OAS WEE Project: Capacity Building in Digital Transformation for Success in the International Digital Marketplace

for Women MSMEs in the Eastern Caribbean

Operational Management and Leveraging Outsourcing Strategies

Module 4

Foreword

The Secretariat for Integral Development (SEDI) of the General Secretariat of the Organization of the American States (GS/OAS) supports, facilitates, and fosters integral development in the member states in coordination with measures to strengthen democracy, multidimensional security, and the promotion of human rights.

The Executive Office (SEDI/EO) endeavors to mobilize resources for the formulation, promotion, and implementation of technical cooperation policies, programs, and projects in the area of integral development; Programs, projects and activities are geared towards strengthening human and institutional capacity of member states.

A key initiative of the Secretariat is the 'Economically Empowered Women for Equitable and Resilient Societies' (WEE) Project to empower women-led and women-owned MSMEs to actively participate in and benefit from the digital economy and build sustainable livelihoods. This project is being implemented in six countries of the Eastern Caribbean: Antigua and Barbuda, Dominica, Grenada, Saint Lucia, St. Kitts and Nevis, and St. Vincent and the Grenadines, and as such, this consultancy opportunity is established in support of this project.

The OAS-SEDI implements the WEE Project with funding from the U.S. Permanent Mission to the OAS and Meta.

The project SID2103: USDEP22/01

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Operations Management and Outsourcing

Learning Objectives

At the end of this session, you will be able to:

1. Identify the main aspects of ecommerce operations management and understand their importance.
2. Understand the role time management plays in operational management.
3. Understand the risks and benefits of outsourcing operations.
4. Determine whether aspects of your business should or should not be outsourced.

Module 4 Operations Management and Outsourcing

Topic	Main Elements
1. Operations Management	▪ Define Operations Management ▪ Aspects of E-commerce Operations Management ▪ Sample Daily Time Management Schedule
2. Outsourcing	▪ Overview of Outsourcing ▪ Different Outsourcing Options ▪ Business Functions to Outsource ▪ Implementation Plan ▪ Risk Management ▪ Decision-making Matrix

4.1 Operations Management

4.1.1 What is Operations Management?

Operations management is the administration of business structure, practices, and processes to enhance efficiency and maximize profit.

It refers to the management of functions that a business needs to run effectively day-to-day.

It refers to the management of functions that a business needs to run effectively day-to-day, including:

- Overseeing multiple departments and providing goals
- Overseeing and streamlining processes
- Balancing revenue and costs
- Developing strategic plans
- Production, logistics, and supply chain

4.1.2 Ecommerce Operations Management

The main aspects include:

1. Product management

2. Inventory Management
3. Order Fulfillment
4. Customer engagement
5. Website management
6. Payment processing/ Fraud Prevention
7. Analytics and Reporting

4.1.3 Product management

Product management involves the processes of adding, updating, and removing products from an eCommerce store.

The product management process involves the following steps:

- Product sourcing and selection
- Product listing creation
- Product pricing and promotion
- Product inventory management

The following methods and tools can help eCommerce businesses manage their product management effectively:

- Inventory management software
- Product information management software
- Pricing optimization software

Examples and Scenarios

Example 1: An eCommerce business sources a new product and adds it to their store, creating a new product listing with accurate product information, pricing, and images.

Example 2: An eCommerce business runs a promotional campaign for a specific product, offering a discount to customers who purchase the product within a specified time frame.

4.1.4 Inventory Management

Ecommerce inventory management is an organized approach to sourcing, storing, tracking, and shipping an ecommerce business's inventory.

The inventory management process involves the following steps:

- Monitoring inventory levels
- Forecasting demand

- Reordering products when necessary

The following methods and tools can help eCommerce businesses manage their inventory effectively:

- Automated inventory tracking software
- Barcode scanners and Radio Frequency Identification (RFID) technology
- Demand forecasting tools

Examples and Scenarios

Example 1: During a holiday sale, an eCommerce business receives an influx of orders for a popular product. To prevent overselling, the business needs to monitor inventory levels and reorder products to ensure they have enough inventory to meet demand.

Example 2: An eCommerce business sells perishable products and needs to ensure that they have enough inventory on hand to meet customer demand while minimizing waste.

