Course: COMP1645 Requirements Analysis	**Contribution: 100% of course**
43: Requirements Analysis - Term 2 - MAC	**PDF file required**
Greenwich Course Leader: Ms Elaine Major	**Due date:** 25th April 2018
This coursework will be marked anonymously **YOU MUST NOT PUT ANY INDICATION OF YOUR IDENTITY IN YOUR SUBMISSION**	
This coursework should take an average student who is up-to-date with tutorial work approximately 50 hours	
Learning Outcomes: All learning outcomes	

Plagiarism is presenting somebody else's work as your own. It includes: copying information directly from the Web or books without referencing the material; submitting joint coursework as an individual effort; copying another student's coursework; stealing or buying coursework from someone else and submitting it as your own work. Suspected plagiarism will be investigated and if found to have occurred will be dealt with according to the procedures set down by the University.

All material copied or amended from any source (e.g. internet, books) must be referenced correctly according to the reference style you are using.

Your work will be submitted for electronic plagiarism checking. Any attempt to bypass our plagiarism detection systems will be treated as a severe Assessment Offence.

Coursework Submission Requirements

- An electronic copy of your work for this coursework should be fully uploaded by midnight (local time) on the Deadline Date.
- The last version you upload will be the one that is marked.
- For this coursework you must submit a single Acrobat PDF document. In general, any text in the document must not be an image (i.e. must not be scanned) and would normally be generated from other documents (e.g. MS Office using "Save As .. PDF").
- There are limits on the file size. The current limits are displayed on the coursework submission page on the Intranet
- Make sure that any files you upload are virus-free and not protected by a password or corrupted otherwise they will be treated as null submissions.
- Comments on your work will be available from the Coursework page on the Intranet. The grade will be made available in the portal.
- You must NOT submit a paper copy of this coursework.
- All coursework must be submitted as above

The University website has details of the current Coursework Regulations, including details of penalties for late submission, procedures for Extenuating Circumstances, and penalties for Assessment Offences. See http://www2.gre.ac.uk/current-students/regs for details.

Important information

The case study contains a lot of information about UK Wonder Tours (UKWT). In order to complete this coursework successfully you will need to ***abstract*** the important information, that is, decide what information is relevant to this assignment and what isn't.

- **Do not use a previous student's coursework as a basis for your work. It will be identified.**

- **Any attempt to use other people's material in your coursework, whether taken from a classmate or from another source, will result in you receiving a lower mark and possibly being awarded zero.**

- **You should not need to reference journals/books/websites within this coursework – your discussions should relate to what you have found in the case study and/or what you have learnt as a result of undertaking the given activities. However, if you have found it necessary to use any other sources then <u>you must reference them appropriately using the Harvard Method.</u>**

- **You will need to refer to information given in the case study. <u>DO NOT</u> copy information directly from the case study. Make sure that you rewrite it in <u>your own</u> words.**
    - **<u>You have been warned</u>: If you copy text directly from the case study this will result in you receiving a lower mark and possibly being referred for an Assessment Offence and being awarded zero.**
    - **You may include appropriate quotes from the case study if they support your argument. However, if you do this make sure that:**
        - **You use speech marks to indicate the quotes**
        - **Reference them by stating the page number of the case study**
        - **Use quotes sparingly – your mark will be reduced if your discussion consists largely of case study quotes.**

- **Do not copy the whole case study into your report. Only submit the work you have completed.**

Coursework summary

Using the attached case study, UK Wonder Tours (UKWT), you are required to:

A. Analyse and model the UKWT environment using a detailed Rich Picture
B. Produce and analyse a set of Use Case models describing the requirements for the current London Executive Luxury (LEL) partner booking system.

A detailed list of what you are required to do and the deliverables is set out below.

Detailed Specification, deliverables and assessment criteria

This coursework must be completed as an individual piece of work.

Part A - Requirements Analysis with Rich Pictures [40 marks]

This section requires you to use information from **all** of parts of the case study. You should use examples from the case study to illustrate any points you make but do not just cut and paste from the case study.

A1. Draw a Rich Picture of the complete UKWT environment (including LEL) as of December 2016.

[20 marks]

- Use relevant information from any part of the case study to help you. Remember, though, your Rich Picture should reflect the key aspects of the overall UKWT environment (including LEL).
- Make sure that your submitted diagram is clear, readable and contains a key identifying the symbols you have used. Hand drawn diagrams are preferred to computer generated diagrams. Do not spend hours making your Rich Picture look pretty, but make sure that it is readable.

A2. Discuss your understanding of the overall UKWT environment (as represented by your Rich Picture).

[20 marks]

- Discuss your understanding of the following four **areas**:
  - the key actors in the environment and their impact on the environment
  - changes to the organisational culture/sub cultures
  - the key issues and areas of conflict affecting the environment
  - the current IT provision and issues relating to IT provision at Head Office and LEL

When completing this section, you <u>must</u> use examples from the case study to support your discussion. <u>Your answer to this section must be a maximum of 1000 words</u>. Clearly state the number of words you have used in this section

Part B – Requirements Analysis with Use Case Modelling [60 marks]

The case study provides information about the KPI pilot study (for courses and the sales department). It gives specific information about the processes currently undertaken to collect the KPI data. Use this information to help you complete the following:

B1: **Draw a use case diagram for the <u>current</u> LEL booking system. Clearly identify the actors and use cases involved.**
[10 marks]

B2: **Document your use case diagram**

B2.1 Write the **primary (or normal case)** scenario for each **business (or essential)** use case in the system. **(Note: you must document business use cases not system use cases)**

[15 marks]

B2.2 Select **three** of your primary scenarios and, for each one complete the following:

1. Identify all the secondary scenarios that you think exist for the primary scenario
2. Rewrite the primary scenario to include the secondary scenarios you identified in step (1) above

[15 marks]

B3: **Discuss how the use case modelling process helped you develop your understanding of the current environment.**
[20 marks]

To complete this section you must:

- Explain how the process of developing and documenting your use cases helped you identify key actors, key processes and any areas that require further investigation.
- Identify any assumptions that you made in order to develop your use case models: In real life what questions would you have asked to get the necessary information? Who would you have asked?
- Use relevant examples from the case study to support your answer

This must be a discussion based on your own experiences. You must use examples from the case study to support your answer.
<u>Your answer to this section must be a maximum of 1000 words.</u> Clearly state the number of words you have used in this section.

