

BS3940 - Project Management
Assessment 1



MASTER SWISS CHOCOLATIER
SINCE 1845

Lindt Ice Cream Entering the Chinese Market

Word count: 3791

Group members' Matriculation Numbers:

1513043

1513046

1513036

1513038

BA Global Business Management
Due Date: 1 February 2016

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1. Building the Project Plan

Background Analysis and Project Narrative For Lindt & Sprüngli AG

Founded in 1899, Lindt & Sprüngli AG, referred to as Lindt in this report, is headquartered in Klichberg, Switzerland. Lindt operates in seven different markets; Europe, North and South America, Africa, Middle East, Asia and Australia.

Lindt's products vary from chocolate bars, pralines, connoisseurs, seasonal confectioneries, liqueurs and ice cream. The company runs its product line under the four brands of Lindor, Hello, Excellence and Toursitik.

Lindt owns eight factories throughout the Western continents, six of them being located in Central Europe and two in the United States of America. Within Europe, Lindt owns three subsidiaries: Caffarel (Italy) and Hofbauer & Küfferle (Austria). In the US, Lindt manufactures through its two subsidiaries Russel Stover Candies and Ghirardelli (Lindt & Sprüngli 2014).

The company's customer base mainly includes distributors as well as their own operating stores.

2014 sales were CHF 3.386 billion with a growth of 17.4% compared to 2013 (Lindt & Sprüngli 2014).

Current Product Offering

Lindt is currently offering Ice cream in several cafés throughout Australia and US and is made using exquisite Lindt chocolate.

(Due to the project's objectives, no other product details are being provided in this section).

LINDT ICE CREAM

Cookies and Cream
Chocolate Chip Hazelnut
Lindt Excellence 70% Dark Chocolate

Raspberry White Chocolate
Vanilla White Chocolate

SINGLE SCOOP AUD 6.00 (CHF 4.30)

DOUBLE SCOOP AUD 8.00 (CHF 5.80)

LINDT CHOCOLATE SUNDAE

AUD 14.50 (CHF 10.50)

Vanilla white chocolate ice cream with brownie pieces, chocolate fudge sauce and Chantilly cream, topped with dark and white chocolate shavings.

(Lindt Chocolate Café Australia 2015)

Project Overview

Based on the company's successful launch of Lindt Ice Cream in Australia and Vegas USA, the firm now wants to capture the Asian market with a new Lindt product line by selling deep-frozen boxed Lindt Ice Cream in large supermarket chains (Lindt & Sprüngli 2014).

Lindt has recognized the increasing demand for ice cream within the Chinese market after 2014 figures saw China overtake the US as the world's biggest ice cream market in 2014 (Mintel 2015). By undertaking this project and bringing the latest flavors to Shanghai and other major Chinese cities, Lindt will be able to expand and penetrate the market, maintain competitive advantages and spread their overall brand identity and recognition (Davidson 2015).

Lindt already has experience regarding ice cream manufacturing and generally running offices in China. Nevertheless it needs to conduct a further market research, purchase a suitable factory, equipment, machinery as well as local and trained workers. Outstanding and new flavors will be developed, in addition to adjusting already existing Lindt Ice Cream flavors to Chinese consumer tastes. Swiss chocolatiers will bond with ice cream manufacturing specialists in order to reproduce similar tastes to the already existing array of Lindt chocolates.

Setting the launch date on the 1st of June 2017 requires a smooth transition from marketing, manufacturing and distribution to the end-user. Once Lindt Ice Cream has proven to be successful in China, further expansion into other Asian countries will take place.

Overall the board's strategy is to increase market share and profit, tap a highly potential market and respond to increased foreign competition (Ben & Jerry's, Häagen Dazs).

Project Goals and Objectives

Goals	Targets
1. Meet the desired launch date (01.06.2017) without disregarding the product quality	Excellent = 0 days of delay Good = 1 - 7 days of delay Acceptable = 8 - 14 days of delay
2. Raise awareness of the new product by promoting short clips (advertisement) on social media (YouTube, Facebook and Twitter)	Excellent = 20,000 views Good = 15,000 – 19,999 views Acceptable = 10,000 – 14,999 views
3. Achieve a sales growth of 10 % within Lindt (China)	Excellent = 10 % Good = 7 – 9 % Acceptable = 4 – 6 %
4. Stay within 15 % of calculated budget without overstepping 25 % within the project's operating schedule	Excellent = 1 % difference Good = 5 % difference Acceptable = 10 % difference
5. Expand production and sale of Lindt Ice Cream to three additional metropolises in Asia within the first 1 ½ years of operations	Excellent = 3+ added locations Good = 3 added locations Acceptable = 1 added location

General Approach

1. Managerial Approach

Lindt's engineering department will purchase suitable high tech machinery from external vendors for the new plant. In order to cut logistic costs, equipment will be bought from Asian companies that meet Lindt's standards and requirements.

