the organization. Any extra money that would not be used at the end were expected to be donated to another organization that is in line with the values of the founders, or retained to be deployed for further activities within the organization.

Sponsors/partners have to be aligned with the overall goal of the organization and the core values of the project. The idea is not to ‘sell’ a product but provide a win-win situation. Partners could have a certain level of visibility towards the media and other advantages that are stated and detailed in the communication plan.

Financial sources could include:

- Governments and public fundings
- Charity and other organizations
- Public organizations such as universities or cities
- Companies (B2B support)
- Private persons (B2C donations)
- Crowdfunding
- Contribution of the founders (limited!)

*A complete list of all sponsors and partners is provided in the stakeholder analysis. Identifying then convincing the different partners and especially sponsors was the most difficult and challenging part of the preparations. Especially as the time between the announcement (official launch in February) and the departure (initially planned in June) was limited (constrained to five months). This is also the main reason why the payment of the sponsors (cash flow) arrived quite late and caused a delay of some tasks (such as the order of the batteries and the tuk-tuk).*

### **2.5.12 Film, photo, and documentary**

A professional film and photo documentation were planned to be released during and after the trip. The planning for it included the equipment and a story board. The documentary was about the preparation, the trip itself and the events prior, during and after the travel.

*The filming was ongoing and we finished some small clips. But an overall plan for the documentary is still missing and has not been realized yet.*

### **2.5.13 Logistic and equipment**

A packing list including all the important parts needed for the travel is made available together with the source and the timing to make sure to be ready at the departure date. This includes:

- Insurance and tuk-tuk registration
- People + vehicle + tax compliance
- Driving licence requirements
- Visa
- Accommodation (tent, sleeping bags, etc.)
- Personal care
- Medication & life support (health insurance)
- Vaccinations
- Medication (regular + emergency)
- Personal insurance
- Emergency contacts in each country and place
- Training and preparation for unexpected situations

*A packing list was provided and set up. Every item was assigned to a responsible person in the team to make sure that everything was ready and set up on departure date. This list was created and verified with the help of other experienced travellers, medical supporters (doctors), and other key individuals.*

*The logistics were overall all right, at least the documents (visas and tuk-tuk) were accepted in all the countries, and there has not been any problem that could not be resolved by ourselves, although passing through the Russian-Georgian border was a hassle due to administrative constraints.*

### **2.5.14 Insurance and tuk-tuk registration**

The tuk-tuk needed to have an insurance to fulfill the international travel requirements but also in order to avoid any expenses for the participants in case of a severe accident or any unlucky situations, such as a theft or any forms of violence.

*The registration of the tuk-tuk was complete (licence plate: DS-205-FP) and the papers were brought to Bangkok by Rémy on the 17th of June. The insurance was provided by Allianz. The tuk-tuk was insured against all possible damages in most of the countries we travelled through up to the value of EUR 100,000,000 (civil responsibility) and EUR 18,900 for the tuk-tuk. The driver was insured to the amount of EUR 250,000.*

### **2.5.15 Medication and life support**

We needed to be equipped with our own medical kit and be able to treat the most common diseases and problems by ourselves (first aid kit), however an insurance which we were offered could cover any possible medical fees and expenses related to any potential health issues regardless of the country.

*MSH International provided a fully health insurance for all participants during the whole travel. A medical kit was acquired with the help of doctors and pharmacists as well as our insurance. The medical kit had proved to be efficient for the small problems we encountered.*

## **2.6 Project priority matrix**

Project management often relates to the management of schedule, budget, and performance. Indeed, the most important consideration in project management is the trade-off between time, cost and requirements. The project priority matrix is used to identify which criterion is constrained, which should be enhanced and which can be accepted.

**Constrain:** The project must meet the completion date (time), specifications and scope (requirements) or budget. A constraint is considered when a fixed deadline, an absolute limit of the budget or some critical requirements which need to be fulfilled are planned.

**Enhance:** Which criterion can be enhanced? Given the scope of the project, which criterion should be optimized? Enhancing time or cost means making time shorter or cost cheaper whereas enhancing requirements means improving quality.

Accept: For which criterion is it acceptable not to meet the original perimeter? When trade-off has to be made, is it permissible for the schedule to slip, to reduce the scope and performance of the project or to go over budget? Accepting time or cost means postponing the deadline or increasing costs whereas accepting requirements means decreasing quality.

**Table 2.2 Project Priority Matrix**

	TIME	REQUIREMENTS	COST
Constrain	X		
Enhance		X	
Accept			X*

\* depending on external funding

Time was constrained in the case of our project since there was a fixed arrival date (initially the graduation day at IAE Toulouse on the 7th of November, and later the COP21 event in Paris at the beginning of December – arrival in Paris expected on 4 December 2015).

In the project the requirements could be enhanced, meaning that the ways of communication, the number of presentations and the interaction with the followers can always be improved.

The budget was determined by us at the very beginning, and based on this budget we have set up a fund collection objective. An increase in the budget and the costs could be accepted as it would have simply implied increasing the sponsoring and finding more supporters. This is only possible within some limits and by investing more time, and it should be used with care and only in the case that an increase in the budget cannot be avoided.

## 2.7 Limits and exclusions

The following limits and exclusions must be kept in mind while planning the project and the outcome:

- The amount of money spent by the participants must not exceed 5k Euros per person.
  - The currency exchange risk will not be excluded (no hedging or buying forward).
  - All preparation work is done by the participants or done on voluntary basis (try to avoid hiring some people for communication or other activities).
  - Defining a risk free route to avoid major difficulties is possible.
- The budget was initially based on estimations and could therefore vary.

## 2.8 Assumptions

The assumptions must be kept in mind while planning the project and the outcome:

- In case sponsors will not cover all the fees, the missing fees should be covered by the participants.
- Political situation is and will be stable to travel in the selected areas.
- Visa requirements will not change (planning to execution).
- All participants do not have any personal constraints during the travel period (June - December 2015).
- Gas/electricity prices are calculated on prices dated January 2015 with a 10% risk adding and will not change significantly.
- Currency conversion is based on the rate of the 01/05/2015 and will not change significantly.
- All calculations are based on Euros and km (kilometres).
- The electric tuk-tuk that will meet all the requirements can be found on the (Thai) market or partly developed on the basis of an existing electric tuk-tuk by modifying it.