70% - 100%	You would be expected to: • show a thorough understanding of use case diagrams and rich pictures • demonstrate a clear ability to abstract relevant information from given documentation • critically analyse the business environment and its impact on systems development • use appropriate examples from the case study to support your discussion • demonstrate a wide reading of the subject area • bring original thought to the argument • be fully referenced and formatted to an acceptable standard
60% - 69%	You would be expected to: • show a good understanding of use case diagrams and rich pictures • demonstrate an ability to abstract sensibly from given documentation • show critical understanding of the business environment and its impact on systems development • give clear examples from the case study • demonstrate some reading of the subject area • bring some original thought to the argument • be fully referenced and formatted to an acceptable standard
50% - 59%	You would be expected to: • show some understanding of use case diagrams and rich pictures • show some understanding of the issues in relation to the given documentation • Show some understanding of the business environment and its impact on systems development approaches • Show some relevant examples from the case study • demonstrate some reading of the subject area • be properly referenced and formatted
40% - 49%	You would be expected to: • show an example of use case diagrams and rich pictures • show that you can model some parts of a system based upon given documentation • show a basic understanding of the business environment in the case study • Show several examples from the case study • be properly referenced and formatted
39% and below	Unable to meet the minimum requirements of the coursework

The UK Wonder Tours Case Study

January 2016 - UK Wonder Tours (UKWT) Ltd (an overview)

The organisation

UK Wonder Tours (UKWT) Ltd is a coach tour company based in the UK. It was set up fifteen years ago by James Fernandez who has been the Managing Director since the beginning. UKWT specialises in providing 'escorted tour packages' to overseas tourists who want to see different parts of the country.

An 'escorted tour package' is a coach tour managed by a 'tour guide' who travels with the coach and manages the tour so that the tourist does not have to worry about anything: all the travel bookings, hotel bookings, meals and sightseeing trips are organised by UKWT and the tour guide is always available to help the tourist with any problems that he/she may have.
The escorted tour package provided also includes flights to/from the UK and a transfer from the airport to a London hotel where the tour begins (with up to 50 other clients).

UKWT has a Head Office based in Central London. The Head Office consists of the following departments: IT Services, Finance Services, HR and Administration, Customer Services, Tour Planning & Management, Internet & Direct Sales Services and Marketing. The company is managed by the 'Executive Board'. This consists of the Managing Director and the Director from each of the seven departments.

The tours offered

Tours are offered throughout the year. For example, a very popular package is called 'The Best of UK' and travels to England, Scotland, Wales and Northern Ireland on a 28 day tour. This package is scheduled to run six times a year – in May, June, July, August and September, Another popular package is called 'Scotland Calling' and visits much of Scotland on a 21 day coach tour. This tour runs three times a year - in June, July and August (when the weather is warmest).

As of January 2016, UKWT runs fifty coach tours each year, escorting about 2500 tourists to different parts of the UK. UKWT has always believed that their service offers excellent value for money and has always been proud of their reputation as a first class tour provider. Each tour costs between £2000 - £4000 per person and, once all overheads have been paid, UKWT make a reasonable profit from running these 'escorted tour packages'.

Sales are made in a number of different ways. Firstly, UKWT has a sophisticated web site that enables a tour to be booked entirely via the Internet. Secondly, UKWT has a dedicated sales team, based at the UK Head Office, that could book tours for those clients who prefer a more personal approach. Thirdly, UKWT works with travel agents based in a number of countries (mainly in Australia, New Zealand, Canada, USA and Japan) who book tours on behalf of clients in those locations.

The IT infrastructure

Six years ago, UKWT invested heavily in IT and at the centre of this IT infrastructure is a portal to a number of international airline booking systems and hotel reservation systems. This is known within the company as ePortal. ePortal is used by the Tour Planning team to schedule the tours and reserve airline/hotel resources two years in advance. ePortal also links into UKWT's Internet-based booking system 'eBook', its telesales-based booking system, tBook, and its travel agent system, aBook. Without this IT infrastructure, UKWT would not be able to compete successfully in the international tourism industry so it is extremely important that the infrastructure is properly updated and maintained.

The following part of the Case Study details the changes made at UKWT following the appointment of the new Managing Director. It discusses the impact these changes have had on the organisation and the requirement for new IT systems to support these changes.

Changes at UKWT

In January 2016, James Fernandez retired as Managing Director after leading UKWT for fifteen years. As a result of this a new Managing Director had to be found to lead the organisation forward.