Importance of Inventory Management in E-commerce:

Efficient inventory management in E-commerce is essential for meeting customer demands, reducing inventory costs, increasing sales, and maintaining a positive reputation. It helps in ensuring that the right amount of inventory is available at the right time and place, preventing stockouts and overstocking.

- **Inventory Tracking Methods:**

Various inventory tracking methods are available, including FIFO (First-In, First-Out), LIFO (Last-In, First-Out), and FEFO (First-Expiry, First-Out). FIFO assumes that the oldest products are sold first, while LIFO assumes that the newest products are sold first. FEFO is used for perishable goods and assumes that the products with the earliest expiry dates are sold first. The choice of inventory tracking method depends on the type of products sold and business requirements.

- **Strategies for Managing Inventory Levels:**

Several strategies can be implemented for managing inventory levels, including Just-in-Time, Safety Stock, and Reorder Point. Just-in-Time (JIT) is a strategy where inventory is ordered and received as close to the customer order as possible, reducing inventory costs. Safety Stock is an additional inventory that is kept in case of unexpected demand or supply chain disruptions. Reorder Point is the minimum inventory level at which a new order is placed to avoid stockouts.

- **Inventory Forecasting Methods:**

Inventory forecasting methods involve predicting future demand based on historical data, market trends, and other factors. Various methods, including Moving Average, Seasonal Forecasting, and Trend Analysis, can be used for forecasting inventory levels. The forecasting method used depends on the type of business, the products sold, and the availability of data.

- **Warehouse and Storage Management:**

Warehouse and storage management involves efficiently organizing and managing inventory storage spaces. Effective warehouse management includes proper organization of products, efficient storage, and optimized use of space. Strategies such as cross-docking, slotting optimization, and pick-and-pack optimization can help improve warehouse efficiency, reduce handling costs, and improve order fulfillment speed.

4.1.5 Order Fulfillment

Order fulfillment is the process of receiving, processing, and shipping customer orders. This section provides an overview of the order fulfillment process and includes examples, scenarios, processes, and methods for managing order fulfillment.

The order fulfillment process involves the following steps:

- Receiving and processing customer orders.
- Picking and packing products.
- Shipping products to customers

The following methods and tools can help eCommerce businesses manage their order fulfillment process effectively:

- Order management software
- Shipping software
- Warehouse management systems

Examples and Scenarios

Example 1: A customer places an order for a product and requests expedited shipping. The eCommerce business needs to ensure that the product is picked, packed, and shipped quickly to meet the customer's expectations**.**

Example 2: An eCommerce business sells customizable products and needs to ensure that the products are manufactured and shipped within a reasonable timeframe.

4.1.6 Customer Engagement Process

This is a strategy for building and maintaining strong relationships with customers, with the goal of increasing customer loyalty, satisfaction, and retention.

The Customer Engagement process involves the following steps:

- Receiving and responding to customer inquiries.
- Addressing customer concerns.
- Resolving customer issues.

The following methods and tools can help eCommerce businesses manage their Customer Engagement effectively:

- Customer relationship management software
- Live chat software
- Social media monitoring tools

Examples and Scenarios

Example 1: A customer contacts an eCommerce business with a question about a product. The Customer Engagement team responds promptly and provides helpful information to assist with the customer's purchase decision.

Example 2: A customer receives a damaged or defective product and contacts the eCommerce business to request a replacement. The Customer Engagement team responds promptly and resolves the issue to the customer's satisfaction.

Customer Engagement Methods and Tools

Here's an overview of the steps involved in creating a customer engagement plan and process:

- **Define Your Customer Engagement Goals**

The first step is to define what you want to achieve with your customer engagement plan. This might include increasing customer satisfaction, reducing churn, or driving repeat purchases. Once you've identified your goals, you can create metrics to measure success.

- **Develop Your Customer Engagement Strategy**

Your strategy should outline how you plan to engage with your customers. This might include sending regular newsletters, running social media campaigns, or offering loyalty rewards. Determine which channels and tactics are most effective for your audience.

- **Create a Customer Journey Map**

A customer journey map outlines the various touchpoints your customers have with your brand, from initial awareness through to post-purchase follow-up. This map will help you identify where you can improve the customer experience and identify opportunities for engagement.

- **Collect and Analyze Customer Data**

To understand your customers' needs and preferences, you'll need to collect and analyze data. This might include website analytics, customer feedback surveys, or social media monitoring. Use this data to inform your engagement strategy and tactics.

