# Develop a Stake Holder analysis for this project

According to Kerzner & Kerzner, “Stakeholders are, in one way or another, individuals, companies, or organizations that may be affected by the outcome of the project or the way in which the project is managed.”[1] In the modern society, the stakeholder is not only affected by the outcome but also highly affect the project from process to the end. Getting the stakeholders involve and willing to offer help is the key point to the project success.

The NiteRest Hotel project plays an important role in the NiteRest group's strategy, thus a comprehensive stakeholder analysis is necessary. First, the stakeholders are listed and classified by their interest in the project. And then Group by the level of influence. Second, the stakeholder expectation and concerns will be discussed. Finally, we talk about the specific action for each different stakeholder.

## Identify Stakeholders:

| **Stakeholder Analysis Matrix** | | | |
| --- | --- | --- | --- |
| Organization | Name | Impact  (How much does the project impact them?) | Influence  (How much influence do they have over the project?) |
| NiteRest Group | Executive Director | High | High |
| Hotel Staff | High | High |
| Head Office Staff | Medium | High |
| Project Management Team | High | High |
| Sleep Away Software Group | SASG Sales Leader | Low | Low |
| SASG Implement Team Leader | Low | High |
| Microland  (Contractor & Integrator) | Microland Project Manager | Medium | High |
| Microland Developer/Implement Engineer | Medium | High |
| Hinditron Corp:  (Subcontractor) | Hinditron Project Manager | Low | Low |
| Hinditron Implement Engineer | Low | Low |
| Company that provide clients to us | Business Partner | Medium | Low |
| Customer who provide big order or repeat business | Key Customers | Low | Low |

We believe that the Executive Director has higher influence, not only because he counting on the success of using this new system to bring him more profit and total market share. But also because he already did, he made the final decision of choosing software provider based on information gathered from a sales conference. It's not hard to believe that our CEO wants to prove his decision is correct. The SASG also need to use this project to win more market share. So the impact to the Sales Leader of SASG is also high. We can use this relationship to handle the conflict sometimes.

Most of the time, the user of the system is the hotel staff because they are the people who create the data every day. Since the requirement of the system is still unclear, we need to hold a meeting with all the hotel managers to launch a sub project( for about 1 month ) which is to collect requirement and explain what is the big change going to be. After this sub project is done all the hotel staff should understand what and why the project does. A final requirement document involving the requirement from hotels and other departments should be given to project management office as a reference in tailoring the functionality of the HotelWare.

Micorland sales manager and implement team manager is key to this project. They must put enough resources to this project otherwise this project could fail simply because of the constraint of time.

However, as a sub contractor, the Hinditron Corp is not that important. The personal computers are easy to get from the market, not too much system customization is needed and not too many software is needed to install.

Our customers and business partners are in the middle level. They should notify about this big change and can have some ways provide the suggestion. This could reduce the complaint to some extent when some problems happen after system online. No one can guarantee the software test can find all the problem, many problems are discovered by our customers.

## Prioritise Stakeholders:

As shown in the following graph, our CEO has the high enthusiast and power to the project. Because, as everyone can see, he has a high expectation toward this upgrade. He may also have a personal relationship with SASG's head, if so, he can help us to get more concentration and even human resource. Just in case if any crisis happened, we can "call high" to get a quicker feedback or support.

Our hotel staff and head office operational staff might not as enthused as the others. They are in the front line, they need to adjust themselves to this big change. The efficiency of the new system usually needs months to years to come. Which means they have to work harder and prepare for anything bad happened. The IT staff in head office may need to migrate huge data to the new system or provide the connection between the old and new system. They can not even make any mistake. That would be a big pressure. So we need to show respect to them and convince them of the long-term benefits. Otherwise, they will be big Challengers.

The implementing team of Micorland and SASG are natural challenges. For cost saving reason, they keen to use their existing solution and the cheapest product to fulfil their contract. However, we do need the Micorland Corp to engage with SASG to tailor the functionality thus provide us with an instance of HotelWare specific to our need instead of a common one. They don't have much power but they key to the project success.

The NiteRest CFO should be managed closely just in case that the project needs more budget or we need him to help us control the scope of the project. Sometimes the project would get bigger and bigger and project manager can't control by his or her own.

Customers or business partners are involved because they are worthy to be informed.

## 3. Criteria for declaring the project as a success:

It’s said that the project is successful when all the stakeholders are satisfied.

Today, many project managers today view project success as a matter of paying attention to the outcome criteria of:[2](https://www.pmi.org/learning/library/project-success-definitions-measurement-techniques-5460)

• budget

• schedule

• performance

• client satisfaction

For the NiteRest Project, the value of all the contract with Microland is $1 million. In addition, the yearly fee for the usage of HotelWare, payable to SASG is expected to be $300,000. So in the following 8 months, the payment should be corresponding to the project progress.

The factor that software system and service being fulfiled on time is a key criterion of success

Any delay will affect the company's profit expectation and budget control.

The performance is about how successful do we handle multiple objectives and balance conflicts within different stakeholders. To achieve our project goal we need to ignore some minor problems and focus on the critical factor.

We can simply treat all stakeholder as our project client. So, the last criteria are how our stakeholders such as CEO, CFO, hotel and head office staff and occupant etc. are satisfied.

**Referencing**

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Pinto, J. K. & Slevin, D. P. (1988). Project success: definitions and measurement techniques. Project Management Journal, 19(1), 67–72.