The resources that are required to produce the ice cream will be imported from selected Lindt suppliers, nonetheless Lindt will also purchase local ingredients that meet it's health and safety standards and that will help support the local economy. The workforce within Lindt's factory will consist of an international workforce that allows Lindt to benefit from a cheaper workforce compared to Switzerland. Swiss managers alongside Chinese experts will keep a constant control over production.

Once the factory is set up, both local and internal Lindt personnel will perform the assembly work.

2. Technical Approach – Ice cream engineers will elaborate thanks to specialized machinery the various Lindt flavors as well as train Chinese staff to work these machines in order to manufacture the ice creams. In order to ensure a high-quality end product Lindt's ice cream engineers will use CAM (Computer Aided Manufacturing).

Constraints

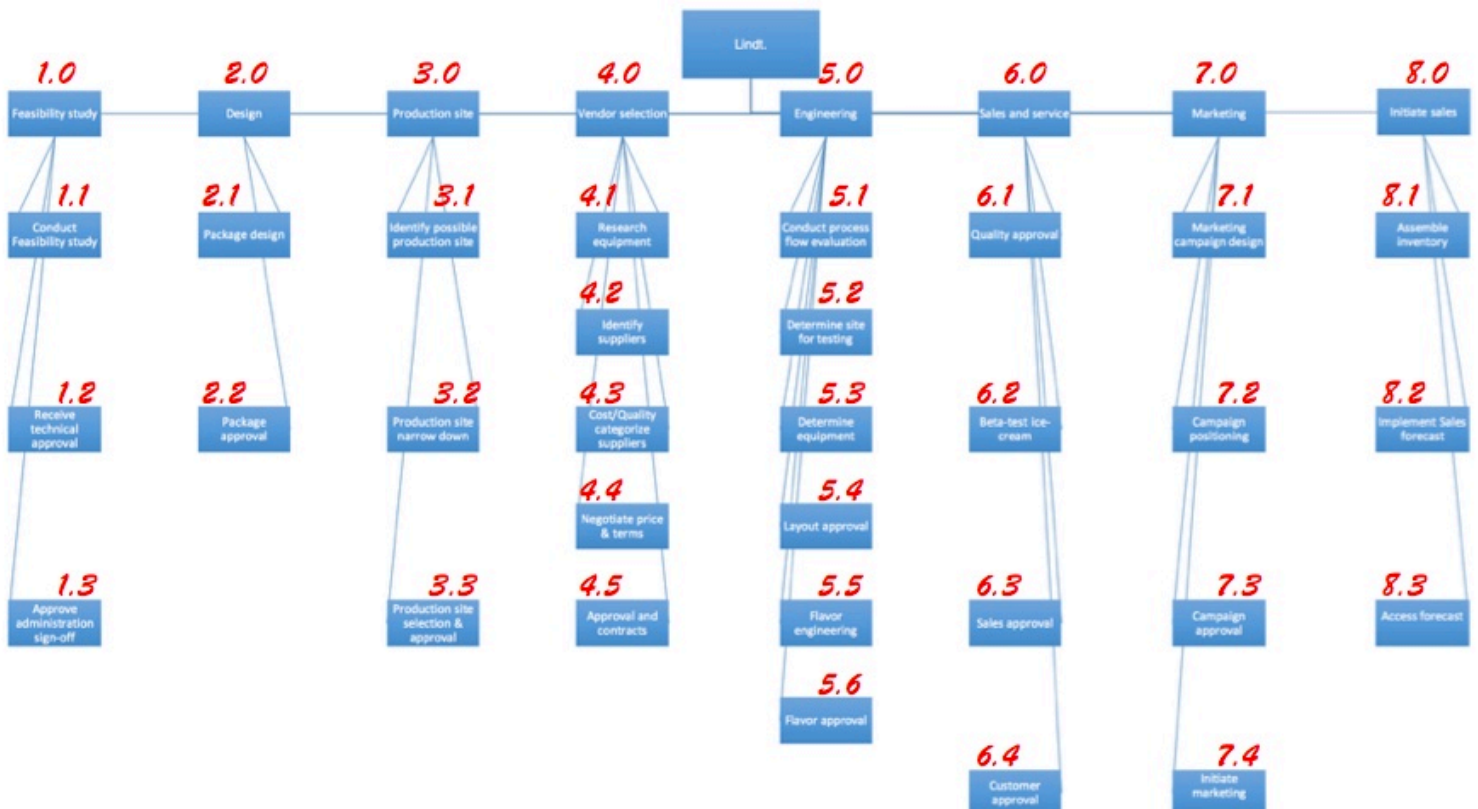
1. Budget constraints – The firm's budget for expansion into the ice-cream market and undertaking this project is limited due to the extensive research that is required and the limited initial budget that has been approved. Due to the possibility of the Asian ice cream being saturated, profitability results will be evaluated and only if the ice creams in China are successful will Lindt consider launching them in other Asian countries.
2. Scheduling – Comprehensive project scheduling is of central importance and which is why delaying the given launch date will be unacceptable to clients and customers.
3. Legal approval – Health and safety laws have to be fulfilled in order to smoothly pursue the expansion into the Chinese market. The local plant needs strict supervision and first spot tests will have to take place during early stages of production in order to keep up with the schedule and adjust processes if necessarily.
4. Production – Developing an approximation of the monetary resources needed in order to complete the assembly work, requires an understanding of the new Chinese market.

