



# Final Project Report – LSSBB

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## **Detailed Summary on the Project**

Mr Bond will implement define, measure, analyze, improve and control to solve the problem of declined repeat sales at Coopergates. Rastogi (2018) stated that in the definition stage, one should summarize the solution plan. Therefore, Mr Bond should specify the problem at Hotel Coopergates as well as the goals of reviving the lost repeat sales. Furthermore, he should clarify the scope of the plan while identifying particular customers that the hotel has lost their repeat visit. He should also specify the requirement of the clients that might have contributed to their loss of interest as guests at the hotel premises.

Furthermore, Mr Bond should determine the team of professionals who will be responsible for various sections of the plan to revive the repeat visit at Hotel Coopergates. The definition of the team should also outline their duties during the project. Another element that Mr Bond should define while solving the problem of lost repeat sale is the time plan since it will help him tracking the progress of the project.

Finally, he should estimate the rewards from the project in term of cost-benefit scale, and the items considered for the awards can either be tangible or intangible. The tools used at the define phase are the Pareto Chart and the SIPOC that measure

the projects critical to quality attributes. Secondly, Mr Bond should measure the data collected for the research. During the measuring phase, he should also focus on collecting data that are within the scope of the plan. Moreover, he should list the type of data to be collected, the method to be used in the collection, the time for the collection and those responsible for the data collection.

Mr Bond should also analyze the data collected using various statistical tools such as frequency distribution to determine the nature of the data. Finally, in the measure phase, Mr Bond should use benchmark data, process sigma and flow chart for the processes. Thirdly, Mr Bond should analyze the main elements in Coopergates daily operations that have led to the lost repeat sales. More specifically, he will use statistical tools to explain the difference between normal business operations and goal-oriented activities. Mr Bond should also conduct verification of the causes of lost repeat sales at the complex using hypothesis.

Additionally, Mr Bond should focus on processes aimed to improve the situation at the Coopergates hotel. During the analyze phase, he will identify the prospective solutions to the problem of lost repeat sales. Furthermore, he will determine the most suitable method for implementing the proposed solutions. In the final phase, Mr Bond will control the problem of lost repeat sales by implementing variables for monitoring the solutions.

Mr Bond analysis should consist of the contribution of delayed check-in time, overbooking, poor services and room maintenance issues since they contribute to 80

percent of the problem at the hotel complex (Kenton,2019). The next process that he should perform after identifying the primary cause of the lost repeat sales at the hotel is focusing on the factors that lead to the identified elements. He should also propose a hypothesis for verifying and validating the roots causes of the lost repeat sales at the hotel. Moreover, Mr Bond should use statistical tools such as the frequency histogram to analyze the problem at Coopergates.

The next step Mr Bond should have taken after analyzing the voice of customers should be concluding the study. He should conclude that guest delayed check-in time, overbooking and poor service quality are the primary factors contributing to the problems at the hotel. Another step that Mr Bond should implement are actions aimed at improving the customers' complaints and developing a plan for the revival of the lost repeat sales. He should also develop a process map for the proposed project. Mr Bond should conclude that room key card shortages, insufficient training to the staff, too many required guest details, high attrition and slow computers are the primary factors to focus on while proposing a solution to the problem. Moreover, he should offer a solution, methods of implementing and testing the delayed guest check-in time.

On the other hand, after plotting a Pareto chart for the causes of overbooking at the premises, Mr Bond should consider lack of training to the reservation staff as the first parameter since it led to 22.63 percent of the problem. Another parameter that he should consider is the systems that allowed for overbooking due to the waitlist

function and cases of blocked credit cards. Moreover, he should focus on the lack of focus by the front office staffs and confirmed payment for booking as causes of overbooking at the hotel complex.

The next step that should be taken by Mr Bond after focusing on the primary causes of overbooking at the hotel is proposing solutions to the problems. For instance, he should offer a resolution aimed at adequate training of the reservation staffs and deactivation of waiting list feature from the hotel's system. Moreover, he should propose a solution aimed at ensuring the number of blocked credit cards is decreases by allowing the customers to enter the passwords by themselves. He should also introduce a disciplinary measure to curb lack of focus in the front office.

Mr Bond should conclude that the process was stable in both instances since the output remained between the upper control limit and lower control limit (Ramalingam, 2017). To stabilize the process, Mr Bond should consider reducing the actual mean of the process. Furthermore, he should reduce the guest mean check-in time to 6 minutes from 8 minutes. He should also reduce the variation of the methods by 50 percent.

## **Coopergates Project Background**

Hotel Coopergates was experiencing loss of the repeat customers' sales at a rate of 15 percent of their revenue per annum. Moreover, the repeat sales were decreasing at a rate of 50 percent annually despite 7

percent revenue expenditure on customer tailored advertisement by the company. Additionally, the problem of declining repeat sales led to a decrease in the hotel's operating processes by 32 percent.

## **Factors that Led to Loss of Revenue**

The factors that lead to revenue loss at the Hotel Coopergates were a delay in guest check-in time that led to an overall delay in the hotel's operations. Another factor was the rampant incidences of overbooking at the premises, and poor quality of services provided the hotel's staff members. Other factors that had a low impact on the problem lost sales were unfriendly hotel staff, poor room maintenance practices, high room rate and wrong invoices to the customers.

## **Benefits of Pilot Run to the Hotel Revenue**

The pilot runs improved the guest check-in time by 4.88 minutes in addition to reducing variations in the guest check-in procedure by 52.95 percent. Furthermore, the pilot runs enhanced the customer satisfaction score by 64.72 percent at the Hotel.

## References

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