- **Implement Your Customer Engagement Tactics**

Once you've developed your strategy, it's time to implement your tactics. This might include creating personalized content, running targeted email campaigns, or offering exclusive promotions to your most loyal customers. Monitor your results and adjust your approach as needed.

- **Measure and Refine Your Approach**

Finally, it's important to measure the success of your customer engagement plan and refine your approach over time. Continuously collect data and feedback and use this information to adjust your tactics and improve the customer experience.

4.1.7 Website Management

Website management involves the processes of maintaining, updating, and optimizing an eCommerce store's website. This section provides an overview of the website management process and includes examples, scenarios, processes, and methods for managing website management.

The website management process involves the following steps:

- Website design and development
- Website content creation and updates
- Website performance monitoring and optimization
- Website security and maintenance

The following methods and tools can help eCommerce businesses manage their website management effectively:

- Content management system (CMS)
- Website analytics software and services
- Website security software and services

Examples and Scenarios

Example 1: An eCommerce business updates their website's product pages with new images, descriptions, and pricing to ensure accuracy and relevance.

Example 2: An eCommerce business monitors their website's load times and optimizes their website's performance by compressing images, minifying code, and leveraging caching.

4.1.8 Payment Processing and Fraud Prevention Process

Payment processing and fraud prevention are crucial components of eCommerce operations. This section provides an overview of the payment processing and fraud prevention process and includes examples, scenarios, processes, and methods for managing payment processing and fraud prevention.

The payment processing and fraud prevention process involves the following steps:

- Accepting payments securely.
- Identifying and preventing fraudulent transactions.
- Ensuring compliance with regulatory requirements.

The following methods and tools can help eCommerce businesses manage their payment processing and fraud prevention effectively:

- Payment gateway software
- Fraud detection and prevention software (usually provided by gateway provider but responsibility fall with business owner to implement and manage)
- Compliance management tools (usually provided by gateway provider but responsibility fall with business owner to implement and manage)

Examples and Scenarios

Example 1: An eCommerce business accepts payments through multiple channels, including credit cards and digital wallets. They use encryption and tokenization to ensure that payment data is secure and PCI-compliant.

Example 2: An eCommerce business receives an order from a customer with an unfamiliar shipping address and a different billing address. The business flags the order for potential fraud and performs additional checks to verify the customer's identity.

4.1.9 Analytics and Reporting

Analytics and reporting are essential for eCommerce businesses to measure their success, identify areas for improvement, and make data-driven decisions.

The analytics and reporting process involves the following steps:

- Collecting and analyzing data
- Generating reports
- Using insights to make data-driven decisions

The following methods and tools can help eCommerce businesses manage their analytics and reporting effectively:

- Web analytics software
- Business intelligence software
- Data visualization tools

Examples and Scenarios

Example 1: An eCommerce business wants to identify which products are driving the most revenue. They use analytics tools to collect and analyze data on product sales and generate reports that show which products are performing best.

Example 2: An eCommerce business wants to optimize their website for mobile users. They use analytics tools to collect and analyze data on website traffic and user behavior and use the insights to make changes to their website that improve the mobile user experience.

4.1.10 Sample daily and weekly time management

a. Daily time management schedule - sample

Daily Time Management	Activity
8:00am - 9:00am:	Check emails and respond to urgent inquiries.
9:00am - 10:00am:	Review sales and revenue metrics from the previous day.
10:00am - 11:00am:	Check inventory levels and update product listings as needed.
11:00am - 12:00pm:	Check social media channels and respond to customer inquiries.

12:00pm - 1:00pm:	Lunch break.
1:00pm - 2:00pm:	Create and schedule social media posts for the day.
2:00pm - 3:00pm:	Work on marketing campaigns and advertising strategies.
3:00pm - 4:00pm:	Review website analytics and make changes to website as needed.
4:00pm - 5:00pm:	Check and respond to any remaining emails or customer inquiries.