2. Developing the Work Breakdown Structure

Norman Brotherton and Fried (2008) explain that the purpose of a Work Breakdown Structure, WBS, is to be able to effectively plan and control large projects. Not only will the WBS help create the logic behind tracking down costs it will also look into the project schedule and specifications of each section of the project it aims to also help the team communicate and demonstrate how the project will be controlled. In the likelihood where certain tasks are behind schedule these tasks can be easily identified and addressed at. Assigning responsibilities to project teams will ensure that objectives are met whilst defining the total scope of the tasks. The following table illustrates the individuals taking part in Lindt's ice cream project and their role within the project.

Personnel Table		
Employee Name	Department	Title
Ernst Tanner	Management	CEO
Rolf Fallegger	Marketing	Marketing Manager
Dr Dieter Weisskopf	Purchasing	Purchasing Manager
Aldo Pfuger	Quality	Quality engineer
Xie Zhang	Accounting	Cost Accountant
Sun Xin	Management	Project Manager
Zhao Ren	Industrial	Logistic Supervisor

Due to the complexity of the project the various departments concerned subdivided their tasks based into subsection assignments. The project plan consists of eight deliverables (1.0-8.0) and 30 sub-categories. These 30 work packages are categorized in order of execution. An illustration of the structure is shown below:



Work Breakdown Structure

Deliverables	Activity		
Deliverable 1	Feasibility Study		1.0
Work Package 1	Conduct feasibility study	1.1	
Work Package 2	Receive technical approval	1.2	
Work Package 3	Approve administration sign-off	1.3	
Deliverable 2	Design		2.0
Work Package 4	Package design	2.1	
Work Package 5	Package approval	2.2	
Deliverable 3	Production Site		3.0
Work Package 6	Identify possible production sites	3.1	
Work Package 7	Production site narrow down	3.2	
Work Package 8	Production site selection and approval	3.3	
Deliverable 4	Vendor Selection		4.0
Work Package 9	Research equipment	4.1	
Work Package 10	Identify suppliers	4.2	
Work Package 11	Cost/Quality categorize suppliers	4.3	
Work Package 12	Negotiate price & terms	4.4	
Work Package 13	Approval and contracts	4.5	
Deliverable 5	Engineering		5.0
Work Package 14	Conduct process flow evaluation	5.1	
Work Package 15	Determine site for testing	5.2	
Work Package 16	Determine equipment	5.3	
Work Package 17	Layout approval	5.4	
Work Package 18	Flavor engineering	5.5	
Work Package 19	Flavor approval	5.6	
Deliverable 6	Sales & Service		6.0
Work Package 20	Quality approval	6.1	
Work Package 21	Beta-test ice creams	6.2	
Work Package 22	Sales approval	6.3	
Work Package 23	Customer approval	6.4	
Deliverable 7	Marketing		7.0
Work Package 24	Marketing campaign design	7.1	
Work Package 25	Campaign positioning	7.2	
Work Package 26	Campaign approval	7.3	
Work Package 27	Initiate marketing	7.4	
Deliverable 8	Initiate Sales		8.0
Work Package 28	Assemble inventory	8.1	
Work Package 29	Implement sales forecast	8.2	
Work Package 30	Forecast Sales	8.3	

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A short description of the work packages will help managers and teams efficiently coordinate tasks. The sub-division of tasks identified in the WBS will further be used by the management team to assign each specific task with a budget as well as performance expectations.