In case that any of these assumptions would not apply anymore the trip could be postponed, replaced by a similar trip (shorter, other route) or completely cancelled. All the money collected at that point will be either returned or used within the aim of the organization.

## 2.9 Stakeholder analysis

As part of the project plan a stakeholder analysis has been conducted in order to develop the project accordingly with the stakeholders' needs. All stakeholders were identified and classified and then categorized as supporters, neutral and opponents.

**Table 2.3 Stakeholder Analysis**

<b>High power (high influence on the project)</b>		<b>Governments Administrations Accommodation (hotels) Media (press, TV...)</b>	<b>Participants Tuk Tuk manufacturer Suppliers</b>
<b>Moderate power (little influence on the project)</b>		<b>Institutions Agency (China)</b>	<b>Sponsors Partners</b>
<b>Low power (no influence on the project)</b>	Supporters of fossil driving Traditional car manufacturers	<b>Public Electricity provider</b>	<b>Followers Community Participants at events</b>
	<b>Opponents (no interest)</b>	<b>Neutral (moderate interest)</b>	<b>Supporters (high interest)</b>

This analysis includes:

- Commissioners: those that pay the organisation to do things
- Customers: those that acquire and use the organisation's products
- Collaborators: those with whom the organisation works to develop and deliver products
  - Contributors: those from whom the organisation acquires content for products
  - Channels: those who provide the organisation with a route to a market or customer
  - Commentators: those whose opinions of the organisation are heard by customers and others
  - Consumers: those who are served by our customers: i.e. patients, families, users
  - Champions: those who believe in and will actively promote the project



- Competitors: those working in the same area who offer similar or alternative services

### **2.9.1 Participants**

The participants have a high interest in the success of the project and are therefore considered as main supporters, developers, and driving force (organizers) of the project. Their interest stems from their intrinsic motivation that is related to the desired outcome of the travel. Therefore they are highly important for the success and their degree of motivation should be kept high. Identified participants are:

Ludwig Merz, student at IAE Toulouse and CMMU Bangkok (Master International Management). Due to his undergraduate studies in industrial engineering at the University of Applied Sciences in Munich he is the technical responsible of the project and he takes care of the tuk-tuk, the spare parts, the tools and maintenance of the tuk-tuk. Besides that he is the financial director. He has no health problems and is highly motivated.

Karen Koulakian, student at IAE Toulouse and CMMU Bangkok (Master International Management). Due to his background in cross-cultural management he takes care of the planning of the itinerary, the visa processes and administrative requirements, as well as the meetings on the way. Besides he is the communication director. He is also coordinating the sponsors; he is the main contact. He has no health problems and is highly motivated.

Rémy Fernandes-Dandré, student at IAE Toulouse (Master International Management), previously working at Young & Rubicam in Paris, is responsible for the communication and the legal structure in France. Due to his media work he will also take care of the final documentary. He is the president of the organization. He has no health problems and is highly motivated.

### **2.9.2 Sponsors and partners**

Partners and sponsors are selected individuals, institutions, companies or other organizations (such as universities or governments) that have chosen to take part in the project. So they are also considered as supporters. The difficulty is to identify them and convince them to partner up with the Pilgrims. And once they are partners

and/or sponsors they have to be actively managed accordingly with their individual needs (meetings, information, fulfill the contract obligations). This is an important group of stakeholders that must be integrated in the planning. Identified partners and sponsors are:

IAE Toulouse: University where the participants are enrolled in. All the members of the Pilgreens' team are students at IAE Toulouse and this project is considered as an internship project. The project was granted a financial aid from this institution.

Mahidol University & CMMU: University of departure and financial sponsor. They have a high interest in environmental care and wish to promote themselves as a "sustainable university". They are also highly interested in the safety of the journey, and they accept to provide medical care.

AccorHotels: Main financial sponsor providing free accommodation during the trip (20% of the cities). They have a high degree of interest in environmental care and they promote environmental initiatives through 21 commitments (Planet 21 program-) for the well-being of the world.

Franco-Thai Chamber of Commerce (FTCC): Professional partner in Thailand that provides connection to French and Thai companies around Bangkok and in France. They also arranged the participation of the Pilgreens at "La Galerie COP21" event (Musée de l'Air et de l'Espace) in Paris, with the support of the French Embassy in Thailand.

Conseil Départemental des Hautes-Pyrénées: Institutional sponsor based in south France. They have a high interest in environmental care and wish to promote the initiatives taken within their region.

Cyber-Concepts IT consulting: German IT consulting that is interested in the project and the outcome. The CEO has a personal interest in environmental care.

Fondation Crédit Agricole Toulouse: Foundation sponsoring the project with a financial aid and having a high degree of interest in environmental care.

Hair & Chic: French-based company that is interested in the project and the outcome. The CEO has a personal interest in environmental concern.

MSH International: Health sponsor that provides a free health insurance for the participants covering the whole trip. They have a high degree of interest in the safety of the project due to their responsibility as an insurer.

Rotary International: Supportive organization of the project. Provides connections and support along the way, mainly in the form of contacts and assistance. The Rotary and Rotaract clubs are mostly spread in Europe and Turkey, they are a network of entrepreneurs that may join the Pilgreens' network in the future. Meetings have been arranged.

Kiwi & Kom-Kom Products Co. Ltd: Thai company that is interested in the project and the outcome. The CEO has a personal interest in environmental care.

Young & Rubicam: Communication agency based in Paris. Support through Rémy (employee until June 2015). Low degree of further interest in the project. No financial support.

ART++: International company specialised in the production of smart and waterproof bags. They provided waterproof bags that have a geolocation technology (if connected to a global positioning system). That partner is interested in the project outcome.