March/April 2016 - New Managing Director at UKWT

In March 2016, a new Managing Director, Stanley Chibwe, was appointed to the organisation. He spent one month reviewing the organisation and decided that changes were needed. He called a Special Executive Board meeting in April and explained to the directors that the revenue from escorted package tours was starting to fall and that, to attract new clients, UKWT needed to offer new tour packages and services to its clients. Stanley asked Lorraine Smith, Director of Tour Planning and Management, to work with him to identify a new direction for UKWT.
Stanley also told the board that he was concerned about the amount of money spent on maintaining the IT infrastructure and that he was reducing this budget by 20% for the next year.
He also explained to the board that savings of 30% needed to be made in all other departments.
Initially, he did not want to make staff redundant across the organisation. He felt that savings could be made by reducing tour costs (for example, booking clients into 3 star hotels instead of 4 star hotels, raising the cost of extra tours, reducing the number of meals offered as part of the tour package). He had also decided that the customer service department would be restructured so that most client queries were dealt with via Internet forms and FAQ pages. In this way, some members of the customer service team could be reassigned to work in other parts of the company.

The Director of Client Services, Saranga Disasekara, and the Director of IT Services, Johnny Quan, were very unhappy about these changes and argued against them at the meeting. However, Stanley made it clear that the matter was not to be discussed any further and that he wanted to see results. He told Saranga to provide him with a Client Service Strategy document and he told Johnny to produce an IT maintenance strategy document. The deadline for both of these documents was one month.

At this time, Stanley also held a meeting with the Head Office employees. At this meeting he made it very clear that the organisation was going to need to change rapidly if it was going to survive in the international tourism industry. Stanley explained that most of the tourists who currently booked UKWT 'escorted tour packages' were now in the 60+ age range. He told his staff that UKWT needed to change its image and attract new clients in order to continue as a successful company. He also told his staff that the organisational culture also needed to change: In his opinion, the organisation was inefficient, productivity was low and employees need to focus more on their jobs than on team working.. Stanley announced that this change would be managed by the ' Employee Change Initiative' with immediate effect.

The 'Employee Change Initiative' was a completely new approach to working within the organisation and had been developed by Stanley alone. Stanley explained that he had implemented a similar initiative to this at his previous organisation and that, in his opinion, it had been very successful. The key idea of the 'Employee Change Initiative' was to make employees work more effectively and productively within their working hours. As a part of this, all staff would now have to complete a 'daily timesheet'. This would show the work undertaken by each employee on an hourly basis during the day. The timesheets would be submitted to the line manager at the end of each week and the line manager would review these timesheets with the employee at three monthly appraisals. The staff at UK were very upset by this announcement: Employees felt that the work they did was not valued and their line managers were being asked to spy on them; line managers felt that they were being given a lot more work to do; the directors were angry that they hadn't been consulted by

Stanley before the meeting; The Human Resources (HR) Director, Helen Wong, was angry that big changes would have to be made to the appraisal scheme (and she hadn't been consulted about this). However, despite the protests of staff – both directors and employees – the changes that Stanley requested went ahead over the next two months.

August 2016 - New Tour 'partners'

In August, Stanley called another Special Executive Board meeting. At this meeting he announced that Lorraine Smith, Director of Tour Planning and Management, had worked with him to identify a new direction for UKWT. It had been decided that, in addition to the current tour packages offered by UKWT, the organisation would be expanding its tour portfolio to reach new customers and increase profits. In order to do this, UKWT had recently bought four small specialist UK Tour companies. Each of these companies already offered a specialist UK tour service to overseas tourists and Stanley said that this would support the planned expansion of UKWT. These companies would be known as 'partners' from now on.

The four partner companies were:

- **London Exclusive Luxury (LEL)**
    - Aimed at couples with a high budget, wanting a luxury experience of London and its sights
    - Providing VIP tours of London, staying in one of the finest London hotels
    - Chauffeured car and exclusive tour guide during the stay
    - Aimed at overseas clients with first class or business class flights and airport transfers arranged and included in the cost

- **The Quirky London Experience (TQLE)**
    - Aimed at those with a low/medium budget
    - Providing unusual accommodation and guided tours of London
    - Aimed at younger clients and those who want to see another side of London
    - Aimed at overseas clients, with flights and airport transfers included

- **Hillwalking the Scottish Way (HSW)**
    - Aimed at those with a high budget
    - Providing accommodation in a 4 star Scottish Highland hotel with a dedicated guide of the area
    - For small groups (maximum 10 clients) who want to explore this area but with luxury travel and accommodation
    - Aimed at UK and overseas clients. Flights and airport transfers can be arranged if necessary

- **UK Solo Tours (UKST)**
    - Aimed at UK and overseas clients
    - Providing 'fun' tours to a number of different UK locations
    - Includes activities such as sailing, surfing, cycling, mountain climbing
    - For coach groups (up to 50 clients at a time)
    - Aimed at UK and overseas clients. Flights and airport transfers can be arranged if necessary

Stanley explained to the board that when buying the partner companies, he had initially agreed with them that each existing Managing Director would remain in charge (at least for now). However, he had since decided that the sooner the partner companies adopted the same culture as UKWT the easier it would be for them to become part of the UKWT organisation. To make this happen he had developed the 'Partner Change Initiative' (which was essentially the same as the 'Employee Change Initiative' implemented at UKWT) and he would be making each partner company introduce this within the next six months.

The next important step Stanley identified was to integrate the partner organisations into UKWT so that the same business rules, processes and procedures and IT systems were used throughout. In order to undertake this integration he asked SSG's Director of IT, Johnny Quan, and external IT Consultant, Hao Pun, to undertake an initial review of the IT systems used by the 'partners' and to report back to the board with their findings.

October 2016 – Review of the 'partner' IT systems

Johnny reported back to the executive board that the partners all had limited IT systems in place. Three of them (LEL, TQLE and HSW) had single user booking systems, created in-house using Microsoft Access, that enabled an employee to record booking details and email details/confirmations to clients. One of the partners (UKST) had a more sophisticated bespoke booking system developed in .net. All partners took telephone bookings and also took enquiries via simple web forms. They each had a reasonable website which gave potential clients detailed information about the packages offered. Of most concern was the fact that all four of the partners searched the Internet for flights and hotel accommodation. (None of the partners had a dedicated interface to airline or hotel booking systems).