Activity	Explanation
Feasibility study	1.0
Conduct Feasibility study	Conduct various external and internal analyses on whether Lindt will benefit from producing the ice cream.
Receive technical approval	Approve requirement for available machine.
Approve administration sign-off	Management approval.
Design	2.0
Package design	Design an ice cream package that reflects Lindt's overall image, brand and attracts customers. Also includes the design of ice cream fridge will be found in supermarkets.
Package approval	Agreement on proposed packages and production of the packaging.
Production site	3.0
Identify possible production site	Locate production plant that is close to transport routes and raw materials.
Production site narrow down	Selecting only production plants that adhere to set requirements.
Production site selection & approval	Identification of best plant.
Vendor selection	4.0
Research equipment	Investigate industrial equipment needed to make high quality ice cream.
Identify suppliers	Locate suppliers of raw materials needed as well as packaging providers within countries of sales.
Cost/Quality categorize suppliers	Country specific reliable suppliers that will provide qualitative ingredients for ice cream.
Negotiate price & terms	Depending on expected sale forecast (Economic of scale) aiming to reduce cost.
Approval and contracts	Management/company agreement of agreed terms
Engineering	5.0
Conduct process flow evaluation	Get management to evaluate proposed process flow of operations.
Determine site for testing	Identify safe environment to conduct tests of new ice cream.
Determine equipment	Selection of machinery that meet health and safety standards.
Layout approval	Determine how machines will be placed in accordance to the production process.
Flavor engineering	Manufacturing flavors based on the existing Lindt chocolate and on country flavor trends.
Flavor approval	Country specific management approval of proposed flavors based on the personal





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	knowledge of customer preferences.
Sales and service	6.0
Quality approval	Quality, health and safety checks conducted to ensure no public risk. Certifications will be obtained.
Beta-test ice cream	Initial sample testing on the designed ice cream flavors and collecting feedback and opinions.
Sales approval	Management head office approval.
Customer approval	Customer satisfaction after sample testing.
Marketing	7.0
Marketing campaign design	Generating market awareness and sales.
Campaign positioning	Identify where advertisement will be placed and how the customers will learn about Lindt ice cream.
Campaign approval	Approval of suitable campaign that represent Lindt ice cream and Lindt brand.
Initiate marketing	Announce opening and build a foundation for future promotions.
Initiate sales	8.0
Assemble inventory	Make an inventory of goods in stock.
Forecast Sales	Projection of estimate sales revenue.
Assess forecast	Comparing forecasted sales with actual sales figures.

Responsibility Assignment Matrix

	Ernst	Rolf	Dr. Dieter	Aldo	Sun	Xie	Zhao
Del 1							
Del 20							
Del 30							
Del 40							
Del 50							
Del 60							
Del 70							
Del 80							

Key:

