VIDISHA SANJAY BADHE

CASE STUDY:

Integration of Robotic Process Automation at World Hotels for Event Management

PROJECT OVERVIEW

Case problem:

- World Hotels has an exclusive collection of the world's most unique independent hotels and it now has almost 500 affiliate properties in more than 250 destinations and 65 countries worldwide. Javier Pareja, our Director of Business Development, felt the need to bring in automation in the Event Management area of World Hotels which includes conferences, corporate meetings, trade shows etc. These events require entries into the accounting, customer relationship, event calendar, room reservation and loyalty points system. Each event requires numerous operations of taking information in and out of each of these systems to make an event work. This requires a lot of time and efforts in terms of resources and the bookings have to be done well in advance for managing all the sections manually

- World Hotels has decided to incorporate Robotic Process Automation (RPA) mechanism in order to automate the Event Management system. As the pioneer, innovator, and market leader in RPA, Blue Prism delivers the world's most successful digital workforce. Since Blue Prism and World Hotels worked together to perfect their internal Hotel Audit system, it is decided that Blue Prism would be the Event Management automation project. After discussion between Susan, Javier and other leaders around the company, it has been decided that the system approach will be prototyped in only one hotel within the Americas region. The prototype hotel is Royal Park Hotel in Detroit, Michigan primarily because it has significant meeting amenities and it is located just a few minutes from the US automotive manufacturing offices

PROJECT OVERVIEW

Deliverables:

Product deliverables:

- A report of observations and outcomes recorded at Royal Park Hotel

- Automated components of the Event Management system

Process deliverables:

- Executive Project Overview Presentation

- Project Report : Time, Cost, Schedule estimates

- Project Charter document

- Project Blueprint

- Summary report of regular meetings.

- Project Work Breakdown Structure (WBS) document

- Change Control document: Records of all the issues and resolutions

- Risk document: Record of the initial potential risk assumptions and the actual risks throughout the project

VISION AND TECHNOLOGY OUTCOMES

Current Scenario

Currently, the process involves entering the details manually, waiting for one process to complete, initiate the other process and again enter the new details. It consumes a lot of time and efforts. Also, this includes risks when there are any last-minute changes and increased registrations

Vision:

The aim is to increase the efficiency of the Event Management process and increase the market value of World Hotels

Outcomes for World Hotels:

- Employees at World Hotels would be relieved from the repetitive tasks of bookings and registrations. Instead of manually updating all the information, an excel or other document can be given as an input to the systems.

- Reduction in the processing time

- Reduced pressure on resources: they do not need to bother about typing in incorrect information

- Reduced cost of resources: with all the processes automated, the number of resources required for bookings and registration would be less which would in turn decrease the cost spent on resources

- The RPA components would be added to the normal process. There is no integration involved in any section and hence, no impact on the existing systems

- There would be more opportunities for employees to work on automation and apply them in other areas to improve the operations further

VISION AND TECHNOLOGY OUTCOMES

Outcomes for Customers:

- Different experience for customers in terms of process. Thy would be giving their details all at a time instead of at different intervals wherein after completing one process, the other would be initiated

- There would be less waiting time for the customers

- Bookings and registrations can be done even a few days before the actual event because of the reduced processing time

- Bulk registrations would be possible

Strategic advantages

- Increased revenue: Due to the reduced cost on resources and the processing time, more requests can be addressed which would increase the number of bookings

- Due to the ease of registrations more customers would be attracted and increase the revenue eventually

