

CASE STUDY

Program management

Overview

Our client was a high-profile hospitality company based in the US

A new management team was kicking off a transformative initiative designed to revolution their guest experiences

SATOV was engaged to help develop and implement 5+ work streams in the transformation process

After one year, we finished the implementation on-schedule and left our client with a transformed guest experience at some of the most iconic hospitality locations in North America

We provided comprehensive implementation support

Satov PMO

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graph TD; SatovPMO[Satov PMO] -.- PM[Program Management]; SatovPMO -.- CM[Change Management]; SatovPMO -.- AS[Analytical Support];
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Program Management

Set targets and manage the program to meet them

Identify and manage program risks

Change Management

Develop a communication plan that addresses stakeholder concerns

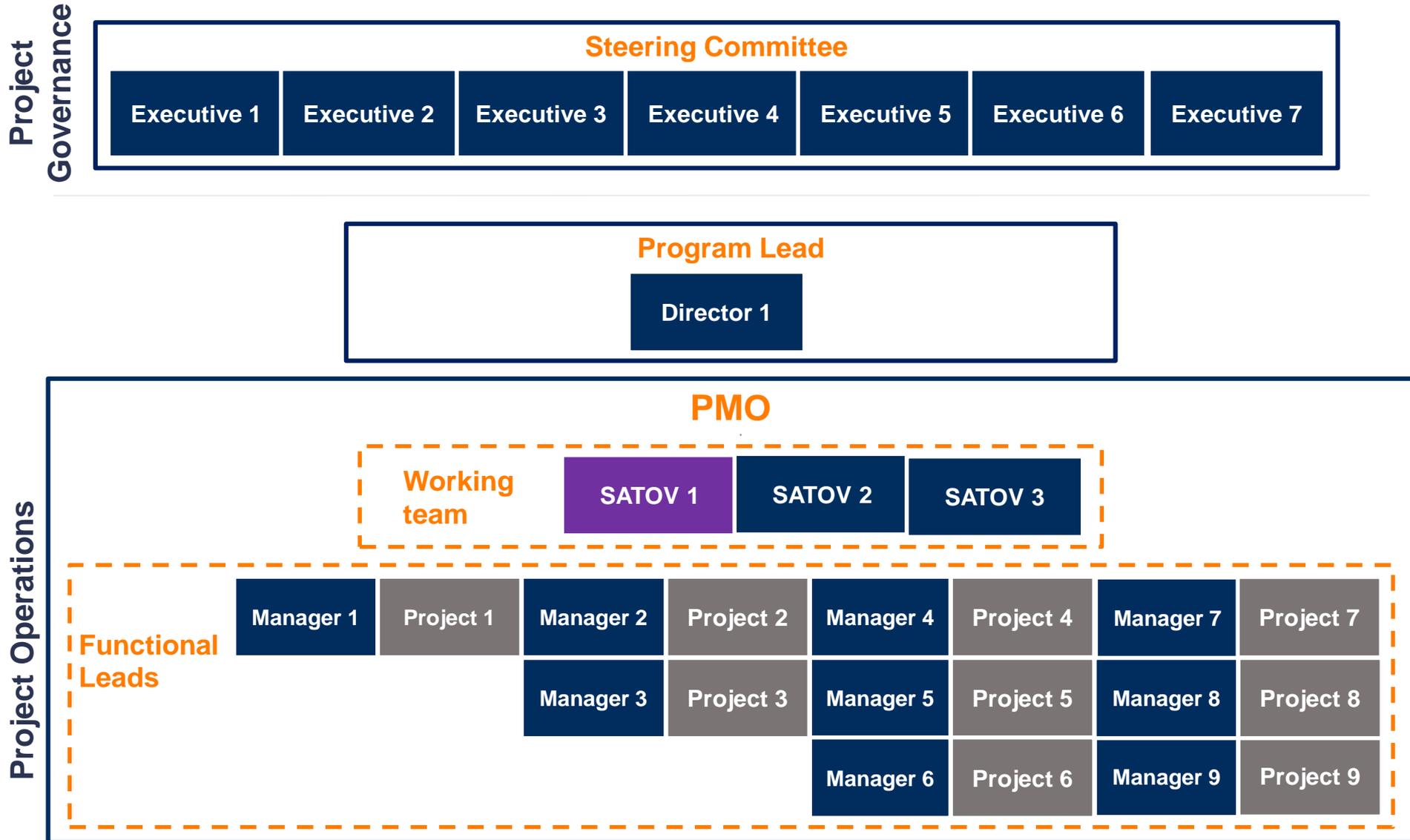
Work with leadership to ensure buy-in to change

Analytical Support

Support initiatives as needed

Objectively challenge views and answers from work streams

We aligned on the optimal team structure



We created mandates and metrics for each initiative

Summary

Implement automated system to solicit customer feedback and better understand customer priorities

Create a closed loop feedback process to resolve any customer issues and implement preventative measures to avoid future issues

Milestones

Jan 21 – Complete IT integration

Jan 28 – Complete Reporting Design (Roles, UAT, design)