	Approval		Responsible
	Notification		Support

3. Project Risk Assessment

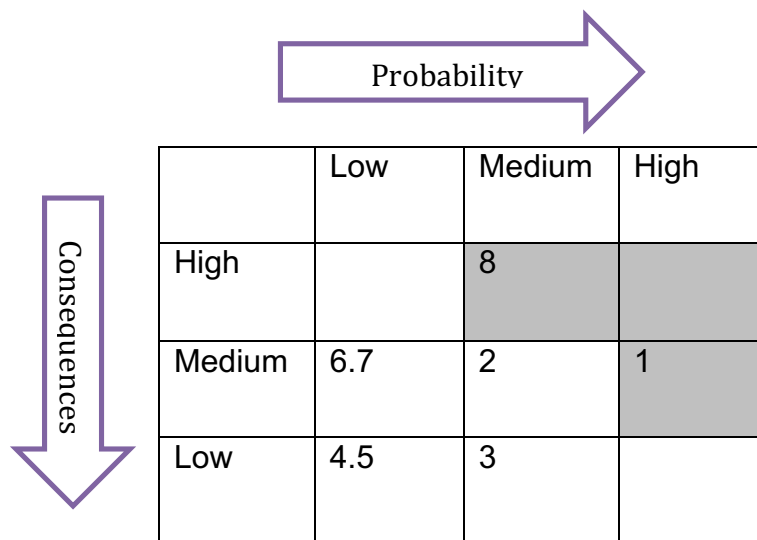
Risk Analysis

1. Creating the new product 'Lindt Ice Cream' might process longer than planned. Complex engineering tasks might cause obstacles within the assembly work for example.
2. Inaccurate financial or overly optimistic estimations: Wrong estimation of reaching break even for example. Insufficient funding eventually affects stakeholders and will lead to dissatisfaction among both stakeholders and board.
3. In order to save both time and costs, the project has a strong dependence on technology. Technical errors might lead to delays and overstepping deadlines.
4. With Lindt being a highly reputable brand for chocolate products, consumers might misconceive the company's attempt to further expand into the ice cream industry (For example as if a car company would suddenly announce a clothing line).
5. Internal Lindt employees who are being sent on an international assignment to supervise these new operations in China might experience cultural shocks, which will eventually affect their overall performance (due to their lack of cultural competences).
6. Although the project's aim is to tap the Chinese market in order to respond to increased foreign competition, long established competitive brands such as Ben & Jerry's might display a more substantial obstacle than expected.
7. Building the factory for 'Lindt Ice Cream' might not be permitted due to political reasons (with China being a communist country)
8. Different health and safety regulations in China might decelerate assembly work within Lindt's plant.

Quantitative Risk Assessment

A qualitative risk assessment is to determine, classify and evaluate by using a pre-defined rating scale. These risks are then given a score based on their probability of happening and the consequences that might derive from such situations. Being aware of potential risks and proactively thinking allows the project management team to address the scenarios in advance. These measures save both time and costs.

Risk	Consequence	Likelihood	Impact Potential
1. 'Lindt Ice Cream' might take longer than planned to manufacture	High	Low	High
2. Inaccurate financial or overly optimistic estimations.	Medium	Low	High
3. Technical errors	Medium	Medium	Medium
4. Different health and safety regulations.	Low	Low	Low
5. Misconceiving 'Lindt Ice Cream'	Low	Low	Low
6. Political issues	Low	Low	Medium
7. Team's lack of cultural competences	Low	Low	Medium
8. Higher and stronger competition than expected	Medium	Medium	Medium



	Low	Medium	High
High		8	
Medium	6.7	2	1
Low	4.5	3	

Probability of failure

- Maturity (Moderate) = .50
- Complexity (Moderate) = .40
- Dependency (Moderate) = .40

Consequences of failure

- Cost (significant) = .60
- Schedule (Moderate) = .40
- Reliability (Minor) = .20
- Performance (Minor) = .30

P_m	P_c	P_d		P_f
0.50	0.40	0.40		0.43
C_c	C_s	C_r	C_p	C_f
0.60	0.40	0.20	0.30	0.38
Risk Factor = $P(f) + C(f) - (P(f) \times C(f))$				
Risk Factor = $(0.43) + (0.38) - ((0.43) \times (0.38)) = 0.646$ (medium risk)				

General Risk Factor Rule:

Low Risk - < 0.30

Medium Risk - 0.30-0.70

High - >0.70

Preliminary Strategies for Risk Mitigation

High risk	Mitigation strategy
1. 'Lindt Ice Cream' might process longer than planned 2. Inaccurate financial or overly optimistic estimations.	1. Weekly check up with all project members, keeping track of an extensive schedule program. 2. Accept the risk. Daily communicating with top management and inform stakeholders once the necessity to increase budget is perceived.
Medium risk	
3. Technical errors 4. Different health and safety regulations.	3. Ensuring functionality of machinery when bought and having an emergency mechanic. 4. Clarify potential variations during initial phases and directly adjust manufacturing if needed.
Low risk	
5. Misconceiving 'Lindt Ice Cream' 6. Political reasons 7. Team's lack of cultural competences 8. Higher and stronger competition than expected.	5. Focus on strong and effective marketing in order to raise awareness and ensure a smooth transition into new market. 6. Be aware of local legislations, clarify what necessary steps need to be taken and adjust the project's baseline if requested. 7. Provide training for all affected employees in advance, offer acceptable compensation and maintain constant communication between HG and Chinese subsidiary. 8. Focus on strong differentiation, local integration and implement successful generic strategy.

As shown above Lindt's project team underwent the process of first identifying, rating and finally evaluating the potential risks by formulating several mitigation strategies.

An analysis of various factors was conducted and looked at a range of environmental, political, economic, technical and competitive aspects. Additionally a score was added to each risk (ranging from high risk, medium risk to low risk).

These categorizations allow the team to effectively focus their attention on factors that might affect the project's baseline.

Having defined and categorized potential risks Lindt can control, minimize and adapt to potential scenarios.

