

# **Project “Live it Rich”**



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***Start of the project document***

***Tuesday, October 13, 2009***

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## 1. Project definition

“Live it Rich”, a successful luxury hotels chain has contacted our company for building their new information system. In spite of their modern company’s organisation, they almost run the business without any IT, or if any, as independent systems.

Their board of directors has voted a 400,000€ budget towards a contract signed with our company, expecting a state-of-the-art, user-friendly, organisation-wide IT system.

Your team has been chosen for the software engineering phase of the project, as well as the production of a first prototype.

Starting from the reception of this document, you will demonstrate the prototype on January 29<sup>th</sup> 2010 (*exact time will be announced later*).

**The official language of the project is ENGLISH. Any communication, internal or external, in a different language will be reprimanded.**

## 2. Expected deliveries

### 2.1. External deliveries

Our client has made clear that its IT department will read and validate both our analysis and design reports. The go-ahead for design will only be given once analysis will have been read and approved. The same process will apply between the design and the prototype phase.

### 2.2. Internal deliveries

Our “Programme” department will expect a project report to be sent off by the project manager between every week between Friday COB and Saturdays 6am.

Each project member will provide the project manager with an internal report every week between Thursdays COB and Fridays 6am.

## 3. Project management

### 3.1. Project Manager

The project will be managed by **Miss Angélique Houdelier**

The project manager is accountable for herself/himself and the whole project team towards our “Programme” department.

The project manager is solely responsible for project planning.

The project manager should remain the main team member in contact with the customer (except exceptional circumstances or customer’s request).

The project manager is responsible for her/his team to apply the project conditions, and use the stated tools/methods when applicable.

The project manager is responsible for her/his team to accurately fill their timesheets.

### 3.2. Project planning

The project will be planned using the PERT method. She/he will use Microsoft Project™ for this purpose. The planning will have to be presented every fortnight to “Programme” for control and approval.

*The project manager is solely responsible for project planning.*

### 3.3. Project management tools

As stated above, the project manager will use Microsoft Project™ for project planning. Any other project related activity would be using the web-based tool:

<https://projects.zoho.com/portal/projetsacsi>

Details about the tool will be provided during the start of the project meeting.

## 4. Business requirements

This project encompasses the analysis, design and deployment of a large IT system, able to cover all the business requirements for a luxury hotels chain, including not only bedroom management, but also conference rooms, spa, golf greens, restaurants and bars.

The director of the chain in charge of the project has been interviewed and the transcript below is the starting point for the business requirements:

#### [General organisation]

« Our company currently owns 18 hotels throughout Europe, while pursuing an acquisition policy, buying interesting properties and bringing them to the standards of our chain.

Our headquarters sit in London, but are only limited to accounts and legal, procurement, PR, a small IT team and the board of directors, because of the highly decentralised nature of our organisation. The board sets the company general policy and goals every year, and delegate operational details to each hotel manager. This delegation of responsibilities is cascaded within each hotel, with the concepts of departments (directed by its “head”) and their services (driven by “managers”) attached. Each hotel runs its own board, constituted by all the heads of department. Every year, the company main board allocates a global budget for each hotel. The hotel board then splits the budget amongst its departments. Each head of department can then dispose of the budget at his/her discretion (legally speaking).

A hotel is typically divided into four departments “Concierge”, “Maintenance”, “Catering” and “Entertainment, with their services attached.

It is very important for me to mention at this point that all procurement requests go through the “Procurement” department in London. This allows the whole chain to keep the lowest possible prices for all the hotels. Each department has its own policy when it comes to procurement. Some heads have decided to approve all procurement requests from their services while others delegate them to the services managers (up to a certain amount). The new system will need to deal with all possibilities. We’ll see later that the restaurants have a specific “regime”.

#### [Products and services]

Our hotels are never bigger than 50 guest rooms, with usually 4 rooms types (standard, standard with balcony, junior suite and suite) charged at according rates. The rooms are typically double rooms, but may be booked as singles. As such, a small discount apply, left to the discretion of each hotel manager, but never more than 15% of their original rate. On the other hand, one to few disposable single beds can be requested, according to the room size, and charged on top of the standard rate, for a flat fee per bed.