Hao, additionally, reported to the board that the IT literacy of staff members in all four partner companies was generally low and that it would be a mistake to roll out the current UKWT system to them. He explained that ePortal was a sophisticated Tour Management and Booking Information System that met the needs of a large tour operator such as UKWT but would be too complicated for a small organisation to use. However, in his opinion, a good initial solution to introducing IT systems to the partners would be the development of a locally installed, simplified Tour Management and Booking system tailored to the needs of each partner. This system would allow each partner to record their tour, customer and booking information locally, search for flights and hotel accommodation, using ePortal when necessary, and then upload booking information from the partner system to eBook each evening. The interface to this system could be adapted to meet the needs of each of the different partners. Hao suggested calling this new system ePartners.

Johnny Quan did not agree with Hao's report and told the board that it would be a waste of time and money to develop the proposed ePartners system.
However, UKWT's executive board agreed with Hao's recommendations and it was decided that London Exclusive Luxury (LEL) would be used as the pilot for the development of ePartners.

As a starting point, Hao was asked to undertake a review of the UKWT organisation. As part of this review, Hao interviewed a selection of UKWT Head Office employees and visited LEL where he also interviewed a number of key staff.

Following, is a summary of the interview he held with UKWT employees, a summary of his LEL visit notes and summary of the interviews he held with LEL staff.

December 2016 - Summary of Interviews – UKWT Head Office staff

Johnny Quan (Director of IT - UKWT)

I've worked for UKWT since 2005. It was a small organisation then and I've seen it grow into what it is today. I pride myself on knowing what's going on but recently I feel that I'm being cut out of the loop. Nobody has listened to my views on the partners' IT development. I still feel that we should just roll out ePortal and eBooking to them they will soon get the hang of it.

I don't think we should be wasting our time interviewing staff at LEL either. They don't know what they need – they are all IT illiterate as far as I can see. IT systems should be left to the experts!

I think we have more important IT things to worry about than developing new systems. I explained to Stanley when he joined UKWT that ePortal is critical to the success of the company. Everything we do is managed through ePortal and we need to maintain and upgrade the systems constantly. You can imagine how annoyed I was when Stanley announced that he was making huge cuts to my IT budget. He doesn't have any idea about IT at all. I've really struggled to keep the system running since he made the budget cuts – I may have to make one of the technicians redundant next year if the budget cuts continue. I was amazed when Stanley agreed with you (Hao) that we should develop new systems for the partners – the development will cost an enormous amount of money to do and then the partner systems will need to be integrated with ePortal. I really don't know what he is thinking of. Obviously, I will support the development of the ePartner systems where I can, but I have enough to do trying to keep ePortal running.
Good luck with it all!

Saranga Disasekara (Director of Client Services)

I am extremely disappointed about the restructuring that has taken place in my department – client services. Stanley made this decision without even consulting me. The reputation of our company has been enhanced by our excellent client services and now the department has been destroyed. I produced a 'Client Services Strategy' for Stanley as he requested, but he completely ignored the points I made for keeping the department the same and made changes anyway. Before Stanley reorganised the department I had six client services liaison officers working for me. Now I only have two left in the department. They spend most of their time replying to web queries and answering the phone. I've already had complaints from clients who have booked tours with us for many years. I've been told that clients are waiting for up to 20 minutes for their phone calls to be answered. This really isn't good enough.

The other four client services liaison officers have been redeployed as general administrators and they aren't happy about that either. I've heard that two of them have recently resigned as they've found better jobs elsewhere.

Helen Wong (Director of Human Resources)

The 'employee change initiative' has been very stressful for the HR department and for all the employees in the organisation. When Stanley first introduced the plan in April I was really upset because he didn't consult me about it before announcing it to the whole organisation. Despite this, I decided to support the idea in the hope that it would work. However, it has been a disaster. All staff in the organisation are unhappy. They feel that they are being watched every minute of the day and that if they don't produce results, then they will be given a poor appraisal. I know that a lot of our experienced staff are now looking for jobs elsewhere. Implementing the initiative has resulted in a lot of extra work in itself! All staff have to complete the timesheets every day and prepare for an appraisal every three months. All line managers have to check the timesheets and schedule appraisals every three months with their staff. My HR staff have to record the timesheet information and review all the appraisals. I've tried to talk to Stanley about this but he just isn't interested.

Lorraine Smith (Director of Tour Planning & Management)

I know that many of the other Directors are really unhappy about Stanley Chibwe and the changes that he has been making at UKWT. However, I don't agree with them. Stanley really understands the international tourism industry and realised, straight away, that we needed to provide new tours to attract a different type of customer. I worked very closely with him to decide upon a new direction for UKWT. I played an important role in buying the three new partner companies. I know that Stanley is very impressed with me and I think that I may be in line for a promotion soon. I agree with Stanley that staff need to focus more on achieving results as this is a very competitive environment. Two administrators in my department have left since the 'employee change initiative' was introduced but I believe that everybody else is happy. Nobody has complained to me since the timesheets were introduced and my staff are all working very hard. I think other directors are unhappy because they feel that they are losing their power. For example, Saranga has very little to do since her department was reorganised – I wouldn't be surprised if she was made redundant.
If you are going to develop IT systems for each of the partner organisations then you are going to need the support of people in my department as we are the main users of ePortal and eBooking and we understand the most efficient way of using the systems.

