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Case-Study Exercise: Module Six

Case-Study Exercise: Overview

Purpose

This exercise will test the following knowledge and abilities:

Basic research skills: Your ability to review existing customer related information to determine what is important and how it fits together

Adoption awareness: Your general understanding of the need for successful product/service adoption and the basic processes involved in researching, planning for and implementing adoption services for a new customer.

Adoption research: Your ability to perform sufficient and appropriate research and documentation to ensure that information required for adoption planning is uncovered and recorded.

User Adoption requirements: Your ability to understand the different adoption needs (knowledge skills and attitude) of a wide range of users

Adoption planning: Your ability to determine an adoption plan for a new customer engagement, based upon an analysis of the information uncovered and documented during the research process and including user communication, training and support

Instructions

First read the 'Task', making sure you absorb and understand it fully. Then turn to the 'Scenario' to read the background information that relates to the task, again making sure you absorb and understand it fully. Once you are sure you have fully understand both task and scenario, complete the task using the information provided within the scenario to help you.

The task should take you a minimum of 45 minutes to complete. Some students may find they need longer in order to complete the task thoroughly.

Once you have completed the task, turn to the 'Model Answer' and compare your own response with that within the model answer. Note that the model answer is simply one possible response to the task, and does not provide either a 'best' or a 'definitive' response to the task, since there may be multiple ways in which information contained in the scenario and tasks might be interpreted, and multiple ways in which problems might be approached and/or challenges might be overcome, that would all yield an equally positive result.

Case-Study Exercise: Challenge

Task

Download the following Tools:

- Capabilities and Processes Tool
- Impacted Groups Tool
- Adoption Activities Tool
- Practical Considerations Tool

Based upon the information provided in the “Scenario” section shown below, use the “Capabilities and Processes Tool” to define and describe each customer capability and/or process that will be changed by the initiative, to explain its impact and to specify which users will be impacted by the changes.

Based upon the information you have collected in the “Capabilities and Processes Tool”, decide upon a set of IGs (Impacted Groups) to use for the delivery of adoption services and use the “Impacted Groups Tool” to document each IG’s name, description, changes experienced, and KSA requirements for successfully undergoing that change.

Based upon the information you have defined in the “Impacted Groups Tool”, use the “Adoption Activities Tool” to list the communication, training and support activities that you recommend should occur for each IG within the overall adoption plan.

Use the “Practical Considerations Tool” to document any information that might need to be considered alongside the activity requirements you have already listed in the “Adoption Activities Tool” when formulating the final adoption plan.

Remember that if you do not know something, you can always make an assumption and then validate it later when you have the opportunity.

Scenario

Your scenario for this exercise is the same scenario that was used in the previous exercise – Module Five Case Study Exercise. However, some additional information has been included that will help you to perform this exercise on adoption. The first part of the scenario is an identical repeat of the original information that you will already have encountered for Exercise Five, which you may want to review to refresh your memory. The second part of the scenario is the new information for Exercise Six that you will need to review carefully in order to complete the exercise.

Part One: Previous Information

You are a Customer Success Manager (CSM) working for a software specialist provider in the hotel and leisure industry called *Cropper Ilc*. Your company has won a contract with a brand new customer, a Turkish owned hotel chain headquartered in Ankara called *Kocak Holiday Group*, that owns and runs 27 of its own hotels plus manages a further 17 hotels on behalf of other hotel owners across Turkey, the Middle East and Mediterranean Europe. Kocak is just completing a large datacenter refresh project, which it hopes will provide them with their data storage and IT application hosting requirements for the next twenty years.

Alongside their datacenter project, Kocak has engaged Cropper to provide a room reservation management and integrated payment system. This new system is Cropper's flagship and most sophisticated software product called *RoomStacker*, which was selected by Kocak as their new reservations software solution with the help of your own company's sales team and software specialist advisers. The contract includes the installation and configuration of the system itself, plus training for Kocak's IT team, who will take over the ongoing management and maintenance operations. The contract also includes three years' second line support for Kocak's technical team, after which the contract will end and Kocak can take up an annual service contract with Cropper if they wish. There is no end user training or support within the contract beyond Cropper's standard onboarding package which is provided at no charge and includes a basic familiarization session for managers.