Overall the major risks that Lindt's ice cream project will face are related to financial and timing issues. Nevertheless all risks, whether high, medium or low, have to be taken into careful consideration.

4. Developing the Project Schedule

In order to develop the project activity duration we implemented the formula:

$$TE = (a + 4m + b) / 6$$

Where TE is the estimated time for the activity that is to be derived by variable (a) being the most optimistic time, (m) the most likely time and (b) the most pessimistic. The formula will then be used to substitute the values in order to obtain the estimated duration each activity (A-DZ) will require (Zou 2015). The following sample (TE (A) to TE (N)) of how to calculate the estimated duration has been illustrated below:

- $TE (A) = (4+4(7)+10)/6 = 7$
- $TE (B) = (7+4(10)+14)/6 = 10.2 \approx 10$
- $TE (C) = (1+4(2)+4)/6 = 2.2 \approx 2$
- $TE (D) = (6+4(8)+20)/6 = 9.7 \approx 10$
- $TE (E) = (2+4(3)+5)/6 = 3.2 \approx 3$
- $TE (F) = (10+4(14)+20)/6 = 14.3 \approx 14$
- $TE (G) = (2+4(4)+7)/6 = 4.2 \approx 4$
- $TE (H) = (2+4(3)+5)/6 = 3.2 \approx 3$
- $TE (I) = (14 + 4(20)+30)/6 = 20.7 \approx 21$
- $TE (J) = (10 + 4(14)+30)/6 = 16.3 \approx 16$
- $TE (K) = (3 + 4(5)+14)/6 = 6.17 \approx 6$
- $TE (L) = (7+4(10)+20)/6 = 11.17 \approx 11$
- $TE (M) = (3 + 4(7)+14)/6 = 7.5 \approx 8$
- $TE (N) = (5+4(10)+15)/6 = 10$

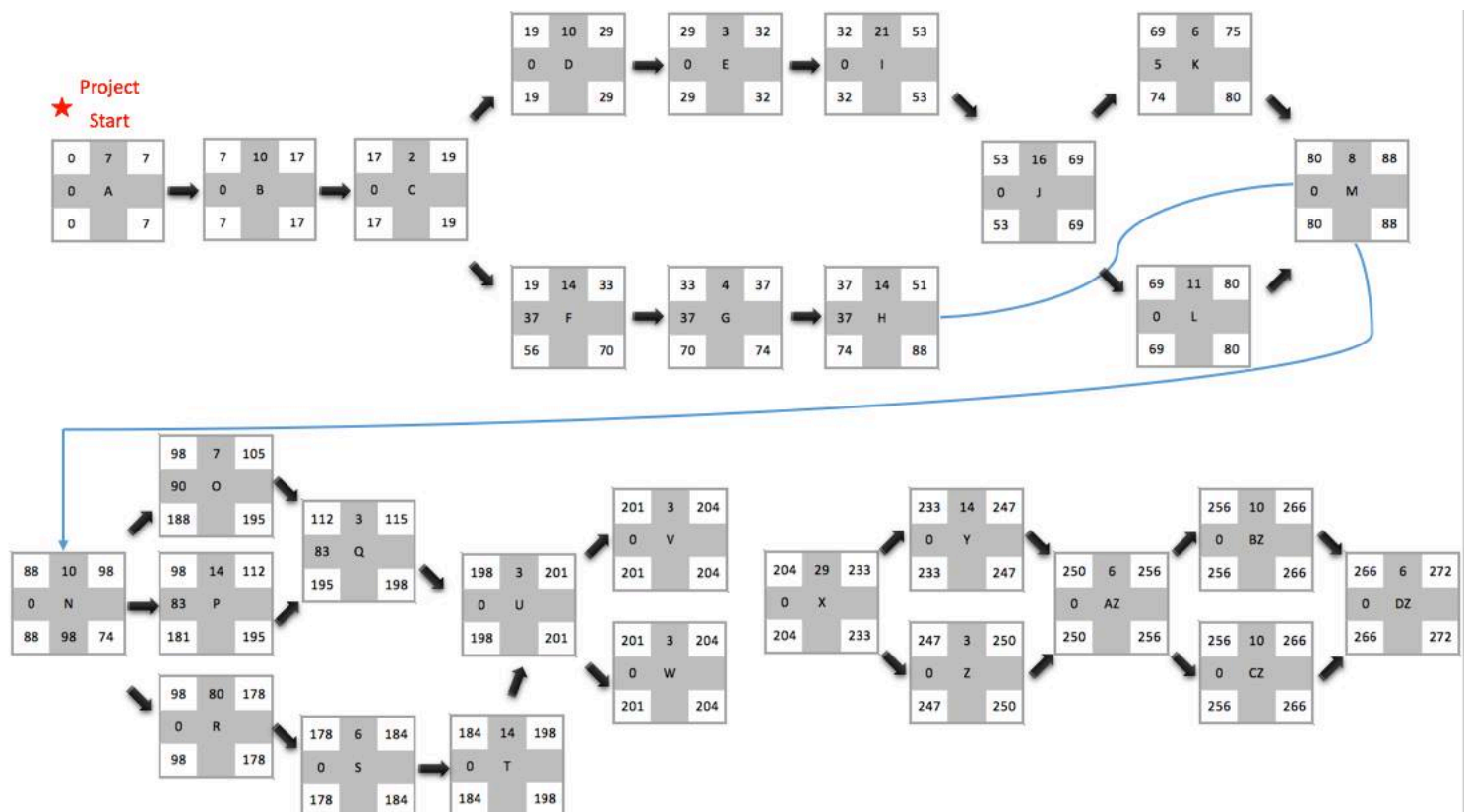
Note: The digits below referred to within the sections: Optimistic, Likely, Pessimistic and Estimated Duration are valued in the amount of days. Values within this table regarding duration estimation have been derived from an example of a similar project conducted by the Lewis Institute (2012) as well as Lindt Annual Report (2014), where Lindt expanded to the Australian market. For this particular project there are 30 Activities ranging from A-DZ. After all calculations were executed the **total duration** for implementing Lindt ice cream in China is **347 days**.