- New technology would increase the market value of World Hotels

SCHEDULING ASSUMPTIONS AND CONSTRAINTS

Completed Project plan and Budget which includes the initial scope, time and cost constraints is to be made ready by November 18, 2018 . This plan considers all the below mentioned assumptions.
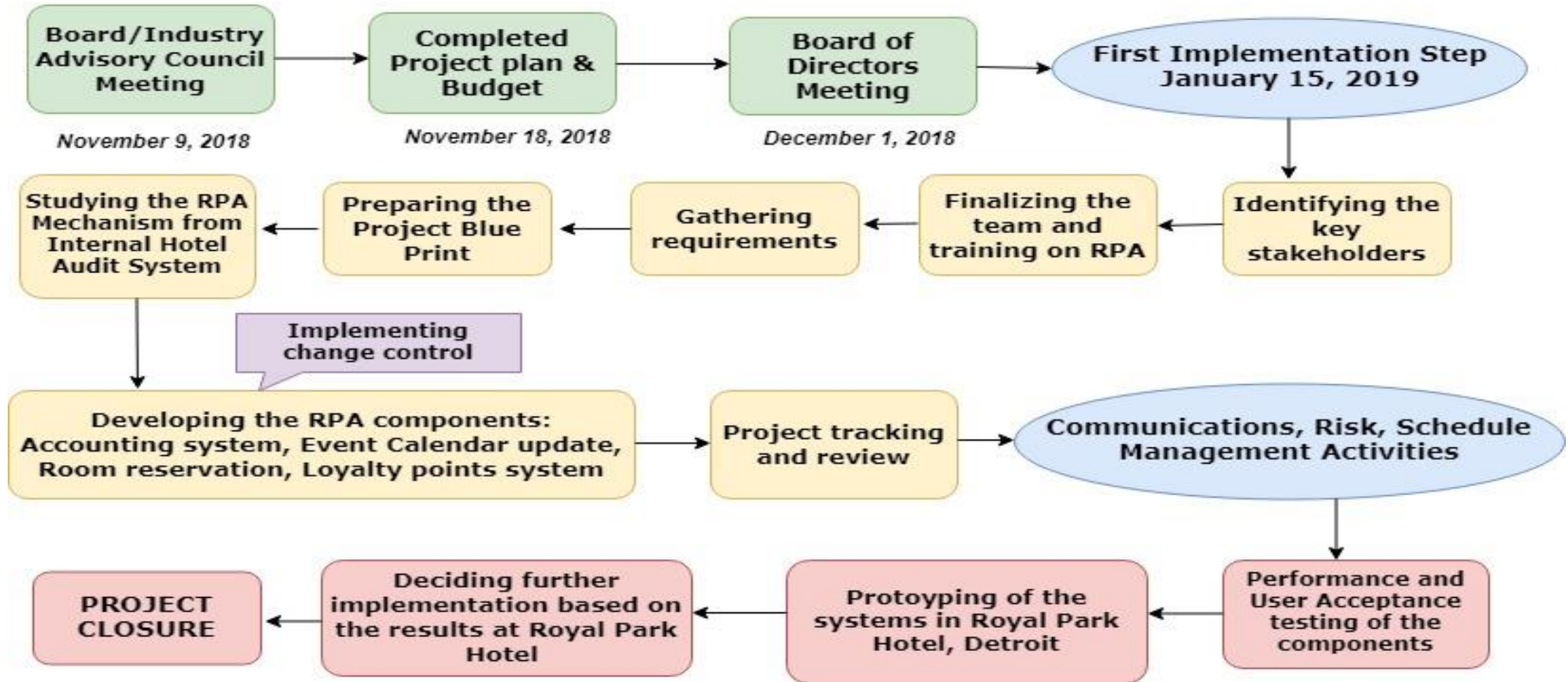
Assumptions:

- **Scheduling assumptions**: The current tasks and efforts mentioned in the Work Breakdown Structure are attainable and would be completed in the assigned time period
- **Budget:** The initially defined budget is accurate and covers all the project cost and expenses
- **Human Resource Availability:** All the team members would be available at all times to work on the project
- **Performance:** All the members have the necessary skillset and knowledge to work on the project and would complete all the tasks assigned to them in time
- **Higher-level support:** There would be continuous involvement of the stakeholders and higher management in case of any issues or change in constraints
- **Technological assumptions:** All the necessary support is available in case of any issues related to the systems or breakdown
- **Client Support:** There would be continuous co-ordination between the staff at Blue Prism and World Hotels
- **Customer response:** Although the project outcome is advantageous to all, it is assumed that the new automated systems would increase the number of customers and improve their experience
- Since there is no third party involved, there are no third party dependencies!