The new reservations system works by processing secure online reservations made by the hotel chain's customers (both individual travellers and travel agencies) through both Kocak's own website and each of the websites of the third party owned hotels that Kocak manages, plus reservations made on behalf of customers by Kocak's own reservations staff at their Head Office and reception staff at the hotels they both own and manage. The data is then passed through to a backend system which can be accessed by Kocak's management team to manage the bookings. Other features include the automation of reservation confirmation emails and connectivity with the company's Ankara-based customer support center, and a range of management, administration and reporting functionality for both centralized managers and reservation specialists at Kocak's headquarters and for managers and reservations specialists on location at each hotel in the chain. In all, *RoomStacker* is a sophisticated software systems, with a wide range of features, functions and configuration options and Kocak anticipates that it will last them a long time as their tool of choice for managing their guests' reservations and financial transactions.

The new reservation system will enable far better utilization of each hotel's capacity, as the current, partially manual system means that many rooms go unoccupied even during peak seasons due to the lack of real time data available on room availability at each hotel. It is also expected that the new system will reduce administration overheads through the automation and simplification of routine administrative processes. Finally, it is believed that the new system will also provide better quality management reporting that will enable Kocak's senior managers to make higher quality strategic decision making on behalf of their company.

You have been selected to be Kocak's CSM and you have met with your company's sales person – Marek Malinowski – who put together the winning bid, as well as the software specialist – Mabel Adeyemi – who was involved in the pre-sales process and who will be responsible for the technical aspects of installing and configuring the solution. They have provided you with the above information, and also briefed you on the current status of the project, which is now at the stage where the server hardware and operating systems, cloud management and security software have all been installed and configured in Kocak's datacenter. The next stage will be to install, configure and test the *RoomStacker* software system, which is scheduled to occur over the next three to four

weeks, and to prepare Kocak's IT team to take over the running of the system, with sign-off expected for this in five weeks' time. Once this is completed, end user training for Kocak's managers and reservations specialists at their Head Office and for managers and reception staff at each hotel would need to take place, although as things stand, this would be for the customer to complete rather than for Cropper to perform.

According to the sales person, the customer has been quite difficult to work with, not because of any lack of willingness to cooperate but simply because of its lack of experience in purchasing and implementing technology of this sort and on this scale, and a general culture of slow decision making with no real sense of urgency. This is by far the largest IT project that Kocak has ever purchased and as such they are "finding out what they really want as they go along" to quote the sales person. Whilst the product specialist enjoyed the opportunity to visit not just Kocak HQ but also several of the Kocak hotels to interview managers and staff there, she did express concerns about the lack of communication between HQ and some of the hotels, and also she let you know that although Kocak stated that all their managers and the majority of the remainder of their staff speak "excellent English", in reality she thought that in her opinion not all local managers and certainly not all staff in the hotels that Kocak did not own outright are as competent in English as the senior management team made out. As well as this, whilst Kocak have an HR team they do not have a dedicated training department and have no professional trainers of their own that could attend "train the trainer" sessions and then take on the role of training end users of the new system themselves – something which does not seem to feature anywhere in the contract or in conversations with the customer to date.

An additional concern is a press release that Kocak published to the investor community when the contract was first signed, that stated that the new datacenter would be fully operational and the new reservations system would be up and running and in full use by a certain date. The problem is that the completion of the preparations in Kocak's datacenter was delayed by a good six weeks, and the date that Kocak announced is now just five weeks away, but yet the software is still needing to be installed, configured and tested, which itself will take three to four weeks. The Kocak senior management team are concerned that delays to the project might negatively impact investors' confidence (and therefore their company's share price) and so they are keen to find a way to get all users of the system at both headquarters and at least at their own hotels but preferably at all hotels trained and prepared and ready to start using the system the instant it goes online. Whilst this may be possible, your product specialist Adeyemi does point out that at least for some of the managed only (ie managed but not owned by Kocak) hotels, local IT infrastructure and security systems are still waiting to be upgraded, since there were some commercial issues between Kocak and one or two of their clients (the hotel owners) that held things up for longer than anticipated. The exact implications of this have yet to be calculated.

The senior project lead (SPL) for the customer is Anita Aydin. She is has only recently been appointed to the role, and she is one of Kocak's junior HR managers from their head office in Ankara and is relatively unknown by anyone in your company. She was not involved in the pre-sales process, although her immediate line manager is Hussain Yilmaz, who is the Head of HR and who was involved in some of the pre-sales meetings, although he was not their key decision maker. The general feeling about her is that she is fairly junior and does not hold a lot of power or have a lot of experience of implementing and managing IT projects such as this one.