Activity	Tasks	Optimistic	Likely	Pessimistic	Est. Duration
	Feasibility Study				
A	Conduct feasibility study	4	7	10	7
B	Receive technical approval	7	10	14	10
C	Approve administration sign-off	1	2	4	2
	Design				
D	Package design	6	8	20	10
E	Package approval	2	3	5	3
	Production Site				
F	Identify possible production sites	10	14	20	14
G	Production site narrow down	2	4	7	4
H	Prod. site selection and approval	10	14	20	14
	Vendor Selection				
I	Research equipment	14	20	30	21
J	Identify suppliers	10	14	30	16
K	Cost/Quality categorize suppliers	3	5	14	6
L	Negotiate price & terms	7	10	20	11
M	Approval and contracts	3	7	14	8
	Engineering				
N	Conduct process flow evaluation	5	10	15	10
O	Determine site for testing	3	7	10	7
P	Determine equipment	7	14	20	14
Q	Layout approval	2	3	5	3
R	Flavor engineering	60	80	100	80
S	Flavor approval	2	5	14	6
	Sales & Service				
T	Quality approval	7	14	20	14
U	Beta-test ice creams	2	3	4	3
V	Sales approval	1	3	5	3
W	Customer approval	2	3	5	3
	Marketing				
X	Marketing campaign design	20	30	35	29
Y	Campaign positioning	7	14	20	14
Z	Campaign approval	2	3	4	3
AZ	Initiate marketing	5	6	7	6
	Initiate Sales				
BZ	Assemble inventory	5	10	14	10
CZ	Implement sales forecast	7	10	13	10
DZ	Assess sales forecast	3	5	14	6
				Total:	347

Using the above table the team was able to draw up the Activity-on-Arrow diagram as well as coming up with the longest path from end to end. This determines the shortest project length, better known as the Critical Path (Zou 2015).

Critical Path: A-B-C-D-E-I-J-L-M-N-R-S-T-U-V-X-Y-AZ-CZ-DZ

Early Start	ID Number	Early Finish
Activity Float	Activity Descriptor	
Late Start	Activity Duration	Late Finish



5. Developing the Cost Estimates and Budget

Deriving data from Lindt's expansion to the Australian market in 2014 it was possible to determine the expense approximations as well as draw up the Time-Phased Budget for the project. Due to the fact that since Lindt is a Swiss company all values have been calculated in Swiss-Frank. The overall estimated budget for the project is CHF 274.6 Million, however it must be noted that China is a completely different country to Lindt's Swiss home market and as such the Chinese Market is also different to the Australian one. Comparing The World Bank's (2014) figures of GDP, China's GDP per capita is only USD7, 590 when compared to the Swiss, USD85,594, and the Australian one USD61,926 thus meaning that the budgeted costs in China might be lower than expected.