SCHEDULING ASSUMPTIONS AND CONSTRAINTS
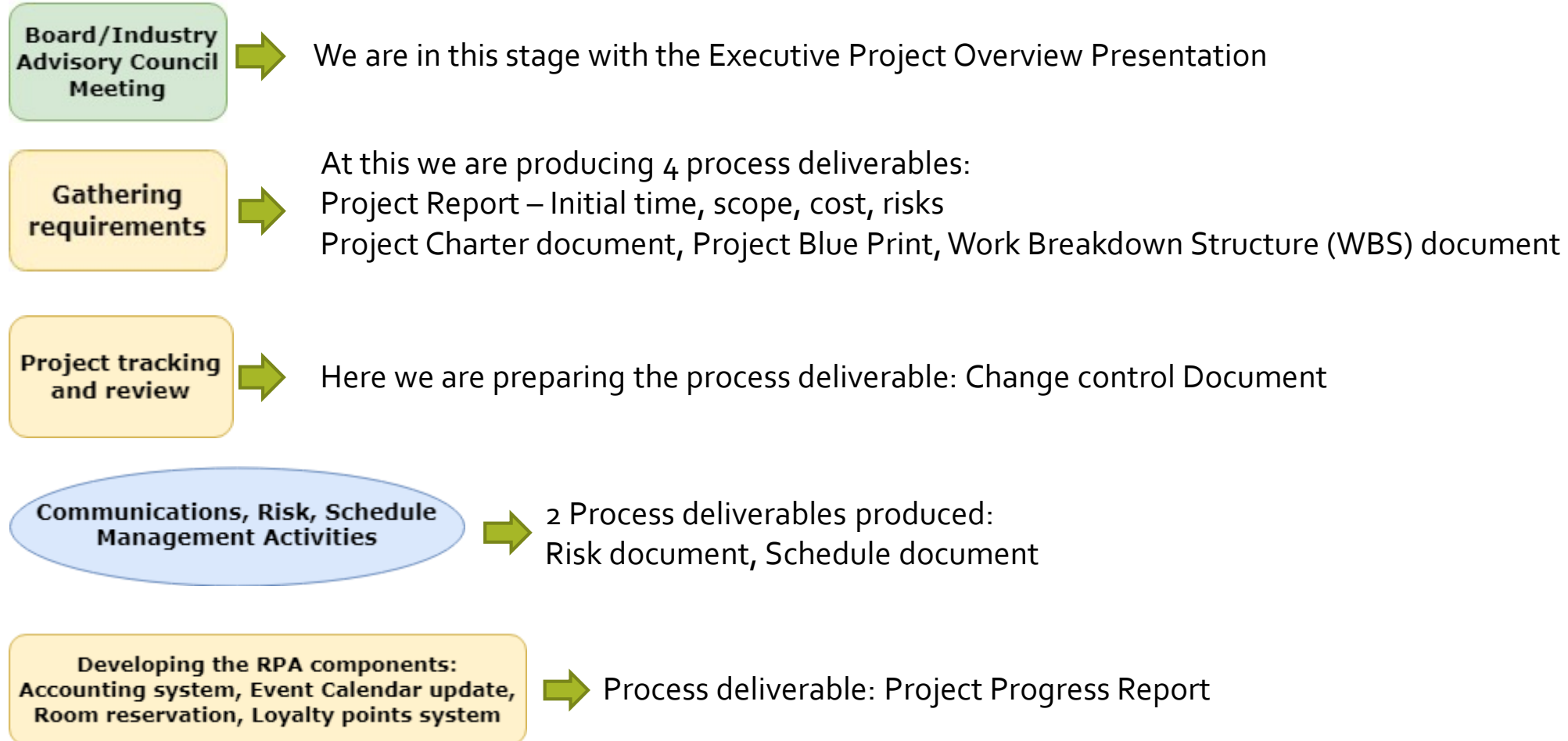
Limitations or Dependencies:

- Risks of all kinds are responsible for changes in the schedule:

- ❑ **Lack of Centre Participation** – The sponsors should engage in the project activities such as reviewing the budget, scope for any changes, responding to change requests as soon as possible, motivating people to keep going. All these indicate the passion and seriousness for the project and that reflects in employees as well

- ❑ **Change in Budget and time constraints** – There would be instances when all the employees won't be available for work and the tasks assigned would be delayed by that duration. This would affect the time constraint. Also delays in approvals from higher management would lead to time delays. There is dependency in terms of co-ordination between the Blue Prism staff and the World Hotels. This would add additional delays. More the time delays, more it would affect the budget of the Project.