Comité de labellisation COP21: The committee for the COP21 labellisation has granted the "labellisation" to The Pilgreens' project early beginning of October 2015. In other words, the French Ministry for Ecology, Energy, Sustainable Development and Sea supports the project and acknowledges the organization's goals and values. This committee will symbolically communicate on the green initiative of The Pilgreens, among with other initiatives, as part of the COP21 labellisation to non-profit organizations.

### **2.9.3 Tuk-tuk manufacturer and other suppliers**

The suppliers of the tuk-tuk and other parts (batteries, solar panels, etc.) are also considered as supporters, as it is in the nature of their business to support their clients. When their role should turn into a partner (sponsor) they might be more reluctant but still do their business to support the project (neutral). The difficulty is to choose the right partners (the supporters among them), as the latter are more likely to do their best to help for the success of the project. So the selection process is highly

important. Also the advantage of being a supporter (instead of a supplier) for them needs to be explained and communicated in a clear way (communication plan) to convince them to support the travel. The difficulty is to identify them and convince them to partner up with the Pilgreens. And once they are partners they have to be actively managed accordingly with their individual needs (meetings, information, meet the obligations, etc.). This is also an important group of stakeholders that must be integrated in the planning.

Tuk Tuk Factory (TTF): Supplier of the electric tuk-tuk. They have a high interest in achieving the project without any technical problems. Will be held liable for technical failure. A contract is signed that guarantees the support during the travel (e.g. sending out spare parts or technical assistance) and the Pilgreens have to include TTF in their communication.

Shenzhen Auto-Energy Technology Limited: Supplier of the lithium batteries (NMC). The project got delayed due to a problem with the international money transfer. They have no interest in sponsoring the project, and have no particular interest in speeding up the production process. However research showed that they provide high product quality.

Clean Fuel Engineering Enterprise Co., Ltd (CFEE): A Thai company based in Bangkok that produces tuk-tuks and golf cars. Their product range includes electric vehicles as well. In 2010 the CEO, Aj. Morakot Charnsomruad, has built a solar roof for one of their electric tuk-tuks. CFEE supplied the solar roof for the Pilgreens' tuk-tuk. The deal with that company is simply based on a contract. The company has a great deal of experience in that field and is therefore the ideal partner.

SafariOffRoad4x4: A Thai automotive tuning company based in Bangkok. They helped us customize the vehicle; they changed the seats, suspensions, and other small details to prepare it for such a long road trip. The owner got acquainted with the project and agreed on a small sponsorship (in the form of a discount). In return we posted their logo on the tuk-tuk. The company had the right expertise and has an interest in the project.

### **2.9.4 Community and followers**

The influence of the community and the followers is quite low and they are considered as supporters. So the objective is to keep them satisfied by providing updated information about the project and answering all kinds of questions, in order to grow the community using the network of existing followers. It is not necessary to allocate too much time to these groups.

Facebook community: About 4,000 followers with a regular interaction of about 10% with the project (shares, etc.). Facebook advertising has brought about 500 additional followers. A continuous growth is expected.

Newsletter: 50 persons have subscribed to the newsletter. More promotion is needed.

Facebook group: About 250 persons have shown a deeper interest in the Pilgreens' commitments by joining the discussion group. More interaction is needed.

Twitter: About 300 followers. Regular retweets. A continuous growth is expected.

Instagram: About 350 followers. Photos are published regularly and also automatically integrated on the Pilgreens' website.

### **2.9.5 Media**

Media outlets have been generating a lot of visibility for the project, in over 50 countries. They should be provided with good stories; they may turn into supporters. Some media in the area of environmental protection might already be, others must be actively contacted. Media outlets are approached either using public relations services from an agency (that was the case for the first press conference held at the CMMU) or by personal contacts. Media intervention in the form of interviews (TV, press, and radio) is also occurring during the trip in different cities.

Thanks to the press conference at CMMU Bangkok the 28th of May and some additional interviews in Bangkok, the Pilgreens have been represented in several Thai and international media. Most media like the idea of the project and the articles are in favour of the project.

### **2.9.6 Governments & administrations**

Governments and administrations are quite important as their position is not always supportive but they can have quite a high degree of influence. So their requirements should be studied very carefully and the project should be adapted to meet their requirements. We were in contact with embassies in: Thailand, Laos, China, Kazakhstan, Russia, Georgia, Armenia, Turkey, Bulgaria, Serbia, Croatia, Slovenia, Austria, Germany, France.

The reactions are without exception entirely positive and supportive, and the project is mostly supported by the French embassies in all the countries we travel in. We have had a chance to meet with French ambassadors and consuls.

### **2.9.7 Public institutions**

Institutions are important as their position is not always supportive but they can have quite a high degree of influence. So their requirements should be studied very carefully and if necessary the project should be adapted to meet their requirements. Their level of interest might be increased. The identified public institutions are IAE Toulouse and Mahidol University (CMMU).

During the travel various schools, universities and other institutions have been contacted so conferences could be organized. They do not have an impact on the direct success of the project and usually their interest in having us holding a conference at their institution is high.

### **2.9.8 Public**

This wider group is not very influential over the project but the interesting part is that they might be turned from a neutral position to a supporting position (e.g. join the community or become supporters). Public must be integrated in the project as far as possible.

The goal is to raise awareness for cleaner sources of energy in the public. People are the main target of the campaign and the whole project. Usually the audience does like the idea and is in favour of the project. There is still a lack of action and interaction. The emotional connection is missing. To change the behaviour people have to get more actively involved in the project.

### **2.9.9 Non-supporters of the project**

In general this travel does not harm anybody. So there is no direct opponent. Some individuals, companies and organizations might oppose the objective of promoting electric driving and cleaner sources of energy but they do not have a significant influence. The strategy is to monitor this group of people and provide them with information to convert them into a neutral or positive position.

At some point we expected resistance towards the project in countries whose income and resources are mainly based on fossil fuels such as Kazakhstan but till today this is not the case, and public as well as institutions are highly supportive.