Siokyee Choo (Tour Management Administrator)

I worked in the Client Services department for three years. I have a lot of experience in client services and I joined UKWT because I wanted to work with clients on an individual basis rather than in a call centre. I have now been relocated to Tour Management and I work with the ePortal and the eBooking systems. I've been doing this new job for the last three months. I help add new tour information into the Booking system and I have also learnt a lot about how eBook links into the ePortal system. I have found this information out myself as nearly all of my team have now left – they were really unhappy about the way they were being treated. I am now the senior person in the team! Lorraine Smith said that you will need to interview me in more detail when you develop the new partner systems so that you can see how we eBook and ePortal at UKWT. I have to say, I don't really think that it is my job to do this – I am really busy all day now and I have to record everything that I do. Unless Lorraine allocates me time to work with you I won't be able to spend much time talking to you. I am conducting this interview with you in my lunch break as I don't have time during the rest of the week. That really isn't fair.
The other thing that I want to mention to you is to do with my role as Employee Committee representative. Before Stanley joined as Managing Director, UKWT had a joint Employee/Management Committee. Five employee representatives (including me) met with the HR Director and two of the other Directors once every three months to discuss any issues that were affecting staff morale etc. Since Stanley arrived we have only met once – and that was when Stanley first arrived. Staff feel that they now have no way to raise issues with management – it's as if they don't care about us at all.

December 2016 – Hao Pun's visit notes - The 'London Exclusive Luxury'(LEL) organisation

Hao's notes from his visit to LEL are summarised below:

Overview of LEL

LEL was bought by UKWT for three main reasons:

(1) In 2015 it won the 'UK Tour Operators – small organisation of the Year' award. This is an important award within the UK tourism industry and recognises small organisations who have been highly rated by their clients and have provided excellent customer service.

(2) As a result of this award, LEL received a lot of excellent publicity both in the UK and abroad. Their business had increased rapidly over the last year and this was a good opportunity to develop the company further.

(3) Luxury Tours are now very popular with overseas tourists who have a big budget to spend. Stanley Chibwe thought that this would be an excellent area for UKWT to develop for the future.

LEL has a small Head Office staffed by five full time employees. These employees deal with Tour Development, Tour Management, Customer Bookings, Customer Services, Course Management, Human Resources, Finance and any other administrative matters that may arise.

The Managing Director of LEL is Poppy Parker. Poppy set up the company five years ago and her main role in the company is to develop new tour ideas, work with contacts to set up the tours, and to develop the IT side of the business. Poppy works very closely with the other full time employees. She firmly believes that if her employees are happy in their jobs this will be reflected in the work that they do. Poppy also believes that 'excellent customer service' is the most important part of the organisation. One full time employee at LEL, Patience Mbewe, works as the Customer Services Coordinator. Patience ensures that any problems raised by clients are dealt with immediately and effectively.

Poppy decided to sell LEL to the UKWT as she felt unable to develop the organisation any further without investment. Before agreeing to sell to UKWP, Poppy was assured by Stanley Chibwe that she would continue to be the Managing Director of LEL and would be left to run the organisation as before. Poppy held a meeting with her employees and told them that becoming a partner of UKWT would not change their work practices, their employee contracts or the organisational culture in anyway.

The tours offered by LEL

LEL currently offers three luxury escorted London tour packages

- **The Platinum experience**
  - Based on two adults
  - Return First class air travel from a number of airports in USA, Australia, New Zealand, Europe, and Japan
  - A 7 night stay at a 5 star London hotel
  - Personal chauffeur service in your selected vehicle (choice of Daimler, Bentley, Rolls Royce) throughout your stay (including transfers to and from the airport)
  - Highest level professional tour guide and chauffeur
  - Two exclusive platinum activities each day included in the package (selected from a range advertised by LEL
  - Three exclusive platinum restaurant experiences included in the package (selected from a range advertised by LEL)

- **The Gold experience**
  - Based on two adults
  - Return Business class travel from a number of airports in USA, Australia, New Zealand, Europe, and Japan
  - A 7 night stay at a 4 star London hotel
  - Personal chauffeur service in your selected vehicle (choice of BMW, Audi, Mercedes, Jaguar) throughout your stay (including transfers to and from the airport)
  - Highest level professional tour guide and chauffeur
  - Two exclusive Gold activities each day included in the package (selected from a range advertised by LEL)
  - Three exclusive Gold tours each day included in the package (selected from a range advertised by LEL)

- **The Corporate Reward experience**
  - This is a new tour package offered by LEL for the first time last year.
  - This experience is a luxury one day London tour tailored to meet the requirements of large organisations wishing to reward employees or entertainment corporate clients
  - Based on two adults
  - Chauffeur driven tour of London (including a professional guide) in a Mercedes
  - Visits to two exclusive London sights
  - Lunch at an exclusive London restaurant

Organising the Platinum and Gold tours

- Poppy has recently signed a new five year contract with a chauffeur driven car business called 'Superior Fleet Rapide' (SFR).
- She also has ongoing contracts with a 4* London Hotel 'Riviera Star' and a 5* London Hotel 'The Ambassador Grande'.
- Poppy has also recently signed contracts with the 'Platinum' grade restaurant 'L'Etoile de Londre' and the 'Gold' grade restaurant 'The London Golden Brasserie'.
- Poppy works with a number of tour guide agencies and tour guides are employed by LEL on a contract basis.
- Flights are booked on an individual basis based on the location of the clients.
- These contracts enable Poppy to schedule 20   'Platinum' tours per year and 20 ' Gold' tours per year.
- The cost of a 'Platinum' tour ranges between £25000 - £30000 per person (depending upon the time of year)
- The cost of a 'Gold' tour ranges between £17000 – £25000 per person (depending upon the time of year)
- Despite the high cost of these tours, they are very popular and sell out very quickly – up to a year in advance.