The key decision makers were Omer Demir, who is the company's Head of Finance and Eymen Yildirim, the company's CEO. Yildirim was the person who actually announced the decision and

signed the contract, but it is generally agreed by both Malinowksi and Adeyemi that Demir had at least as much if not more say over that decision as did Yildirim.

Part Two: New Information

A week has gone by since you were assigned to this engagement. During this time you have managed to organize an online meeting with the customer's project lead Anita Aydin, plus Demir and Yildirim (the customer's Head of Finance and CEO respectively). As well as yourself, your colleagues Malinowksi (the sales person) and Adeyemi (the product specialist) were also in attendance on the call.

What transpired on this call was that a lot was riding on the success of this implementation for the customer Kocak. It was a very significant investment for them, both financially and also in terms of the product being a strategic one which it was hoped would give them the ability to become both more productive and efficient (leading to both greater room occupancy rates and cost savings) but also to deliver a higher quality of service to their customers, leading to growth in demand. Kocak had made a lot of promises to its investors in their announcements and press releases, and they really needed not just to make this work but also to be able to show the value realized by the initiative as early on as possible.

You also learned on the call that in order to maintain good relations with their investor community, Kocak did not want to set back the launch date for the initiative and both Demir and Yildirim were insistent that the previously announced date for going live with the system across the whole company was stuck to. This date is now just four weeks away, and whilst they are currently working on it, the software is not yet fully installed, configured and tested ready for use, the customer's IT team are not yet trained in how to manage and support the new system, and Kocak's reservations team, reception staff and managers have not yet even seen the new system, let alone received training on it.

After the call you had a meeting with your two colleagues, Malinowksi and Adeyemi to discuss the engagement and agree a best way forwards to propose to the customer. Adeyemi suggested that whilst it might be possible to go live with *RoomStacker* on the date previously announced by Kocak, but that there was what she described as "serious risk", particularly with the non-Kocak owned hotels (ie the 17 hotels that Kocak manages on behalf of other hotel owners) because to date there was no reliable information regarding the quality of IT infrastructure within those hotels. The infrastructure might be absolutely fine, but on the other hand it might require updating at one or more of these hotels prior to connecting them up to the new system. Clearly finding this information out and the n dealing with any infrastructure shortfalls was a priority.

Meantime, you suggested that whilst Kocak's senior leaders were adamant that the system should go live on the previously announced date, perhaps they would accept a *partial* "go live" of just their own hotels on that date, with the other 17 hotels going live as soon as possible afterwards. This would buy some time for finding out and dealing with any infrastructure issues for these hotels, and it would also enable resources to be focused on completing the training for the IT team and for the users from within Kocak's own business. The hotel staff at the other 17 hotels could then be trained at a later stage and with less pressure of time, once the product had been successfully launched.

Your colleague Malinowski who had sold the contract felt confident that with your support, and given the pressure on Kocak's senior leadership team to get this implementation right, he could go

back to Kocak with a new proposal to deliver not just the IT team training (which is a part of the existing contract) but also the training for Kocak's own staff at the Head Office and in the hotels they own themselves. Kocak's staff could then train the staff at the 17 additional hotels themselves during Phase Two. This meant that issues pertaining to English language difficulties that it was felt might be present in staff in some of these additional hotels would be avoided during the Phase One training, and also add less of an additional cost burden to Kocak than a proposal to take on all of their training overhead. It also meant that the training could start straight away using your own company's existing demo system, without needing to wait for the configuration of Kocak's own system. Doing it this way saved a lot of time and effectively brought the project back on track for launch within four weeks.

A further meeting was arranged between Malinowski and the customer's CEO and Head of Finance where the above proposal was made and was accepted. Following this, you arranged a follow up online meeting with Kocak's SPL, Anita Aydin to learn more detailed information about how the new software system would be used and who within the organization would be impacted by its implementation. Your notes from this meeting are recorded below:

Item	Description
1	There are six members of the Reservations team, including its manager, whose name is Hiranur Aksoy. Aksoy in turn reports to the Head of Finance. All speak good English and all are said to be familiar with IT systems in general and with hotel reservations systems specifically. All six members of the team are based at Kocak's head office in Ankara. The Reservations team provide offices hours (07:00 to 18:00) coverage for all days except Sunday. The Reservations teams expect the new system to help them to considerably lighten their workload, and are therefore very welcoming of the new system.
2	There are eight members of the IT team, including its manager, whose name is Philip Polat and his deputy whose name is Berat Atalar. The team provides a full management and support service during normal office hours (07:00 to 18:00) every day of the week, and a more limited service from 18:00 to midnight. They then operate a skeleton service from 00:00 to 07:00 whereby one team member is on call to respond to any problems, though not on actual duty. Apparently the IT team are all very excited about the new datacenter and the new software system and are "ready to go" just as soon as they get trained on it.
3	There are ten managers at Head Office, including four senior leaders and six functional heads. These managers work a more standard 08:00 to 18:00 during Mondays to Fridays only, and are often busy with specific tasks, making it potentially difficult to organize them all to attend training at the same event. Aydin suggests it might be better to organize three events at different dates and times and allow managers to select which event to attend based upon their availability. Their principal interest lies in management reporting on room occupancy (ie utilization levels) as this is how the company measures itself in terms of success. Apparently they can sometimes be a little difficult in terms of attitude to turning up to training sessions on time.
4	In each of the 27 hotels owned directly by Kocak there are always one manager and three deputy managers. At least one of these four managers is always on duty between 07:00 and midnight every day, and one of them will be on site and on call if there is a problem at other times.
5	In each of the 27 hotels owned directly by Kocak there are between five and twelve Reception staff, depending upon the size of the hotel. There are at least two to four Reception staff on duty during the daytime and at least one member of staff on duty

	during the night (midnight to 07:00). The total number of Reception staff across all 27 hotels is 171.
6	The 27 hotels owned directly by Kocak are spread out across 18 different resorts within six different countries. These are divided into three administrative groups, each containing nine hotels, namely Group 1: Turkey & Cyprus, Group 2: Western Mediterranean and Group 3: Middle East.
7	Managers at Head Office are principally responsible for strategic and tactical decision making. To do this they need to view information on screen and save and print various reports. Head Office managers tend to be very busy and not good at attending training on time or paying attention.
8	The Reservations team are responsible for overseeing all reservations, providing information to management, and (their principal task) helping customers and travel agents to search for hotels and to place reservations onto the system. They also deal with things like amendments, transfers, cancellations and refunds.
9	The Hotel Managers are responsible for running their hotel, and they report directly to senior management at Head Office. As well as their own hotel management duties, they can also cover for reception staff if staff are away and/or at peak times of business. Their principal interest is in overseeing room availability and room utilization.
10	The Hotel Receptionists are principally responsible for checking in pre-booked customers and allocating them their rooms, and for checking customers out at the end of their stay. They take deposits on check in and take payments at check out. They also have to be able to make various changes to bookings such as upgrades, date changes, and so on. For some operations (for example a cancellation of an existing reservation made for a different hotel that the customer was originally planning to go on to) they would need to call Head Office and gain assistance from the Reservations team.
11	In addition to their principal duties, the Reservations team also act as an informal “user support” team to help other users navigate and use the software system. It has been decided that the Reservations team will be the ones to train the users at the 17 additional hotels that the hotel manages but does not own.

MODEL ANSWER

Warning: Do not review until after you have completed the exercise

Case-Study Exercise: Model Answer

Note: For this exercise, multiple assumptions may have been made during the development of your answer, as they were during the development of the model answer shown below. As such, your answer may be somewhat or even very different from the model answer in its detail. That is fine, it is not necessary for your answer to match the model answer in its detail, so long as you can justify the specifics of your answer, and so long as your answer is as logical and orderly, and similarly comprehensive to that of the model answer.