## **CHAPTER III**

### **ELECTRIC MOBILITY**

#### **3.1 Promotion**

This part will account for the scholar and professional meetings and conferences organized during the implementation phase of the project.

##### **3.1.1 Communication with the Millennials: Strategy and conferences**

The question raised prior to the trip was how to better connect with the younger generation, since they are at the heart of the environmental concern; they are the future, therefore the main audience of this project. Two strategies were developed: one designed for the prospective sponsors (including the communication plan — detailed in the project plan — which lists the sponsors' benefits and the available packages) and one regarding the generation Y.

##### **3.1.2 Understanding the Gen Y<sup>1</sup>**

The Generation Y, referring to the 15-34 years old individuals born between 1981 and 2000, represent the world's biggest consumer segment, accounting for about a third of the global population. Millennials are projected to be the largest workforce worldwide and their purchasing power should surpass the Baby boomer generation's one.

According to the Consumer survey and analysis by the Economic Intelligence Center of the Siam Commercial Bank of Thailand, the characteristic assigned to the generation Y are as follows: technology savvy, dependent on community, strive for fast promotion, like work-life balance, big spenders, smart shoppers, like convenience and speed, like to invest in high-risk financial instruments. Opposed to the Asian millennials, the Gen Y in the western countries are more health conscious, environmentally conscious, and entrepreneurial.

---

<sup>1</sup> Source: Economic Intelligence Center (EIC), Siam Commercial Bank Thailand



The best way to reach Millennials is using marketing and online channels. We considered the previously mentioned characteristics before developing any communication strategy, since the audience of The Pilgreens' project is the generation Y.

### **3.1.3 Online communication strategy**

The project implementation involves an effective online communication since it has been proven over the past decade that the millennials are a digital generation. The Pilgreens' first website, based on a Squarespace platform, was launched in February 2015 when the project was first released. In addition, the social media platforms such as Facebook, Twitter, Instagram, LinkedIn were naturally integrated into the project to better interact with the followers. The target audience is likely to interact with us via these platforms. According to the EIC research, the generation Y belong to multiple online communities, that is where they are self-expressive. The generation Y is likely to seek information which is accessible online, preferably on the social platforms. The Pilgreens do not sell any products in any markets but focus on delivering an ecological message to sensitize and educate the young for the sake of environmental care.

The Pilgreens' website was recently upgraded to a better version and, with some unfortunate delay, was launched during the travel phase. The website contains detailed information about the project and the intentions behind, as well as some map trackers and a travel diary.

### **3.1.4 Meeting with the Gen Y**

Part of The Pilgreens' mission during the execution phase and the travel itself is to share information and meet with the young generation, usually in large cities. In this regard, embassies and consulates were contacted prior to the trip to organize meetings and conferences. The eco-travel of the Pilgreens is quite an appealing topic for the institutions who are usually not against the promotion of electric mobility, instead they like to welcome this kind of initiative. The conferences raise the issues regarding the environment and the benefits of electric mobility, and

broadly speaking the ambition is to motivate to take action and sensitize the millennials.

A few conferences were already given in some universities and schools in China and Kazakhstan. A lot more conferences are to come. The recent ones dating as of 29 and 30 October 2015 in Baikonur, Kazakhstan turned out to be very interesting for the students who subsequently asked many relevant questions regarding the project ambitions and the general situation relating to the United Nations Conferences (COP21).

### 3.2 Meeting community leaders and mobility experts

The Pilgreens' project is the catalyzing project related to the first activity detailed in the business plan of the organization. One of the goals of the travelling project is the collection of testimonials and opinions on electric mobility via meetings and appointments arranged during the preparation phase. All of the French embassies of the expected fifteen countries to be crossed were contacted, both by phone and email. Over about 20 key contacts were retained after the prospection was carried out in the total fifteen countries, with a focus on developing countries (including China, Kazakhstan, Russia, Georgia, Armenia). As a result, 14 appointments were finally arranged prior to departure. An official letter including the details of the meeting was sent by email as a follow up to the contacts' organizations to be met. Here is a sample:

Here below may be the agenda for our meeting on Thursday 16th of July:

1. The Pilgreens' project presentation followed by a Q&A
2. Provincial Electricity Authority's presentation followed by a Q&A
3. Discussion about climate change and sustainable development in Thailand
4. Mobility-related issues in Thailand & further improvements

We would like, with your help, to identify the perception of electric mobility in Thailand and discuss the information as follows:

- What is the situation of electric mobility in Thailand? (market overview, infrastructures, industries, investments, political framework, etc.)
- What are the obstacles and issues to developing electric mobility? (political, economical, geographical, environmental, cultural, etc.)
- Needs in mobility of Thai society
- Could we set some objectives and incentives for Thai society to adopt electric mobility?
- Who can be the key players of electric mobility? (public, private, international players, etc.)
- SWOT information (strengths, weaknesses, opportunities, threats)

**Figure 3.1 Sample of the letter sent to community leaders and mobility experts**

The questions listed in the previous screenshot are only used as a framework for a debate. The talk, which comes after corporate presentations, usually lasts about half an hour to one hour.

As the previous screenshot is indicating, the first organization where a meeting was arranged was the Provincial Electricity Authority in Bangkok, Thailand. The meeting was surely interesting, it provided us with an overview of the situation regarding the distribution of electricity in Thailand. Although electricity is well spread in the country, it seems that electric mobility is not a trend yet. For the record, Thailand has only about 20 electric vehicles in the whole country. Our second meeting with the heads of the Yunnan Institute of Environmental Sciences was a lot more conclusive: the research made in the field revealed that the Chinese have a lot more developed electric mobility than most of the countries worldwide. For example, the increase in electric bicycles in China is remarkable, helped by government policies and the enforcement of electric bicycles standards from the 1990s onwards. As a matter of fact, while we were crossing four provinces (Yunnan, Sichuan, Gansu, Xinjiang) we mostly have only seen electric-powered motorbikes. We were also stunned to see some of the largest onshore wind farms in the Gansu and Xinjiang provinces. In fact, we were lucky to come across the Gansu Wind Farm, which is the largest wind farm in the world - still under construction - and which is projected to have a target capacity of 20,000 MegaWatt by 2020.

