



Program Management for a Quote to Cash Initiative

North American Hospitality Company

Type of Business

Client operates more than 1,200 upscale and economy lodging properties in the U.S., Canada and Mexico. The company provides more than 130,000 rooms and employs over 19,000 people in North America.

Statistics

Annual Revenue
\$1,300 Million

Number of Inn Locations
1,200 across the U.S., Canada
and Mexico

Contact Information
Available on request

Business Challenge

North American provider of upscale and economy lodging sought improved Quote to Cash (QTC) operational performance through streamlining and standardization of core processes and supporting information systems for one of its leading economy brands. The scope of the QTC initiative included sales and marketing, operations, accounting and supporting information technology. By streamlining and standardizing process and information systems, they sought to reduce/eliminate a complex environment of exceptions and manual processing that increased operating costs, reduced productivity and lowered overall customer satisfaction. They wanted to accelerate the implementation of process and technology improvements to begin reaping benefits more quickly.

Action and Results

Avalion provided initial Project Management for this brand wide effort over a period of 6 months. We developed, implemented and managed key project management tools including:

- ▲ Project Definitions
- ▲ Project Work Approaches
- ▲ Program/Project Workplans
- ▲ Program Management Processes
- ▲ Short and Long Term QTC Roadmaps/Plans



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Working hand-in-hand with senior management, Avalion organized and led a project team of 10 – 15 team members including Avalion and client resources across sales and marketing, operations, accounting and information technology.

The broad and encompassing project initially consisted of nine individual projects including:

- ▲ Sales/Customer Reporting and Metrics
- ▲ Cost Analysis, Pricing and Profitability
- ▲ Customer Requirements
- ▲ Customer Interface Automation
- ▲ Operations Best Practices and Training
- ▲ Decentralization of Accounting
- ▲ Oracle Optimization
- ▲ AR, Collections and Credit Process Improvements
- ▲ Card Swiping Technologies Assessment

Initial process and information system improvements were in place across the entire nation in less than six months, successfully delivering a basic foundation that provides improved sales and operations metrics across the business. Management is now able to establish key metrics that can be used to manage sales performance and customer profitability. The initial phase of the project also delivered short and long term QTC roadmaps/plans that define future improvement projects in sales and marketing, operations and accounting through 2008.