Organising the Corporate Reward experience

- Poppy has signed contracts with three large London based organisations (the 'clients'). Each client has agreed to book at least ten 'corporate reward' tours during the year
- As it is the first year of offering this experience, Poppy has scheduled a total of 36 tours (three per month)
- She has a contract with 'Superior Fleet Rapide' to provide the chauffeur services
- She has a contract with 'The London Golden Brasserie' to provide the lunch services
- She has a contract with a number of freelance tour guides to provide the tour services
- The clients will usually contact LEL by phone to book the experiences available. They are limited to the dates advertised in the 'Corporate Reward' experience brochure

- Each ‘Corporate Reward’ experience will cost between £1500 - £2000 per day depending on the time of year and the sights visited
- So far, the Corporate Reward experience has been quite successful

Poppy has contacts at UKWT and, since selling LEL, she has heard rumours about the changes that have been made there within the last few months. She recently had a meeting with Stanley Chibwe at which she asked the following questions:

1. **Will the cuts to customer services at UKWT be forced upon LEL as well?**
   Poppy explained that excellent customer service is a central part of LEL and changes to this will change the nature of all the tours offered.

   Stanley responded that LEL is now part of the UKWT organisation and that cuts to the LEL Customer Service must be expected

2. **Why are UKWT considering the introduction of a new IT system for LEL (and the other partners?)**
   Poppy reminded Stanley about the promise he made that she would continue as Managing Director of LEL and would continue to run LEL as before.

   Stanley responded that things always change, and he had now realised that LEL and the other partners needed an IT upgrade. He also pointed out to Poppy that if she was unhappy with the plans UKWT had for LEL she could resign as Managing Director. After all, UKWT had paid her a large amount money to buy the LEL organisation and she was no longer the owner.

3. **Will LEL continue to operate as an independent ‘partner’ or will it eventually become part of UKWT?**
   Poppy reminded Stanley that in their original discussions, she had been told that LEL would remain independent of UKWTand its processes and procedures. She had recently heard rumours that changes at UKWT would also be forced upon LEL. She also pointed out to Stanley that her employees were not expecting big changes and that she had assured them that LEL would remain the same organisation with the same organisational culture.

   Stanley explained that he had made changes to the UKWT organisation – especially in terms of employee expectations and efficiency – in order to compete in the Tourism industry and that he also needed to make sure that LEL and the other partners were efficient and profitable. Stanley then told Poppy about the ‘Partner Change Initiative’ that he had just approved and which would be implemented in the partner organisations over the next few months.

December 2016 – Summary of interviews – LEL employees

Hao Pun interviewed Poppy Parker and the LEL employees most closely involved in booking tours.

Notes from these interviews are given below.

Poppy Parker – Managing Director

I am really unhappy about what Stanley is doing with LEL. I know I sold the company to UKWT but it was on the understanding that LEL would stay the same. Instead, Stanley is now making lots of changes and he didn't even bother to discuss them with me. He doesn't know LEL like I do. Our clients are rich and are willing to pay a lot of money for the exclusive tours that we order. In return, they expect to receive excellent customer service from making an enquiry, to booking the tour, right the way to returning home at the end of their stay in London. If Stanley wants to introduce his 'Partner Change Initiative' and force my staff to keep timesheets and account for every minute of their working day they won't be able to give our clients the attention that they expect. We will end up losing clients. I'm also very unhappy about the idea that we should mainly run customer services through the web and FAQs. This may work for UKWT but it certainly won't work for LEL and the way we run our business. I've tried to tell Stanley this but he just won't listen. He even told me that I could resign as Managing Director if I'm not happy with his plans for LEL.

I held a meeting with my employees last week. They are all very unhappy about the changes that are coming and I know they blame me. They are all really unhappy about having to use a new Information System. I developed our current Access system and website – I went on a course several years ago – and I know that it does just what LEL needs it to do.

Patience Mbewe – Client Service Coordinator

I have been the customer service coordinator for the last three years. As you know, our clients pay a lot of money for our tours and expect a first class service. If they have a problem – no matter how big or how small – they expect us to be there for them at the end of the phone. I am proud of the service that we offer and I make sure that our clients are always satisfied with the service that we offer.

It seems to me that Stanley Chibwe doesn't understand LEL at all. He certainly doesn't understand that the success of LEL has been based on the customer service that we offer. If he thinks posting a number of FAQs on our website can replace the service that I offer then he is going to be in for a shock.

I would also like to say that I am very unhappy about the 'Partner Change Initiative' that Poppy has recently explained to us. I think it is insulting to expect us to fill in timesheets every day. It seems to me that we are no longer being trusted to do our jobs. I'm also really unhappy about having to use a new IT system. I am very happy with the IT system that we currently have in place. I am thinking of looking for a new job. I have a lot of customer service experience and could easily get a job somewhere else.

Amith Kumara – Client Booking Administrator (Platinum/Gold experience)

Personally, I am quite happy about the thought of having a new IT system. I think that the system Poppy developed is very old fashioned. I mean, who uses Access any more? I've said to her a number of times that our client data isn't stored very securely. I'd be very happy to work with you to develop a new system for the future. Please don't tell Poppy as she won't be very happy with me!

I think that becoming a part of UKWT could bring more opportunities for my career. I've worked here for 18 months now – I joined straight from university. To be honest, I couldn't get a job anywhere else. I graduated with a degree in Drama but it is impossible to get a job with a degree in that subject. I feel stuck at LEL and I would really like the opportunity to work with you developing the new e-Partner system as this would allow me to do other things.