All in all the key people met over the first half of the travel were very interesting individuals who shared their knowledge about electric mobility development in their respective countries.

## **CHAPTER IV**

### **CROSS CULTURAL MANAGEMENT**

The following part will discuss the importance of cross-cultural management in The Pilgreens' project, whether it is needed in an internal context among one's peers since the members of the team have different backgrounds and nationalities or externally when dealing with partners, sponsors, and prospects. We will try to understand how much cross-cultural management must have affected relationships and work progress in The Pilgreens' organization. To some extent, cross-cultural management could have been the reason for the delay, since for example it sometimes leads to miscommunication and misinterpretation.

#### **4.1 From an internal perspective**

The cross-cultural dimension has been part of most of our experiences over the past years. Whether it was in a social or a professional context, all the members of our team have experienced cross-cultural differences, at different extents, in the different positions and situations we have had both in France and abroad. One of the most impactful experiences was taking part in the International Management course of IAE Toulouse which gathered a bunch of very multicultural fellow students coming from different countries with different backgrounds and personalities. But all in all, we all have had significant experience out of our home countries and we have learned to appreciate dealing with foreign people. However, cross-cultural management learning is an ongoing process in life, and what we call "cultural intelligence" (CQ) is not something that is innate; everyone's CQ becomes greater as time goes by and as lives are filled with cross-cultural experiences.

The Thai culture was thus for us a remarkable one, since we were able to mingle with unfamiliarities and cross-cultural differences. We all experienced culture shock, which is fair enough considering that Southeast Asia is very different from

Europe. After all, as we will notice later, dealing with the Thai people was not really a problem, since we — Karen and Ludwig — were already quite comfortable with the Thai culture, after having spent a year in Bangkok and studied in a Thai university. What instead came out to be an issue was dealing with the Chinese supplier. It is something we will discuss below.

## **4.2 From an external perspective**

The success of The Pilgreens' project is also based on the encounters occurred with helpful and interested individuals who immediately showed interest in the project. What needs to be highlighted is that most of those individuals were from different backgrounds and countries than us, which made us have a different approach to these relationships. Having an understanding of someone else's culture may help anticipate reactions, and thus make better decisions when it comes to negotiating. For instance, most of our meetings and appointments with Thai officers, while we were on the lookout for sponsors, would be preceded by an "ice-breaking" talk, which could last for a while. Unlike the French and the Americans who rather use a direct approach when it comes to business talks since they usually are raring to clinch the deal, the Thais like to get acquainted and get familiar to their business partners. Therefore, meeting with an executive from the Tourism Authority of Thailand in February 2015 to discuss a possible sponsoring was unusual for us since most of the talk was about siblings, parents, and personal things which were not related to The Pilgreens' project.

As a cross-cultural fact, Europeans like to start business with a negotiation. At the end of the process a contract is formed and written, and this contract contains the results of the negotiation, is agreed by both parties and therefore is to be respected (after signature). In Asian countries a contract means the beginning of a negotiation process. That means it only contains rough overall project details. Once it is signed (and not before!) the real negotiation process starts and the parties will find a way of how to deal with the details. This implies more insecurity but without the "contract" at the beginning the negotiation would not get started. This simple example that we had to deal with shows the importance of cross-cultural understanding.

The consideration of cultures and differences in the Asian context was then a must-have since the prospective suppliers in this project were expected to be mostly Asian; and they were.

### **4.3 Cross-cultural management in the Asian context**

As a result of the relationships and professional deals being settled over the past months, we may have noticed two big issues, which delayed the project, that we will analyze:

#### **4.3.1 Negotiating with Thai institutions with heavy bureaucracy implies strong relationships, trust, respect for protocols, and possible delays**

According to Trompenaars' model of national culture differences<sup>1</sup>, Thailand is both an "ascription-oriented" and "particularist" country. In other words, Thai people focus on relationships and have great respect for hierarchy. In Thailand, it is important to get to know the people one is doing business with, that is why meetings may include long talks about things that are not related to business. In addition, respect for superior in hierarchy is somehow seen as a measure of your commitment to the organization and its mission. In any case, it was difficult for us to approach Thai institutions and their hierarchy, such as the Tourism Authority of Thailand (TAT) or Mahidol University, unless we had a personal contact that could introduce us to somebody with a high position in the organization. It is all the more true when, back in February, the person that really made a difference in meeting with the executive of TAT was a monk. Indeed, Thailand and their people have strong respect for buddhism; religion has an importance place in everyday's life, even in big organizations. All in all, we were lucky enough to know the daughter of a former Thai diplomat who knew a monk who himself knew the executive from TAT. Particularism is very notable in Thailand: relationships are more important than rules!

Mahidol University was another sort of challenge. We were of course expected to have a lot of professionalism, since we were representing two universities

---

<sup>1</sup> Fons Trompenaars, Charles Hampden-Turner, *Riding the Waves of Culture*, 1997

— IAE Toulouse and CMMU — but overall, our project always seemed to appeal to people's minds and interests, since the heart of the project was a Thai product, the Tuk Tuk. Also, it was impossible to negotiate financial support on the first meeting, although we were kindly invited to meet the Vice President of Student Affairs.

In order to succeed in a negotiation with a Thai executive, one must show intent on being willing to build trust and be patient; that accounts for long lasting relationships in Thai culture. Also, when meeting with a Thai prospective sponsor for the first time, you do not talk about money unless they do. Being aware of their bureaucracy and protocols also helps dealing with the institutions. The TAT deal was a promising one, resulting in a lot of visibility for the project (press conferences broadcasted on TV channels) and a significant sponsoring, but prior to be offered that treat it was necessary to cope with demanding protocols and formalities. Delays were to be expected since the application was to be transferred to the Minister of Tourism and Sports. Eventually that opportunity did not result positively.