Work Packages	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	Total
Feasibility Study	3.5										3.5
Design		11									11
Production Site		35	14.8								49.8
Vendor Selection			40.0	40.0							80.0
Engineering				26.3	26.3	26.3	26.3				105.2
Sales & Service							5.7				5.7
Marketing								10.3	5.7		16.0
Initiate Sales										5.4	5.4
Monthly Planned	3.5	46	54.8	66.3	26.3	26.3	32.0	10.3	5.7	5.4	
Monthly Cumulative	3.5	47.5	102.3	168.6	194.9	221.2	253.2	263.5	269.2	274.6	274.6

Note: All values listed are in Millions of Swiss Franks (CHF).

6. Change Control

Lindt focuses on managing internal and external changes effectively in order to achieve set goals and objectives. Having had decades of business experience, the firm is well aware of the necessity to adjust scope, time or costs estimations at any given point if required.

After identifying and documenting the request for change, the project team will either approve or reject the proposed modification to the project's baseline. Creating possible scenarios beforehand allows the team to adjust to necessary changes.

The following two situations show the analytical tools used by the project team in order to demonstrate how such scenarios will be dealt with.

A) Larger location needed for the launch

1. Change generated:

Due to effective marketing, the new product Lindt Ice Cream raised awareness in the Shanghai area and a stronger demand and rush on the day of disclosure is being expected. A higher quantity and therefore a larger location are needed on the 1st of June. The team will identify such an occurring opportunity and the project manager will take the initiative to generate the change.

2. Change proposal:

The change proposal, in form of a document, will be forwarded to all stakeholders and explains how the modification will benefit the project and what potential risks might come with it.

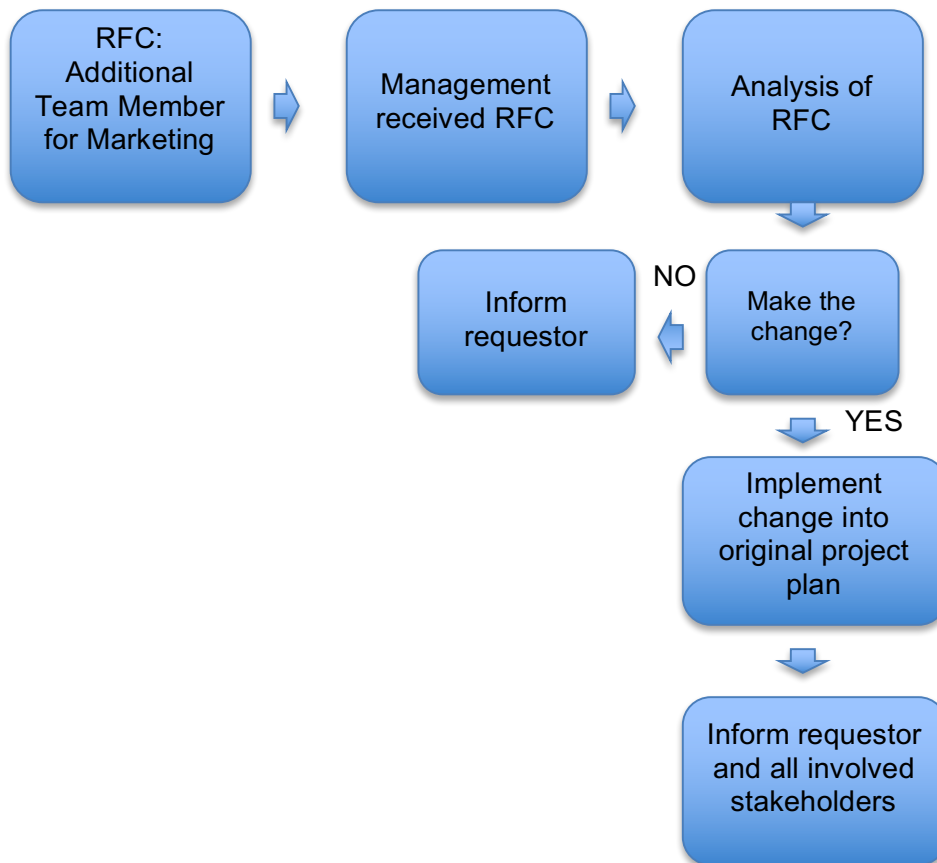
3. Review:

The board will review proposed request, calculates risks and deliberates about whether or not to approve.

4. Change approval & Implementation:

Seeing how the change of location will fit the forecasted rush, the modification has been approved and is now ready to be implemented by the team. After management has signed, all registered data regarding the change will be added to the change control plan details.

B) Request for one additional team member in order to support a department



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