I agree with the other staff here at LEL, though, that the 'Partner Change Initiative' isn't very employee-friendly. Obviously, Stanley Chibwe is only interested in making a profit and wants to make sure that his employees are earning their pay. I'm not worried about having to fill in daily timesheets. I'll complete them when I get free time and make sure that there aren't any gaps in them!

You want to know about the processes and procedures that I follow at the moment when booking clients onto the Platinum/Gold experiences? Well, this is what I do:

At the beginning of each day, I check our company email to see if there have been any email or web enquiries about the tours. I reply to all of these online enquiries via email and I always attach a pdf copy of our latest tour brochure. I also enter the enquiry details (name, email, nature of enquiry) into our database. This allows us to see how many people who made an email enquiry, phoned back later to book an actual tour. If the enquiries relate to current bookings then I forward them to Patience Mbewe and she deals with them as part of her client services role.

I also take all the phone calls from our enquiry/booking phone line. Again if the phone call relates to a current booking I will forward it to Patience Mbewe. If the phone call is just an enquiry about our tours I will give the information over the phone and then follow this up with an email (attaching a pdf copy of our latest tour brochure). Sometimes the caller would prefer a hardcopy of our brochure and I will then generate a letter and send that, together with the brochure, through the post. I also store details of these enquiries in our database (as I explained before).

Most of the phone calls that I take are from callers wishing to book one of our tours. Usually, they have already looked at the brochure and know what tour they would like to book and the dates they would like to book.

Firstly, I check to see if the caller is already in the database – either as an enquiry or as a previous client. If they are then I check that their contact details are still the same. If the caller is a new client then I create a new record and make sure that I have entered all the contact details and the personal details of those wishing to book a tour. Next, I record the dates that the client wants to book and the type of tour (Gold or Platinum). Then, I record their preference for the chauffeur car, their preference for the two included, exclusive activities and their preference for the two included restaurant experiences. Finally, I record the airport(s) that the client would be willing to fly from and any special requirements that they may have at the airport. As, we only have limited IT systems, I have to check that the hotels, chauffeur driven cars, flights etc. are all available before I can book the tour. So, once I have taken all the details from the client, I finish the call and promise to contact them with an update within the next 2 hours. I do this as it sometimes take a while to sort the tour out.

Poppy Parker and Callum O'Connor are responsible for setting up the tours for the beginning of each year. They spend ages talking to the hotels, the restaurants, the chauffeur services, and the exclusive activity providers to work out the dates available and set up the tours. I think that they do this about one year in advance. I don't have anything to do with that. All I know is that once all the tour dates have been agreed, Callum sets up a number of spreadsheets that show what resources are available on what dates. The spreadsheets that he sets up are named:

• Platinum_hotel _dates	Platinum hotel room availability on advertised tour dates
• Gold_hotel_dates	Gold hotel room availability on advertised tour Dates
• Platinum_Chauffeur_Cars	Platinum chauffeured car/guide availability on advertised tour dates

- Gold_Chauffeur_Cars — Gold chauffeured car/guide availability on advertised tour dates
- Platinum_activities — Platinum activities availability on advertised tour dates
- Gold_activities — Gold tour activities availability on advertised tour dates
- Platinum_restaurant_experiences — Platinum restaurant availability on advertised tour dates
- Gold_restaurant_experiences — Gold restaurant availability on advertised tour dates

The clients who book a tour at the beginning of the year will have the best choice of dates, car, activities and restaurants. The clients who try to book later in the year often find that their choices are more limited.
When I book a tour I update the spreadsheets to show that a particular hotel/chauffeured car/restaurant experience/activity has been booked on a particular date. I have to make sure that I do this and that I do it properly. Last year, I was in a hurry and forgot to show on the spreadsheet that some of the rooms had been booked out. It all got in a terrible mess and I nearly lost my job over it! Now I double check everything. That's one of the reasons that I am really keen on getting a new online booking system – it will make my job a lot easier and there will be less chance of mistakes being made.

Once I have recorded all the details from the caller, I try to put the tour and the client's requests for chauffeured cars, activities and restaurants together. I follow the same procedure for booking the Gold tours as for booking the Platinum tours I just use different spreadsheets to check the resources we have available.

Firstly, I print out the client's record from the Access database and this shows me the information that I recorded when I spoke to the client on the phone. I call this the 'Booking request form'.
The first spreadsheet I check is the one containing hotel room availability. If there is a hotel room available on the client's requested date then I will note this on the ' Booking Request form' and I will reserve the room(s) on the spreadsheet by highlighting the room(s) in yellow and adding a comment including the booking reference number that the database generated.
If there isn't a hotel room available on the requested date, I will look to see what hotel room availability there is one month either side of the requested date and I will record these dates on the 'Booking Request Form'. I will then phone the client back straight away and ask whether they would be willing to change their tour dates. If the client agrees to one of the other available tour dates, I will update this on the client's record and print out a new 'Booking Request form'. Otherwise, I will have to tell the client that I am unable to help them at this time and I will mark the client's record as 'unable to book – non availability'.

Once I have reserved a hotel room on the requested date (or the newly agreed date) I will check the availability of the preferred chauffeur driven car in the appropriate spreadsheet. We do not guarantee to reserve the car indicated by the client as there is only a small number of each type of car available on each date. So, if the preferred car (e.g. the Daimler) is not available, I will reserve the next car available instead (e.g. the Bentley). Again, I will show this on the spreadsheet by highlighting the car reserved in yellow etc. (as described before) and noting the car I have reserved on the 'Booking Request form'. I will then do the same thing for the tours and the restaurants preferred by the client, reserving these by highlighting them in yellow on the spreadsheet etc. and noting the tours/restaurants I have been able to reserve on the 'Booking Request form'

Once I have finished the above process, I will have a completed 'Booking Request form' showing the tour dates together with the hotel room, the chauffeured car, the two tour experiences and the two restaurant experiences that I have reserved. I will then phone back the client and tell them what reservations I have been able to make. Usually, the client is happy with the reservations as they are all of a high quality. However, if the client does not like the alternatives I am offering then the booking will not proceed and I will mark the client's record as 'unable to book – no availability' in the Access database.