#### **4.3.2 Dealing with the Chinese supplier (providing the lithium batteries) requires patience and flexibility, and sometimes involves language barriers and miscommunication**

Issues were also raised with the Chinese supplier whose job was to supply the lithium batteries by the 10th of July. The main issue was related to communication. Language barriers were of course a problem but they were partly avoided by using a Chinese friend as a translator. However written communication was difficult to understand since the level of English of the Chinese was poor. Usual miscommunication occurred while dealing with the supplier, whether it was oral or written, especially toward the end of the deal while we were expecting the batteries in Bangkok. Batteries were expected by the 10th of July but were only delivered on the 3rd of August. Once again, communication was a problem since the supplier was not communicating on the delay of the delivery. This costed a lot to the project as most tasks were completed prior to departure and the only remaining critical task was the installation of the batteries followed by a test drive. When the latter were about to be delivered, the supplier announced that they were in Bangkok, which in fact meant 'in Thailand'. Furthermore in the last expected days of delivery the supplier did confirm

that batteries would be delivered within five days, but did not say a word about customs clearance, which in fact delayed the delivery even further. In addition, once the batteries were delivered, the equipment user guide was in Chinese. Luckily they were reactive enough to communicate on the details of installation.

According to Hofstede<sup>2</sup>, the Chinese have a long term orientation (LTO), they focus on long-term relationships and deals, and like building trust — likewise the Thais. Although Tuk Tuk Factory (the Tuk Tuk supplier) may be interested in future business development related to lithium batteries, The Pilgreens' project is a one-time project, which might explain why the Chinese supplier has not been very helpful in speeding up the process and delivery of the batteries. Also, the delay in the overall project was also due to late collection of the appropriate funding, which required our team to be proactive and reactive, and take risks. Another problem is that there was a lack of confidence as it was the first time we clinched a business deal with that Chinese company. When we therefore had the problem with the international money transfer (the money was transferred to a wrong bank account and had to be sent back) they did not start the production, even though we had sent them the proof of payment from the bank. They actually did not believe us and doubted the documents. So finally the only way to convince them to start the process was issuing a second transfer while we were still waiting for the first one to be returned.

Dealing with Asian businesses or institutions may sometimes lead to delays in a project, whether it is because of bureaucracy or miscommunication. At any rate, it is important to always follow up on the progress of the work done or the delivery to come. Perhaps haven't we been reactive enough when it was necessary to be so. Indeed, in such a concentrated project where milestones are expected in the short-run, it must be a daily job to secure the completion of the remaining tasks, by being proactive and being in a regular relationship with the supplier.

On the other hand, in other occasions, Asian suppliers' services can be very effective. It was the case of the supplier of solar panels who provided excellent services over the time frame of a few days and installed as planned the solar panels quicker than expected.

---

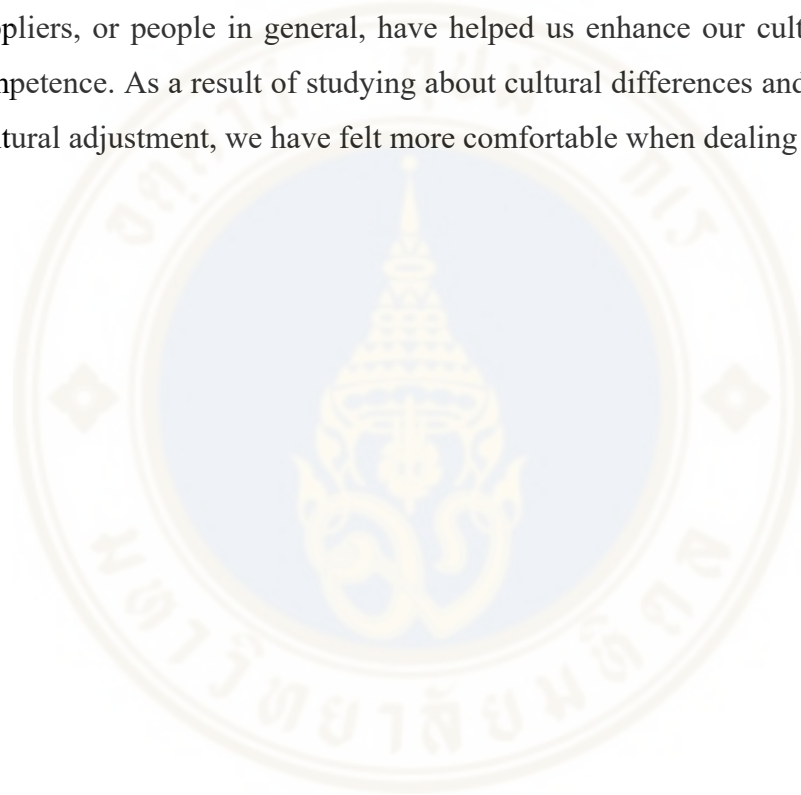
<sup>2</sup> Geert Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*, 2001



#### 4.4 Cultural competence

There is something we call “cultural intelligence”, which was the subject of Earley and Ang’s study in 2003<sup>3</sup>: it is a combination of the knowledge about cultural differences with the motivation and capability to reflect one’s own and other’s cultural conditioning and adapt one’s behavior to the cultural context. This cross-cultural capability can be complementary to the emotional intelligence capability.

We like to believe that all of our encounters during the preparation phase and travel phase, as well as the difficulties we came across when dealing with partners and suppliers, or people in general, have helped us enhance our cultural intelligence and competence. As a result of studying about cultural differences and working on our own cultural adjustment, we have felt more comfortable when dealing with foreigners.