b. Weekly time management schedule - sample

Day of the week	Activities/Functions
Monday:	▪ Conduct a team meeting to discuss priorities for the week. ▪ Review sales and revenue metrics from the previous week and set goals for the current week. ▪ Update product listings and optimize product descriptions and images as needed. ▪ Work on marketing campaigns and advertising strategies.
Tuesday:	▪ Check inventory levels and place orders with suppliers if necessary. ▪ Review website analytics and make changes to website as needed. ▪ Create and schedule social media posts for the week.
Wednesday:	▪ Check and respond to any remaining emails or customer inquiries. ▪ Conduct a competitor analysis and make any necessary changes to pricing or product offerings. ▪ Work on content marketing, such as blog posts or email newsletters.
Thursday:	▪ Conduct a customer satisfaction survey and analyze the results. ▪ Identify areas for improvement in customer service and support. ▪ Work on email marketing campaigns and newsletters.
Friday:	▪ Review the week's performance metrics and adjust strategies as needed. ▪ Conduct a team meeting to discuss progress and upcoming priorities. ▪ Work on any remaining tasks from the week.

Note: This is just an example schedule and may need to be adjusted based on the specific circumstances.

Activity 1

Can you identify at least one (1) aspect of your operations that requires urgent attention in terms of the structure, practices, and processes that are currently in place in order to enhance efficiency and maximize profit?

Activity 2

Document your current schedule on a daily and weekly basis. Identify areas for improvement based on the sample schedules presented in this section.

4.2 Outsourcing

4.2.1 Overview of Outsourcing

Outsourcing occurs when a business hires a third party to perform services or create products that were previously done by the company's own employees. It's also known as contracting out.

Outsourcing is often confused with Offshoring. Both involve delegating work but the difference is location.

- Outsourcing simply means hiring an external company, regardless of where they are.
- Offshoring, however, specifically involves moving work to another country, often for cost benefits.

4.2.2 Benefits and Risks of Outsourcing

For any firm, it is important to understand the benefits and risks associated with Outsourcing.

Benefits of Outsourcing

- **Cost savings**: Reduction in labor costs, operational expenses.
- **Access to expertise**: Leveraging specialized skills and knowledge.
- **Focus on core activities**: Allowing businesses to concentrate on their primary functions.
- **Flexibility and scalability**: Ability to scale operations up or down based on demand.
- **Improved efficiency**: Streamlining operations and reducing time to market.

Risks of Outsourcing

- **Quality control**: Potential for lower quality if the outsourcing partner is not properly managed.
- **Communication barriers**: Language and cultural differences can lead to misunderstandings.
- **Security concerns**: Risk of data breaches and loss of intellectual property.
- **Dependency**: Over-reliance on third parties can lead to vulnerabilities.

4.2.3 Different Outsourcing Options

1. **Types of Outsourcing**
   - **Onshore outsourcing**: Hiring service providers within the same country.
   - **Nearshore outsourcing**: Partnering with companies in nearby countries.
   - **Offshore outsourcing**: Contracting services from distant countries.

2. **Outsourcing Models**
   - **Project-based outsourcing**: For specific, short-term projects.
   - **Dedicated teams**: Long-term partnerships with dedicated teams.
   - **Managed services**: Comprehensive management of certain business functions.

3. **Selecting the Right Outsourcing Partner**
   - **Criteria for selection**: Expertise, reputation, cost, communication skills, cultural compatibility.
   - **Evaluation process**: RFPs (Request for Proposals), interviews, and trial periods.

4.2.4 Business Functions to Outsource

Outsourcing is not suitable or viable for all companies. It is generally suitable for companies seeking cost savings, specialized skills, or increased efficiency. However, it may not be suitable for companies with highly sensitive data, complex in-house processes, or a strong preference for in-house control. The decision to outsource a business function should be based on a thorough evaluation of the company's unique situation and strategic objectives.

Here is a list of functions that are commonly outsourced.

A. Customer Support

- **Current Situation**: In-house customer support team struggling to manage increasing customer inquiries and complaints.
- **Objective**: Improve response time and customer satisfaction.
- **Outsourcing Partner Criteria**: Experienced in ecommerce customer support, multilingual capabilities, 24/7 availability.
- **Selected Partner**: Partner with a renowned customer support provider with a proven track record in the ecommerce sector.

B. Website Development and Maintenance

- **Current Situation**: In-house team lacks the technical expertise to implement advanced features and ensure website security.
- **Objective**: Enhance website functionality, user experience, and security.
- **Outsourcing Partner Criteria**: Expertise in ecommerce platforms (e.g., Shopify, WooCommerce), strong portfolio, reliable and responsive.
- **Selected Partner**: [Partner Name], a top-rated web development agency specializing in ecommerce solutions.