Once the client has agreed with the reservations I have made, I will then move onto the next stage which is 'flight availability'. Unfortunately, Poppy hasn't sorted this out very well which means that I have to search for flights on the Internet in the same way as you would. I only search for flights while the client is on the phone as it can be quite a complicated process sometimes.
I search for appropriate flights from/to their local airport and if I find an appropriate flight I will reserve it. (I have a special tour operator code that allows me to reserve 1st class or business class flights for up to 24 hours before payment is due). If I am unable to book a flight from the client's local airport, then I will look for flights from other local airports. Transfers to and from the departure airport are part of the tour package that we offer so if a client has to travel from a distant airport it isn't usually a problem for them as we will organise a taxi and overnight stay at the airport hotel. Once I have agreed upon return flights with the client, and I have reserved them, I enter the reserved flight information into the database and also record the details on the 'Booking Request form'. I then email details of all the reservations I have made to the client and request confirmation by 4pm that day. Once I have received confirmation from the client, I will phone him/her and ask for electronic payment for the deposit and the flights. Once payment has been received, I book and pay for the flights, record the booked flight details in the database, and update the spreadsheets to turn the 'reserved' bookings into 'definite bookings', I do this by changing the highlighting from 'yellow' to 'green' in each of the spreadsheets. I also update the notes I have made in each spreadsheet to show that this is now a definite booking for that booking reference number.
Finally, I update the booking record in the Access Database with all of this information and I print the booking confirmation details as a pdf file. I then send an email to the client confirming the booking with the pdf file attached. I also send a copy of the pdf file to Callum O'Connor. I understand that, at the beginning of each day Callum looks at the emails I have sent him and confirms the bookings with the hotel, the chauffeur company, the restaurants and the activity providers. He also double checks the flights that I have booked. You will have to ask him more about this. Finally, I file the 'Booking Request form' (which is a paper form) in a folder that I keep on my desk. I do this just in case there are any queries later on.

As you can see, this is a very time consuming process and it is easy to make mistakes. The sooner we get a proper online booking system at LEL the better as far as I am concerned!!

Aminur Rahman Corporate Booking Administrator (Corporate Reward experience)
I have recently started looking after the new 'Corporate reward experience' as part of my role here at LEL.
It isn't very complicated at all. Poppy signed contracts with three large London based organisations at the beginning of this year. We call these the 'clients'. Each client has agreed to book at least ten 'corporate reward' tours during the next year.
Callum set up a spreadsheet that lists the date of each experience together with all the details associated with each experience. For example, one of the experiences involves exclusive entry to Buckingham Palace with a guided tour of the private art collection stored there.
I understand that each of the clients was sent a brochure listing the experiences as well. Each experience has an experience number associated with it and this is shown in the brochure and in the spreadsheet.
I set up a record for each of the clients in the very simple Access database that Poppy recently set up for me to use. It is pretty useless really – It consists of the client form and then a sub form that lets you record the experiences that the client has booked, together with the price.
The process is that the client phones me and says what experience they would like to book and the date (they get these details from the brochure). I then open the spreadsheet and see if the experience is available. If it has been booked it will be highlighted in red in the spreadsheet. When I

see that, I will suggest another experience to the client instead. Sometimes the client will change to another date or another experience and then I will book that for them instead.
Once the client agrees on an experience I will indicate that it is booked by highlighting it in red in the spreadsheet as I mentioned earlier. Then I will update the client's record in the database to show this booking as well. I will then create a pdf booking confirmation letter and email it to the client, I will also email a copy of this booking confirmation letter to Callum O'Connor who bills the client in some way. I'm not sure exactly what he does – you will have to ask him about that.

Callum O'Connor – Trip Management Administrator

I have a very important role in the company. I like to think of myself as Poppy's deputy. I help her develop new tours and she needs my support to do this well. Once we have all the information, I create the spreadsheets that show what resources are available for each tour date (I think that Amith has already told you about that). It is really frustrating that our Access database only allows us to record client details and the final booking information. Keeping all of the tour details in spreadsheets is a real nightmare. Poppy says it is easier to manage them in a spreadsheet but we all know that she tried to store them in Access but couldn't get it to work! She refused to employ a developer to create a new database for her as she didn't want to admit that she couldn't do it herself. However, I'm not sure that we need a complete new online booking system as you have suggested. If you just add some new bits to our existing Access database then I think that will be fine. I am rather busy at the minute so I don't know whether I can help you very much with your review.
What do I do to help complete the booking process? When Amith has completed a booking he emails me the details. I double check that he has reserved the rooms, cars etc. properly because last year we ended up double booking two prestigious clients and it was nightmare. I also double check that he has booked the flights properly – again, I don't really trust him!
Once I am happy with the bookings he has indicated, I contact the hotel, the chauffeur car service, the restaurant and the experience company to confirm the booking and provide the client's details. I then update the record in our database to show that this has been done.
Regarding the Corporate Reward Experience, we currently have agreements with three large London based organisations who have agreed to book a certain amount of tours during the year.
The client phones to book the tour and Aminur takes the booking and updates the spreadsheet and the database – I think that he has already told you this. He then emails details of the booking to me. Once I've double checked the booking in the spreadsheet and the database (I don't trust him to do his job properly either), I raise an invoice and email it to my contact at the client organisation.
I hope this helps, I'm really busy and need to get on with my work now!