



Project to Define Customer Requirements

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 chartered a Quote to Cash (QTC) initiative to deliver improved QTC operational performance through streamlining and standardization of core processes and supporting information systems for one of its leading economy brands. One of the key projects prioritized for the QTC initiative involved researching customer requirements. The main objectives of the customer requirement gathering project included:

- ▲ Understanding what product features and services customers value
- ▲ Creating standard “product” offerings that reduce the level of customization currently offered

The overall goal of the project was to understand customer needs and interests in order for the company to focus on providing services that customers value the most and help differentiate the company from its competition.

Action and Results

Avalion conducted the customer requirements project over a period of 6 weeks. We developed and lead key project activities including:

- ▲ Define Interview Objectives
- ▲ Create Interview Guide
- ▲ Identify Participants and Schedule Interviews
- ▲ Conduct Interviews
- ▲ Analyze Results and Create Recommendations



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Working hand-in-hand with senior management, Avalion designed and managed the project to define customer requirements for the brand. The project consisted of interviewing several customers in these basic areas:

- ▲ Customer background (e.g. buying level/history, nature of business, use of product)
- ▲ Reservations process
- ▲ Invoicing process
- ▲ Reporting process and tools
- ▲ Inn operations and traveler eligibility
- ▲ Other miscellaneous account services

We also used the customer interviews to test and validate select concepts that were under consideration for future design and implementation. Some of these concepts included specific product/service changes, policy modification and the creative use of technology to improve the overall buying experience.

Findings and conclusions from the customer interviews helped management set priorities for the overall QTC initiative and were critical input into the development of the short and long term QTC roadmaps/plans. The results of the interviews began to reshape the way the company defined/bundled its product and services offerings in order to focus on services that customers value the most.