Feb 4 – Complete user training

Feb 9 – xx

Success Metrics

Increased NPS score

High employee awareness of VoC and NPS

100% Closed Loop Feedback follow-up rate

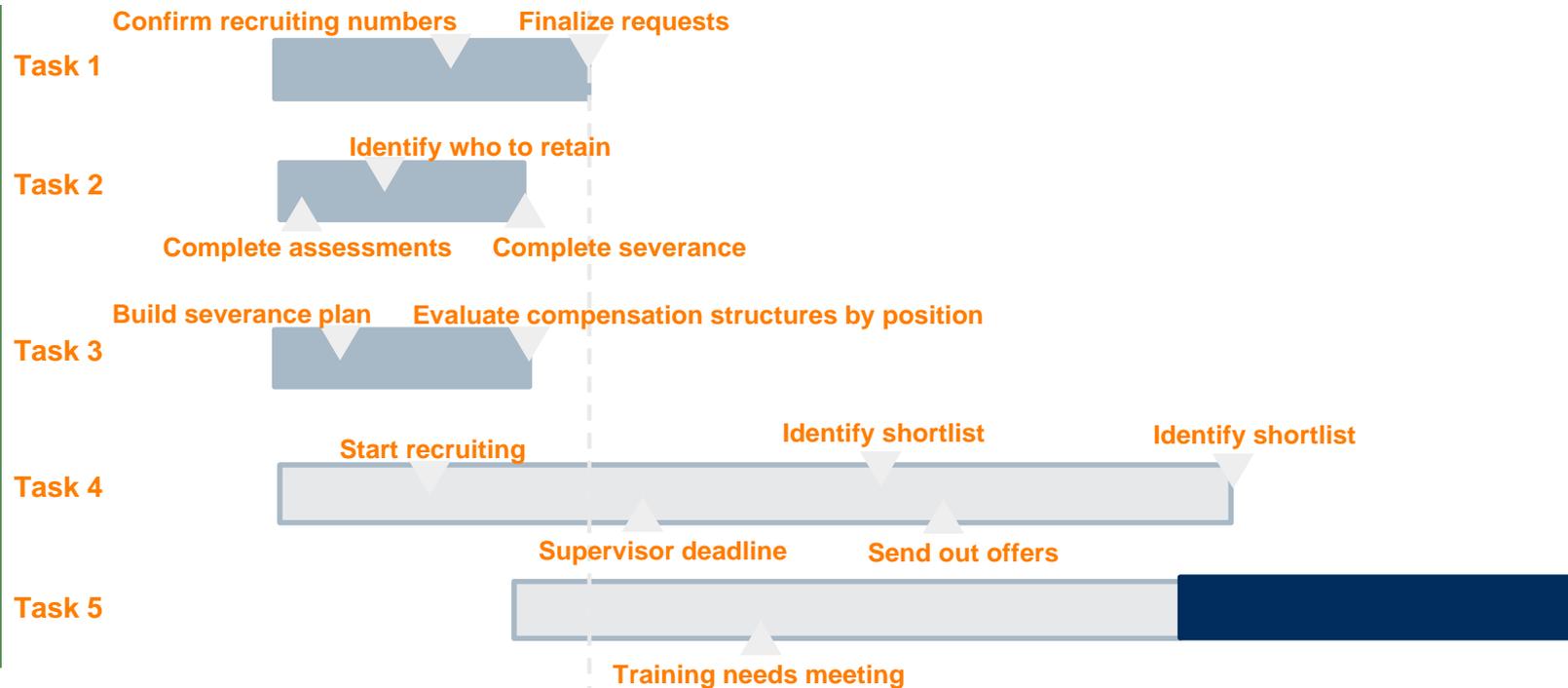
Turnover reduction (\$xx)

Customer merchandise add-on (\$xx)

We developed detailed project workplans



Project #1



Project #2



We kept the project on track by logging project issues and decisions

Decisions Log							
#	Description	Workstream	Considerations			Responsible	Target date
1	Decide importance of having the same vendor complete the [xx]	xx	xx			Manager 1	13-July
2	Level of investment in each of the entrances	xx	Baseline to fix foundational issues, design alternatives for low or high capex			Manager 2	14-July (revised)
3	Finalize end user training approach	xx	Different groups need training on different functionality; if not trained properly project may not be successful			Manager 3	21-July (revised)
4	Decide appropriate and feasible security metric	xx	Cost and scale of mystery shopper program, representative measure of security success			Manager 4	28-July
Issues Log							
#	Description	Workstream	Open date	Urgency	Mitigation	Responsible	Target date
1	May not be able to [xx]	xx	13-June	Medium	xx	Manager 1	21-July (revised)
2	Flooding and foundational issues at [xx]	xx	15-June	Medium	xx	Manager 2	TBD
3	Computers in command room are not capable of supporting the [xx]	xx	6-July	High	Install new computer hardware in the fire command room	Manager 3	12-July

We helped get everything done!

Status: 

Current tasks and major milestones	Status	Target Date	Executive approval
Complete internal applicant interviews	On track	July 21	Yes
Complete external applicant interviews	On track	July 28	Yes
Milestone: Identify short list of internal and external applicants	On track	31-July	Yes
Provide additional severance to finance	On track	4-Aug	Yes
Send out offers	On track	6-Aug	Yes
Last day for supervisors not taking on new roles	On track	5-Sept	Yes

Risks	Implication	Mitigation
Change management	<ul style="list-style-type: none"> Reduction in employee engagement and motivation 	<ul style="list-style-type: none"> Focus on communication, transparency, clarity of goals
[xx] agreements	<ul style="list-style-type: none"> Restrictions on changing PT/FT numbers and roles 	<ul style="list-style-type: none"> Consult union expert throughout to flag issues