---

<sup>3</sup> Earley, P.C. & Ang, S., *Cultural Intelligence: An Analysis of Individual Interactions Across Cultures*, 2003

## CHAPTER V

### LEARNINGS

#### 5.1 Intrinsic motivation & self-actualization

One could claim that building and running this kind of project is easy, that we simply grabbed a pen and drew a line back home, and finally hit the road with our electric-powered Tuk Tuk. Well, one would forget all the challenges and obstacles that were to be overcome to reach final completion of this project. It was not easy whatsoever, partly because it implied collecting EUR 60,000 over a short period of time. However one would sound quite right if one suggested that intrinsic motivation contributed a great deal to our daily progresses made on the project and to the achievement of most of our objectives. Indeed intrinsic motivation, which occurs when one simply enjoys an activity or sees it as an opportunity to explore, learn, and actualize one's potentials (Coon & Mitterer, 2010)<sup>1</sup>, has been driving the members of this project since the start of this little enterprise. Somehow this project has been creating positive emotions for the participants who have felt connected with the objectives of the organization, since they have clearly set those objectives while being self-empowered. This has positively affected the management of the project. Also the participants have made significant efforts only for the sake of their personal interest in environmental care and of the commitments they set out to achieve. Indeed, from a reward and recognition point of view, what they got out of this experience is seemingly intrinsically rewarding since it relates to positive emotions and self-actualization. For instance, the several press conferences and interesting events that the members attended generated a lot of attention and interest towards the project; that subsequently generated personal satisfaction and fulfillment. On the other hand, the members of the team have at equal level developed and managed the project without anyone telling them what to do. In other words, they were their own bosses and were self-motivated as well as self-empowered.

---

<sup>1</sup> Coon & Mitterer, Introduction To Psychology: Gateways to Mind and Behavior, 2010

You can also find evidence for the contrary. For example the fact that we had not sent out press releases as planned can be also attributed to the fact that nobody in the team really saw the necessity for it and got motivated to send out more. If for some tasks there was no external pressure, nobody in the team felt responsible to execute them.

## 5.2 Suggestions and improvements

As already mentioned in the analysis the main issue for the development of our travel was time. Normally such kind of project (involving also sponsoring and communication management) would be organized at least one year in advance. We simply did not have this time, as for us the decision was to start the travel phase in summer 2015 or never, because the external conditions (mainly the availability of the participants) would not be the same in 2016.

The second issue was the limited availability of resources, especially manpower. All three participants were working during the preparation (Karen and Ludwig with their studies at CMMU Bangkok and Remy at Young & Rubicam in Paris). That also affected the results. As you might imagine, we are not experts in creating a website or designing and installing lithium-batteries in an electric Tuk Tuk at the same time. So everything involved a longer and harder learning process, for that we sometimes had to pay for. For instance we published the new website a month later than planned.

If we were able to redo the whole planning based on the experience we went through, we would definitely add a few additional days without any activity (spare days) and we would also change a few other things:

- The itinerary (after having heard learned from travelers about the best routes to be explored) should be evaluated more carefully.
- Timing and changes according to the timing: At the beginning we planned the travel around a departure mid-June. If we knew from the beginning that our project would have on a two-month delay, we would have made some changes earlier (visa and visa dates, different itinerary

to avoid northern and colder areas, etc.). We therefore had to change our planning and adapt the travel considering a planning that was initially based on another date (e.g. by reducing break times to respect the visa dates or spontaneous changes of the route to avoid cold weather or bad roads and to save time).

- Add more time for unforeseen problems: It is better to have a realistic planning based on a viable schedule to avoid the need of rearranging events and disappointing stakeholders. At some point this has become quite common, as people do expect a fast and smooth project termination, and if there are gaps in the plan (to account for unforeseen problems) they might consider them as not necessary and question them. In fact these gaps do make a project terminate within the scope and the timeframe.

### **5.3 Lessons learned**

Overall we do not simply assess whether this project was a success or not. We rather look at what we gained out of this experience. And what comes out of it is very positive. At any rate the three of us have been facing tough decisions to be made, significant risks to be taken, while taking into consideration all the stakeholders involved in the project.

Here is an insight into what was happening some time before the travel: the day before the first press conference of The Pilgreens at CMMU Bangkok, we, three young managers, were sharing pros and cons about the project and thinking whether it is worth it to take so much risk and go forward with it, or simply cancel and express apologies to the stakeholders. Indeed, at that time, the bank account of the organization was almost empty whereas many orders were to come (mainly the expenses on the e-tuk and solar panels). As you can imagine, we were a small organization with little resources... We were totally fearing to not getting enough funding to purchase what was primarily needed for this project. Even though we thought we could always borrow money, we also believed that the situation was critical since we were nearly about to fail after all of the efforts we had made.

Eventually we did acquire the funding, in small pieces, although we were about to get behind schedule. We understand today how complex it can be to develop relationships with sponsors and organizations, and how stressful it can get to not achieve short-run expected goals while promises are made, and while a bunch of cameras are suddenly putting you in the spotlight.

The composition of our team, made of multicultural individuals with very different personalities and human-related approaches, was in favour of the success of this project, since significant decisions had to be made prior to the trip although the outcome was completely blurred.

Unconditional teamwork, meaning working together through joy and difficulties, is exactly what allowed us to overcome the problems. We have been mutually influencing each other and have getting the most out of each other's competencies, whether it was for the good or the bad. Because surely we have made mistakes, and we still do. But that day, when we doubted the achievement of the project, we were lucky enough that one of us stood up and inspired the others with his optimism.

Broadly speaking, when thinking of one's lessons learned, here is what could be considered in a project<sup>2</sup>:

- Manage the psychological impact of change. Whenever we go through difficulties and tough changes in the project, we still keep optimism up and always look at the objectives that are inherent to our personal satisfaction. We were lucky to have self-motivation, which came from within ourselves, since we had a very high personal interest in the outcome of the project.
- Communicate in a way that engages team members and stakeholders. Respect and positive communication towards the stakeholders always allowed us to receive enthusiastic support from different people, whether it was organizations or friends willing to help.
- Manage conflict positively. Even in hard times we ended up realizing that tensions were not helpful but yet made us learn about the others'

---

<sup>2</sup> Sharon De Mascia: "The project success blueprint."

personalities. Therefore we could adjust our own behaviour and communication style considering others' expectations.