C. Digital Marketing

- **Current Situation**: Limited in-house marketing capabilities leading to suboptimal online presence and sales.
- **Objective**: Increase brand visibility, drive traffic, and boost online sales.
- **Outsourcing Partner Criteria**: Proven experience in SEO, PPC, social media marketing, content marketing, and email marketing.
- **Selected Partner**: [Partner Name], a digital marketing agency with a strong ecommerce client base.

D. Order Fulfillment

- **Current Situation**: In-house team overwhelmed by order processing, packaging, and shipping tasks.
- **Objective**: Streamline order fulfillment processes, reduce delivery times, and lower costs.

- **Outsourcing Partner Criteria**: Reliable logistics provider with ecommerce fulfillment expertise, integrated technology solutions, competitive pricing.
- **Selected Partner**: [Partner Name], a logistics company known for efficient and cost-effective order fulfillment services.

4.2.5 Outsourcing Implementation Plan

Imagine flying a plane through stormy weather without plotting a course. The chances of getting lost are high and could easily end in disaster. Choosing to outsource parts of your business without a clear plan is much the same. businesses get the most value and productivity from outsourcing operations when they have clearly mapped out their goals and developed a plan to achieve them.

Here are some considerations in developing a plan for your business:

A. Customer Support

1. **Setup and Transition**
    - Define scope of work and expectations.
    - Train the outsourcing partner on company policies, products, and systems.
    - Implement a phased transition to ensure a smooth handover.
2. **Management and Monitoring**
    - Establish Key Performance Indicators (KPIs) such as response time, resolution rate, and customer satisfaction.
    - Schedule regular performance reviews and feedback sessions.

B. Website Development and Maintenance

1. **Setup and Transition**
    - Outline project requirements and timelines.
    - Grant access to necessary systems and tools.
    - Initiate development sprints with regular progress updates.
2. **Management and Monitoring**
    - Conduct weekly status meetings.
    - Perform code reviews and security audits.
    - Monitor website performance and user feedback.

C. Digital Marketing

1. **Setup and Transition**
    - Develop a comprehensive digital marketing plan with clear goals and objectives.
    - Share existing marketing assets and data.
    - Launch initial campaigns and monitor results closely.

2. **Management and Monitoring**
    - Track campaign performance using metrics like traffic, conversions, and ROI.
    - Adjust strategies based on data insights and market trends.
    - Hold monthly strategy review meetings.

D. Order Fulfillment

1. **Setup and Transition**
    - Integrate the outsourcing partner's systems with the company's ecommerce platform.
    - Provide training on product handling and packaging standards.
    - Start with a pilot phase to iron out any issues.
2. **Management and Monitoring**
    - Monitor order processing times, accuracy, and shipping costs.
    - Conduct regular inventory audits.
    - Review performance metrics quarterly.

4.2.6 Risk Management

An effective outsourcing risk management strategy investigates the implementation and continuous monitoring of outsourcing agreements, including vendor performance, contract compliance, and ensuring effectiveness and efficiency.

A. Quality Control

- Implement strict quality assurance protocols.
- Regularly review partner performance and provide feedback.
- Establish a contingency plan for underperformance.

B. Communication Barriers

- Use collaboration tools (e.g., Slack, Zoom, Google Meets) for effective communication.
- Schedule regular check-ins and updates.
- Ensure clear and concise communication of expectations and feedback.

C. Security Concerns

- Ensure outsourcing partners comply with data protection regulations.
- Use secure data sharing and storage methods.
- Conduct regular security audits and assessments.

D. Dependency

- Depending on your resources (time, money, staff) Avoid over-reliance by diversifying outsourcing partners.
- Maintain some in-house capabilities for critical functions.
- Develop exit strategies to manage transitions smoothly if needed.

4.2.7 Continuous Improvement

- Encourage partners to suggest process improvements and innovations.
- Stay updated with industry best practices and incorporate them into the strategy.
- Regularly review and refine the outsourcing strategy based on performance data and feedback.

4.2.8 Decision making Matrix

The following a simple decision-making matrix which aims to helps MSMEs businesses determine whether to outsource specific business functions. The matrix evaluates various factors and assigns scores to guide the decision-making process.