- ❑ **Errors during execution** - There are always unanticipated issues and errors which occur when working with systems. These need resolutions and updates in a number of documents. All these would require extra time and effort from staff of both the parties (Blue Prism & World Hotels)

- ❑ **Robotic Process Automation Tool** - Since the team is trained first on RPA, they might face difficulties in case of complex issues and might need expert advice. This creates dependency on others. Increases the time as well as cost estimates

- ❑ **Customer inputs** - There is dependency on customers for the systems to work. They need inputs for processing. Customers must give in all correct information for the correct result.

PROJECT STAGES

Board/Industry Advisory Council Meeting
November 9, 2018

→

Completed Project plan & Budget
November 18, 2018

→

Board of Directors Meeting
December 1, 2018

→

First Implementation Step January 15, 2019

↓

Identifying the key stakeholders

←

Finalizing the team and training on RPA

←

Gathering requirements

←

Preparing the Project Blue Print

←

Studying the RPA Mechanism from Internal Hotel Audit System

↓

Implementing change control

Developing the RPA components: Accounting system, Event Calendar update, Room reservation, Loyalty points system

→

Project tracking and review

→

Communications, Risk, Schedule Management Activities

↓

Performance and User Acceptance testing of the components

←

Protoyping of the systems in Royal Park Hotel, Detroit

←

Deciding further implementation based on the results at Royal Park Hotel

←

PROJECT CLOSURE

PROJECT STAGES

The above diagram shows the various stages involved in the Project. At various stages in the diagram we will be preparing the Product and Process deliverables.

Board/Industry Advisory Council Meeting ➡ We are in this stage with the Executive Project Overview Presentation

Gathering requirements ➡ At this we are producing 4 process deliverables:
Project Report – Initial time, scope, cost, risks
Project Charter document, Project Blue Print, Work Breakdown Structure (WBS) document

Project tracking and review ➡ Here we are preparing the process deliverable: Change control Document

Communications, Risk, Schedule Management Activities ➡ 2 Process deliverables produced:
Risk document, Schedule document

Developing the RPA components: Accounting system, Event Calendar update, Room reservation, Loyalty points system ➡ Process deliverable: Project Progress Report

PROJECT STAGES

Protoyping of the systems in Royal Park Hotel, Detroit ➡ We would be getting our 1st Product deliverable here: Prototype Document

Performance and User Acceptance testing of the components ➡ And the final Product deliverable:
Event Management RPA Component systems

- The flow diagram shows all the stages which need to be completed in order to start the other stage. The green boxes show the Project Initiation stages wherein there are meetings held for finalizing the Project plan & Budget.
- The yellow boxes are the implementation stages where the actual project work starts with all the team members working on their assigned tasks. After the component development stage, the change control implementation starts wherein all the ongoing issues and resolutions are recorded, change forms are produced which need approval from the higher management & Stakeholders for implementing the changes .
- During the Project tracking and review stage, there is continuous monitoring of the time, scope and cost constraints, reviewing the execution of the components for any misses or issues and refining them
- The red stages are the ones after implementation wherein testing of the components occur. Performance testing for the functionality, User Acceptance testing for observing the user experience.
- The systems would be prototyped in Royal Park Hotel and based on the results the further installation of the systems in rest of the hotels would be decided.
- The last stage is Project closure where all the parameters are rechecked, the final budget, official archives, legal contracts & obligations & planning for maintenance and support

QUALITY MANAGEMENT

After developing the components, it needs to be made sure that the components are working properly and are producing the desired results. There are a few approaches or methods which should be followed so that the deliverables fall in place properly. We would be describing three stages for Quality Management: Quality Planning, Quality Assurance, Quality Control

➢ **Quality Planning**

The approach to quality planning should be focused on reducing the gap between the expectations and what is actually delivered. This can be handled by defining the outcomes properly. Following are the parameters which need to be perfected in order to get a quality product.