Each room is fitted with:

- a RFID card reader door-lock (each room, hence lock, is programmed with its own code) ;
- a flat-screen LCD TV, with an access to CanalSat/Canal+ and Sky TV ;
- a mini-PC, connected to the hotel media-centre, providing music and video on-demand. The files are replicated from a central server in our London headquarters. Concerning those mini-PCs, we do want the new system to allow our guests to check

their itemised bills and their bookings to the various hotels services (spa, restaurant, etc ...);

- a mini-bar, fitted with a RFID sensor, so that any item taken is automatically charged on the guest's bill;
- a bathroom kit: shampoo, shower and bath gel, bathrobes, towels ...;
- a linen kit: a whole set of bed linen fitted to the bed size as well as one extra pillow per guest and an extra blanket;
- a programmable safe. Those safes are network-connectable to force their opening in case a guest would have forgotten his code, but we do not currently exploit the functionality. We do want the new system to manage them;
- a laundry service kit;
- a welcome pack, which composition varies according to the room type.

Any further details can be obtained by contacting the Concierge and Head of Maintenance.

Each hotel provides at least one conference room (some hotels have more). A conference room can be booked by half-day. The rooms are fitted with standard conference materials (video projectors, speakers, microphones, whiteboards, etc ...). A room cannot be booked for more people than its legal capacity. The hotel will also provide various services along the room booking: buffets, drinks, discounts on bedrooms and/or activities, diner and/or breakfast for the conference members.

Any further details can be obtained by contacting the Concierge.

Concerning the spa, we are globally franchised with ESpa, hence we have to comply to their treatments offer and training programmes for our beauticians. Each hotel provides at least two treatment rooms and two ESpa certified beauticians, with regular training. Treatments durations vary, hence making the spa one of the most critical zones for customers' complaints. Each treatment must also clearly state all its possible medical advice and warnings. The "free" parts of the spa include indoor/outdoor swimming pools, sauna and steam room.

For the golf, as I am neither a specialist or a fan, I can only say that all our greens are 9 holes and they need to be booked as they can hold only a certain number of guests at the same time. Our guests have expressed the desire for their scores to be kept by the hotel, so they can compare their results when they come back.

All details can be obtained by contacting the head of Entertainment.

We are very proud of our restaurants, and for each hotel, you will always find two: a "haute cuisine" only opened for diner, and the "Grill", less costly option, opened for lunch and diner. For the "haute cuisine" restaurant, the traditional French kitchen hierarchy is applied for the staff (kitchen and waiting). The rule applies only on the "Grill" kitchen, as the waiting is less formal there (in the "haute cuisine" a waiter is assigned to one table). The "chefs de parties" are in charge of procurement for any edible material concerning their area of the kitchen. The "chef" can also order, but without any domain restriction. The head of department fixes the maximal amount a "chef" or "chef de partie" may order without his/her authorisation. The tables rotas are also very different. The "haute cuisine" restaurant only takes 36 guests per service, and a table is booked for 2.30h minimum. The "Grill" will take 50 to 80 guests per service, and a table is booked for minimum 1.30h. For quality control, the system will have to keep trace of every order for every table. Finally, we do want the waiters to be fitted with PDAs to take orders.

Finally, we also provide a 24/7 room service menu to our guests, built upon some elements of the "Grill" menu

The bars speak for themselves. There are always three of them: lobb, golf house and spa.

Breakfast is served in the Grill. Each hotel sets its own times, but the hotel policy fixes a minimum between 8am to 10am. It is based on a luxury buffet, although a small menu holds specific items which have to be ordered to the waiters.

The guest can also choose to order a room-service breakfast from a breakfast menu.

The breakfast can be either charged for a flat fee per person or included in a “package” booking.

All details can be obtained by contacting the head of Catering.

All the maids are working for the “Maid” service. Each maid is allocated one and only one area of bedrooms. The service director is in charge of areas allocations. Each maid is responsible to maintain her/his allocated bedrooms in perfect state, completing any missing items (shampoo, minibar, ...) if necessary. We do want maid to be fitted with barcode readers PDAs for automating the stock management. The maids are also bringing any linen and guests’ laundry requests to the laundry department.

All details can be obtained by contacting the head of Maintenance.

The “Concierge” department is the main customers entry point for all customers request, from room booking to ordering taxis or newspapers for guests. The department is divided into services according to their responsibilities (rooms, conferences, etc ...)

Our tariff system is flexible and fluctuates mostly according to the market evolution. Each hotel will constantly update (sometimes on a daily basis):

- room daily rate ;
- packages (prices and/or composition) ;
- services (spa, restaurants) ;
- conference rooms: base price per half-day and per room, and ad-hoc services on top (food, drinks). Conference packages are also offered. When a conference is held over many days, discounts may apply ;

Traditionally, our guest will settle their bill at the end of their stay, but we also have “account” customers. A valid credit/debit card number is mandatory to make a booking. We do have a strict policy for cancellations and “no-shows”.

The conference rooms and services are payable in advance, unless particular agreement approved by the Concierge.

All details can be obtained by contacting the Concierge.

Good luck ! »