Criteria and Scoring

1. **Criticality to Core Business (CB)**
    - **Explanation**: Determines how essential the function is to the primary operations and mission of the business. Core functions are integral to the company's identity and competitive advantage. A higher score indicates that the function is less critical to the core business and more suitable for outsourcing.
    - **Scoring**:
        - High (1): Core to business operations
        - Medium (2): Important but not core
        - Low (3): Non-core
2. **Cost Savings Potential (CSP)**
    - **Explanation**: Evaluates the potential for reducing costs by outsourcing the function. High-cost savings indicate a significant financial benefit from outsourcing.
    - **Scoring**:
        - Low (1): Minimal cost savings
        - Medium (2): Moderate cost savings
        - High (3): Significant cost savings
3. **Access to Expertise (AE)**
    - **Explanation**: Measures the availability of specialized skills and knowledge that can be obtained through outsourcing. High scores indicate that the required expertise is not available in-house.
    - **Scoring**:

- Low (1): Expertise readily available in-house
- Medium (2): Some expertise available in-house
- High (3): Expertise not available in-house

4. **Quality Control (QC)**
   - **Explanation**: Assesses the importance of maintaining strict quality standards for the function. High scores indicate that quality control is less critical, making it more suitable for outsourcing.
   - **Scoring**:
     - High (1): Critical to maintain high control
     - Medium (2): Important but manageable with guidelines
     - Low (3): Less critical to maintain strict control
5. **Scalability (S)**
   - **Explanation**: Evaluates the need for scalability in the function. High scores indicate a significant requirement for scaling operations up or down based on business needs.
   - **Scoring**:
     - Low (1): Limited need for scalability
     - Medium (2): Some need for scalability
     - High (3): Significant need for scalability
6. **Time Sensitivity (TS)**
   - **Explanation**: Measures the criticality of time in performing the function. High scores indicate that the function is less time-sensitive and can afford delays.
   - **Scoring**:
     - High (1): Time-critical function
     - Medium (2): Important but not time-critical
     - Low (3): Can afford delays
7. **Internal Capability (IC)**
   - **Explanation**: Assesses the strength of internal capabilities to perform the function. High scores indicate weak internal capability, making outsourcing more attractive.
   - **Scoring**:
     - High (1): Strong internal capability
     - Medium (2): Moderate internal capability
     - Low (3): Weak internal capability

Example: Customer Support

Criteria	Score (1-3)
Criticality to Core Business (CB)	2
Cost Savings Potential (CSP)	3
Access to Expertise (AE)	3
Quality Control (QC)	2
Scalability (S)	3

Criteria	Score (1-3)
Time Sensitivity (TS)	2
Internal Capability (IC)	1
Total Score	**16**

Interpretation of Scores

- **7-11**: Low suitability for outsourcing. These functions are critical to core business, require high quality control, or have strong internal capabilities.
- **12-16**: Moderate suitability for outsourcing. These functions have potential for cost savings and scalability but may require careful management.
- **17-21**: High suitability for outsourcing. These functions are non-core, have high cost savings potential, and benefit significantly from external expertise.

Decision Making Matrix Template

Function/Activity	CB	CSP	AE	QC	S	TS	IC	Total Score	Decision
Customer Support	2	3	3	2	3	2	1	16	Consider Outsourcing
Website Development	1	3	3	2	3	3	2	17	Outsource
Digital Marketing	2	3	3	2	3	2	1	16	Consider Outsourcing
Order Fulfillment	2	3	2	2	3	3	2	17	Outsource
Accounting	1	2	2	1	3	3	1	13	In-House/Outsource
IT Support	2	3	3	2	3	2	2	17	Outsource

Steps to Use the Matrix

1. **List Functions/Activities**: Identify all functions and activities in your business that are potential candidates for outsourcing.
2. **Evaluate Criteria**: Assign scores for each function based on the defined criteria (CB, CSP, AE, QC, S, TS, IC).
3. **Calculate Total Score**: Sum the scores for each function.
4. **Interpret Results**: Use the interpretation guide to make informed decisions about which functions to outsource.

Activity 1

Try to develop a decision-making matrix for your operations. Identify the functions that could be outsourced. Do you agree with the results?

If you agree, what are your next steps?

Activity 2

Find resource on Upwork, Fiverr or Similar Platforms

Conduct Business Needs Assessment (Include a budgeted amount)

Develop a Clearly Written RFP (Request for Proposal)

Conduct A Thorough Search For Research On Several Platforms

Review And Properly Assess Responses (Request Verifiable Refences)