- Have a flexible approach to project leadership. Although we did not have one single leader, it could have been useful to define clearer responsibilities. However surprisingly we did inspire each other at different times over the project.
- Use signature strengths and positive psychology to create an engaged project team. We acknowledged and relied on each other's capabilities and strengths, and have always tried and kept a positive attitude towards each other and the project, even in hard times.

From a project management point of view, we have practically applied our learned knowledge into the project. Creating a project plan and a GANTT chart to get an overview about a project duration is quite simple (especially if you schedule all the tasks in sequence), however designing all necessary tasks with the correct duration is difficult. And identifying and designing all the necessary requirements that need to be fulfilled before starting a certain task is even more difficult; it is the most difficult task, and that implies being familiar with the needs considering the project goals.

#### **5.4 Personal remarks**

I have worked a whole year on this very atypical project set up in the framework of The Pilgreens' initiatives. What is the first word that comes to my mind when I think of the outcome of this project? Well, it is undoubtedly "experience". I feel lucky that I have had the chance to practically evolve over the past months on a human, (cross-)cultural and managerial level. This project has brought to me, as much as to my friends I presume, outstanding and rewarding benefits, which will be, I am sure, valuable in the long-term, since I plan on building an international career by making use of my managerial expertise as well as my human-oriented appreciative approach.

Taking part in this project has most probably been a lot more fulfilling than a more conventional work placement in a company. The main reason to this is

that I have been dealing with all of the aspects of project management, including planning and execution. And I have also coped with the issues encountered as well as the major decisions to be made for the wellbeing of the project. The management of the stakeholders, notably our partners and sponsors, was for me the most interesting part. Partnering with large and small organizations willing to set a foot and invest in our project is what got us on the road. But prior to getting there, it was necessary to go through some corporate meetings and negotiations. That is how you grow and learn, and even more when you are kindly given recommendations that you may use in the future. I still remember our meeting with one of the heads of Google Thailand, who put all of her attention on how to successfully communicate with our supporters. I believe that her words were inspiring! At any rate, meeting and sharing my ideas with the heads of some successful businesses, such as the Chief Operating Officer of AccorHotels, who by the way is our biggest sponsor, was a lot beneficial to me. After all, I will decide for myself whatever I want as a future path. So why not take up the challenge and knock in the hospitality industry's doors? Since I lived in Bangkok, Thailand I have tended to believe that opportunities always come along to those who are dynamically ready to hang on them!

I have sometimes asked myself what it was to be a good manager. Today I may finally have an answer, and I believe that a good manager has the ability to listen to one's peers, to identify the best out of people, to set clear expectations, to involve one's peers in the decision making process, and to share benefits and rewards, especially when one's peers rightfully deserve it.

Also, it has not just been a mere learning on how to plan and implement a project. It has been a whole new way to learn about myself, and appreciate changes that I have made along the way to be a better friend, a better colleague, a better decision-maker, and overall a better person. Unfortunately there are still at times questions that I ask myself, and there will always be. I guess it may take a whole life until I come up with a great understanding of myself.

Besides personal development, there is something about positive craziness that nurtured the intentions behind this project. Young and dynamic is the perfect combination to take on new challenges and try oneself. Meeting some key people in the big cities on our journey back home reminded me of how right the experience that

I went through was absolutely gratifying. For instance I enjoyed the discussions with the French Consul in Almaty, Kazakhstan who suggested out of the blue that this great project is only the start of something greater for me. I like to believe that every part of this experience is valuable in the long-run.





## REFERENCES

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Sydney, NSW: SAI Global, 2004. Print.
- “Associations.Gouv.Fr | Ministère De La Ville, De La Jeunesse Et Des Sports.”  
Ministère de la Ville, de la Jeunesse et des Sports  
Web. 7 Oct. 2015. <<http://www.associations.gouv.fr/>>
- Basu, Ron. Managing Quality in Projects. Burlington, VT: Gower, 2013. Print.
- Bellis, P. Project Methodologies: An Introduction to PRINCE2 Methodology.  
UK: JISC Infonet, 2003
- Coon, Dennis, John O. Mitterer, and Dennis Coon. Introduction To Psychology: Gateways to Mind and Behavior, Belmont, CA: Wadsworth Cengage Learning, 2010. Print.
- Earley, P.C. & Ang, S. Cultural Intelligence: An Analysis of Individual Interactions Across Cultures. Palo Alto, CA: Stanford University Press, 2003.
- Geert Hofstede, Gert Jan Hofstede, Michael Minkov, Cultures and Organizations: Software of the Mind. Revised and Expanded 3rd Edition. New York: McGraw-Hill USA, 2010 Print.
- Hofstede, Geert H. Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations. Thousand Oaks, CA: Sage Publications, 2001. Print.
- Kruse, K., What Is Leadership? 2013 Forbes Magazine, n.d. Web. 7 Oct. 2015.  
<<http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/>>
- Massy, Jane, and Jeremy Harrison. Evaluating Human Capital Projects: Improve, Prove, Predict. Print.
- Poister, Theodore H. Measuring Performance in Public and Nonprofit Organizations. San Francisco: Jossey-Bass, 2003. Print.

Sharon De Mascia. The project success blueprint. Web. 7 Oct. 2015.

<<http://www.gpmfirst.com/articles/backgroundtheory/project-success-blueprint>>

Teerin Ratanapinyowong, “Capturing Generation Y Consumers”, Economic Intelligence Center (EIC), Siam Commercial Bank, Bangkok 2014

Trompenaars, Alfons, and Charles Hampden-Turner. Riding The Waves of Culture: Understanding Cultural Diversity in Business. London: N. Brealey Pub., 1997. Print.

Turner, J.r., and R.a. Cochrane. “Goals-And-Methods Matrix: Coping with Projects with Ill Defined Goals and/or Methods of Achieving Them.” International Journal of Project Management 11.2 (1993): 93–102. Web.

“Use S.M.A.R.T. Goals to Launch Management by Objectives Plan.” TechRepublic. Web. 8 Oct. 2015. <<http://www.techrepublic.com/article/use-smart-goals-to-launch-management-by-objectives-plan/>>