- Understanding the needs of customers about how they want their event booking experience to improve

- Designing the product based on their needs

- Understanding the capability of the team to deliver the requirements

- What is actually delivered by us and how can we update it to meet the requirements

The best way to meet these needs is to set goals. Goals should be realistic and attainable. They should be set in each and every step of the project. Keep monitoring the goals for their completion so that one can keep track of the progress. Also setting goals keep individuals motivated and gives them passion to work towards it. Hence, it is a good way to keep a check on the quality of the project and process as a whole

QUALITY MANAGEMENT

➢ **Quality Assurance**

• Methods should be incorporated in the project plan to assure the quality of the processes

• One such method is Project tracking and Review process: This focusses on the small tasks. After specific tasks are completed, review them for their functionality. There are 4 RPA components to be developed in our project: Accounting system, Event Calendar Update, Room reservation, Loyalty Points System. After developing each component, review it for its functionality, go through the process to see if it is implemented correctly. When seen from scratch, new scenarios can come up which weren't considered before. During the developing process, keep looking at the requirements to know we are going in the right direction. Rectifying later causes more losses than spending efforts in the planning stage

• Other method is the Testing phase: The systems should undergo two types of testings – Performance testing, User Acceptance testing

Performance testing – tests the functionality of the system to see if it gives the correct output for a particular input. The RPA components can be tested individually with some used cases to see if correct rooms are booked or events are updated in the calendar.

User Acceptance testing – a close group of customers is selected to test the systems developed. They would be giving their feedback based on the response time, quality of the service delivered and correctness of the systems

• The RPA components would be prototyped in Royal Park Hotel for their performance before implementing in other hotels. This would give a real-time practical experience of the quality of the systems

QUALITY MANAGEMENT

➢ **Quality control**

- After delivering the systems, it needs to be assured that the quality of the systems is maintained to meet the rising needs and demands of the customers and market

- The hotels should be audited for reviewing the performance of the systems. Know the response from each hotel and provide them with any kind of technological service if needed

- Based on the response from each hotel, list down the feedbacks from the customers to know what they like and dislike about a service and make modifications into the systems

- This requires a dedicated team of professionals in the IT department who would be supporting the Project after Go-Live

- Furthermore, research professionals need to be brought who would study the market trends and technologies, understand their impacts on the revenue and customer experience and try to incorporate them across World Hotels

EXECUTIVE INVOLVEMENT & SUPPORT

Apart from the project stages, other aspects which need to be considered are the Executive Involvement and Co-ordination between the World Hotels and Blue Prism

➢ **Expectations from departments**

- Building & Maintenance team: Support for tools if needed should be provided by Blue Prism based on requests. It is expected that a request must not take longer than 2 days to be addressed in order to maintain the decided schedule

- Products or tools: Thomas V. Dugas, being the Blue Prism Product Analyst is the Point Of Contact for the World Hotels in case of opinions and reviews on the RPA processes and components. He is expected to be involved in the regular tracking and reviewing activities to ensure that the product being developed is according to the requirements

- Technical Support: In case of any technical glitches or issues pertaining to the functionality of the tools, the Systems Engineer, Cynthia Wong is the go to person and must be available for help

- Sales: Negotiations related to sale of the RPA tools and products must be initiated in the form of meetings. Any kind of agreements must be done in a written or e-mail form with approval signature from Angela R. Berry

- Automation: Although RPA has been implemented previously in World Hotels, the team and project for Integration Of Robotic Process Automation for Event Management at World Hotels has new members who need to be trained. Inputs about Process automation are expected from Apurv Khanna in terms of small Audits or inspections

WORLDHOTELS™
COLLECTION

PANEL NOW OPEN FOR QUESTIONS & ANSWERS

THANK YOU !