Series 2

The hotel case continued:

The beginning of the hotel story in series 1 as well as the following information should be used to answer the questions of exercise 1 -3:

You are doing several follow-ups with the management and the CEO told you that he is concerned about the time frame of the project as the implementation of actions would take some time and the return of marketing campaigns would typically be not before 4 months and the annual assembly where results have to be presented is already in 6 months. Thus, he is asking you in starting as soon as possible and that first actionable results should be presented in 3 weeks and then again final results 2 weeks later. He is allocating directly to you 40% of the overall budget. Additionally, he gives you 50% of the time of the marketing responsible and a full resource to support you gathering the data and information. He is asking you how many resources would support you on the project. Further, he is asking you about the constraints in the project and what you cannot perform in the next 5 weeks. He is also telling you that he will ensure that one person from IT is 2 days a week available for support. He expects but does not express that you are anyway analyses all the costs and revenues and the impact of the marketing spendings. He is telling you that you have to analyse everything on the region level as given in series 1. He rally would like to have "quick wins" i.e. actionable results which are leading very quickly to a benefit, then mid-term and long-term actions.

The CFO is already preparing some figures about the costs and marketing spendings against the spendings of the guests in the hotel. He is telling you that he cannot provide any further resources for you. But, he wants to ensure that you can conduct interviews with staff such that you can convince yourself about the not sufficient quality. And he provides you with all the guest feedbacks over the last 4 years. As he is concerned about the high amount of the budget and the resources needed he is asking you if there is the possibility to split the project and only performing some analytics on the costs and revenues without taking into consideration other circumstances. He is then also expecting that the project should be conducted in only 3 weeks. He is aware that actionable results will be limited in that case.

The marketing responsible is happy to support you for 50% and she will provide you with all the marketing figures, spendings, analyses, strategies and data and information. She further wants to know how the marketing spendings should be allocated and if there could be determined an overall marketing budget volume and what is the return per one Swiss Franc spend per customer for advertising. Also she is asking if there could be detected already an influence of the most recent conference in Dubai. She will also organise that you have access to staff and conducting interviews with them, as she is convinced that the service quality is sufficient. She also does not think that there is a huge relationship between the methods you are choosing to perform the analyses and the available data and information.

If you do not have the concrete information, make so assumption out of the text and solve the exercise in that way. Because this is a real situation and often information are not fully available.

1. Written stakeholder agreement: Set up a short stakeholder agreement for the hotel case where you are considering:
   a. the projects objectives (and what is it not)
   b. the definition of the problem,
   c. the resources (hotel's resources, your resources)
   d. the time frame,
   e. the performance measures and
   f. the budget to get there
   g. further consideration and constraints

2. Based on the information given in series 1 and above please conduct a quality function deployment (only phase 1). Please set up a QFD plot:
   a. Define the "Customer needs"
   b. Define the "Analytics project requirement" in this specific case
   c. Link them with the relationship (0: no relationship, 1: weak, 2: medium, 3: strong)
   d. Benchmark the "What" against full project, no project and only performing the cost – revenue part
   e. Define the "Interactions of the design requirements" (-- strong negative, - negative, 0 neutral, + positive, ++ strong positive relationship)
   f. Determine the importance of the "How"
   g. And finally, benchmark the "How" against the three project options

3. Kano's model: Perform the same analysis with Kano's model
   a. Step 1: Identification of product requirements
   b. Step 2: Set up a Kano questionnaire: set up at least 4 pairs of questions (functional & dysfunctional)
   c. Step 3: With what medium you would collect data and why?
   d. Step 4: Assume you have get the following result for the 4 questions.

Product Requirement	A	N	M	I	R	Q	Total
Requirement 1	60.40%	15.60%	4.30%	12.30%	6.50%	0.90%	100.00%
Requirement 2	3.60%	4.30%	67.20%	20.50%	3.60%	0.80%	100.00%
Requirement 3	28.70%	24.80%	27.10%	17.70%	1.20%	0.50%	100.00%
Requirement 4	8.70%	38.40%	28.90%	20.60%	3.10%	0.30%	100.00%
....	...	...	...	...	...	...	

   i) Determine the Category, satisfaction factor, and the dissatisfaction factor for each question.

   ii) Plot the results as frequencies in a Dissatisfaction – Satisfaction plot.