Capabilities and Processes

No.	Name	Description	Owner	Department/Function	Explanation of Impact	Impacted Users
Capability / Process 1	Help Customers to search for a hotel room	The ability to assist customers to find a hotel room that meets their requirements in terms of location, facilities, cost and arrival and departure dates	Reservations	Reservations at HQ and Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, possibly all hotel managers as well?
Capability / Process 2	Help Customers to reserve a hotel room	The ability to assist customers to reserve and pay (in total or a deposit) for a hotel room that meets their requirements in terms of location, facilities, cost and arrival and departure dates	Reservations	Reservations at HQ and Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, possibly all hotel managers as well?
Capability / Process 3	Look up an existing reservation	The ability to look up an existing hotel room reservation	Reservations	Reservations at HQ and Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, possibly all hotel managers as well?
Capability / Process 4	Amend an existing reservation	The ability to amend an existing hotel room reservation - for example arrival and/or departures dates and payments	Reservations	Reservations at HQ and Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, possibly all hotel managers as well?
Capability / Process 5	Cancel an existing reservation	The ability to cancel an existing hotel room reservation and (if relevant) refund all or part of payment made	Reservations	Reservations at HQ and Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, possibly all hotel managers as well?
Capability / Process 6	Check in on arrival and allocate room	The ability to check in an arriving customer, allocate them a room and if necessary take a deposit	Reception	Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, all Hotel Managers
Capability / Process 7	Check out on departure and take payment	The ability to check out a customer and settle the invoice	Reception	Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, all Hotel Managers
Capability / Process 8	View room utilization (hotel)	The ability to view and report on room utilization at any selected hotel or within the chain in total	HQ Manager	Reservations at HQ and Reception at each Hotel	A new process based upon using the new RoomStacker tool	All Reservations staff, all Reception staff, all Hotel Managers
Capability / Process 9	Create and view management reports (hotel)	The ability to create and view management reports for the manager's own hotel	Hotel Manager	Managers at each hotel	A new process based upon using the new RoomStacker tool	Hotel managers only
Capability / Process 10	Create and view management reports (chain)	The ability to create and view management reports for any selected hotel or on the chain as a whole	HQ Manager	Managers at each hotel	A new process based upon using the new RoomStacker tool	Head Office Managers only
Capability / Process 10	Training and Support	The Reservations team will provide ongoing training and support to all users	Reservations	Reservations at HQ	N/A	Reservations team need to know all functions in order to be able to support and train them

Impacted Groups

IG	Name	Description	Changes	Knowledge	Skills	Attitude
Group 1	Head Office Reservations	Reservations Team at Head Office. Six team members. Good IT skills. Good language skills. Perform training and support duties as well as their own tasks	Full use of new RoomStacker reservations system	Basic concepts how the system works, plus specific tasks on the system described under "skills"	Search for an existing reservation Cancel an existing reservation Amend an existing reservation Provide refunds Search for available rooms Make a new reservation Take a deposit Create management reports	Probably good, as they expect the new system to help reduce their workload
Group 2	Head Office Management	Senior and Middle Management at Head Office. Ten in total. Good English language skills.	Use of the new system for management reporting and decision making only	Basic concepts of how the system works, plus specific tasks on the system described under "skills"	Management reporting	Limited time available. Need to lay on multiple sessions for them to select from and communicate that this is a priority to ensure they turn up to the training session
Group 3	Head Office IT	IT team of eight people at Head Office. Management and maintenance of the datacenter and software systems	Technical awareness of how to manage, maintain and support the RoomStacker reservations system	Full details on how the system works, and how it is installed, configured, managed and maintained	Ongoing management, maintenance and security	Fully on board, ready to go
Group 4	Hotels Reception Teams	Reception Teams at each hotel. 27 hotels each with five to twelve people in the team.	Full use of new RoomStacker reservations system for all reception related tasks	Basic concepts how the system works, plus specific tasks on the system described under "skills"	Search for an existing reservation Check in process Allocate room Re-allocate room Check out process Amend an existing reservation	Unknown, need to find out - might vary between locations
Group 5	Hotels Management Teams	Management Teams at each hotel. 27 hotels each with minimum of four managers (one "manager plus three "deputies") in the team.	Full use of new RoomStacker reservations system for all reception related tasks and for management reporting	Basic concepts how the system works, plus specific tasks on the system described under "skills"	Search for an existing reservation Check in process Allocate room Re-allocate room Check out process Amend an existing reservation Create management reports	Unknown, need to find out - might vary between locations

Adoption Activities:

IG	Name	Description	Changes	Communication	Training	Support	Other
Group 1	Head Office Reservations	Reservations Team at Head Office. Six team members. Good IT skills. Good language skills. Perform training and support duties as well as their own tasks	Full use of new RoomStacker reservations system	Immediate announcement from CEO and Finance Director, followed by a schedule of training dates and times from Anita Aydin. Training to be attended by the CSM (to get to know the Reservations Team). Post training follow up by phone and email.	Face to face classroom course to include: Search for an existing reservation Cancel an existing reservation Amend an existing reservation Provide refunds Search for available rooms Make a new reservation Take a deposit Create management reports	Need to explore requirement for an end user support package	Priority 2. Half day course, two events (to enable continuity of reservations service during training)
Group 2	Head Office Management	Senior and Middle Management at Head Office. Ten in total. Good English language skills.	Use of the new system for management reporting and decision making only	Immediate announcement from CEO and Finance Director, followed by a schedule of training dates and times from Anita Aydin. Training to be attended by the CSM (to get to know the Management Team). Post training follow up by phone and email.	Face to face classroom course to include: Management reporting	Will be supported by the Reservations Team	Priority 2 One to Two hour course, three events (managers can select which one to attend), two of which can follow directly after Reservations team training events to save travel
Group 3	Head Office IT	IT team of eight people at Head Office. Management and maintenance of the datacenter and software systems	Technical awareness of how to manage, maintain and support the RoomStacker reservations system	Immediate announcement from CEO and Finance Director, followed by a schedule of training dates and times from Anita Aydin. Training to be attended by the CSM (to get to know the IT Team). Post training follow up by phone and email.	Face to face classroom course to include: Ongoing management, maintenance and security	Direct support from our own support team	Priority 1 - need to start ASAP. Two x 1 day courses (to enable continuity of IT services during training)
Group 4	Hotels Reception Teams	Reception Teams at each hotel. 27 hotels each with five to twelve people in the team.	Full use of new RoomStacker reservations system for all reception related tasks	Immediate announcement from CEO and Finance Director, followed by a schedule of training dates and times from Anita Aydin. Post training follow up by phone and email.	Online instructor-led training to include: Search for an existing reservation Check in process Allocate room Re-allocate room Check out process Amend an existing reservation	Will be supported by the Reservations Team	Priority 3 - roll out to each of the three "Regions" in turn. Two events per region (to enable continuity of services at each hotel). Combined training for Reception and Managers with additional management training on reports provided at the end
Group 5	Hotels Management Teams	Management Teams at each hotel. 27 hotels each with minimum of four managers (one "manager plus three "deputies") in the team.	Full use of new RoomStacker reservations system for all reception related tasks and for management reporting	Immediate announcement from CEO and Finance Director, followed by a schedule of training dates and times from Anita Aydin. Post training follow up by phone and email.	Online instructor-led training to include: Search for an existing reservation Check in process Allocate room Re-allocate room Check out process Amend an existing reservation Create management reports	Will be supported by the Reservations Team	Priority 3 - roll out to each of the three "Regions" in turn. Two events per region (to enable continuity of services at each hotel). Combined training for Reception and Managers with additional management training on reports provided at the end

Practical Considerations:

Consideration	Documentation	Ownership
Implementation Phases	Priority 1 = IT Team Priority 2 = Head Office (Reservation and HQ Management) Priority 3 = Hotels (Reception and Hotel Management)	CSM and SPL
User Availability	For continuity of service, provide the following: 2 x 1 day courses for IT team 2 x 1/2 day courses for Reservations team 3 x 1-2 hour courses for HQ Management 2 x half day courses for each region for all hotel staff (six half day courses in total)	CSM and SPL
External Dependencies	Check on installation and configuration of customer's new system, but proceed with training on our own demo system	CSM
Internal Dependencies	Ensure senior management (ie CEO and Head of Finance) make it a priority to communicate the importance of attendance and participation	SPL
Financing	Agreed and in place. Check on end user support for Reservations team	CSM
Deadlines and Timeframes	Must go live in four weeks	CSM and SPL
Milestones and KPIs	1. Sign off on training and competence for IT team 2. Sign off on training and competence for Reservations team 3. Sign off on training and competence for HQ Management team 4. Sign off on training and competence for Region 1 Hotel Reception and Management teams 5. Sign off on training and competence for Region 2 Hotel Reception and Management teams 6. Sign off on training and competence for Region 3 Hotel Reception and Management teams	CSM and SPL
Internal and External Standards	N/A - need to validate?	

Case-Study Exercise: Your Score

Scoring

Once you have finished, and for your own benefit only, compare your own response to the response within the *Model Answer* and rate your response from 0 (low) to 5 (high) for each of the following:

- *Completeness*: how complete was your response compared with the model answer?
- *Accuracy*: how accurate was your response compared with the model answer?
- *Quality*: How high a quality level was your response compared with the model answer?

Completeness	
Accuracy	
Quality	
Your TOTAL Score	

If you rated yourself at a total of 6 out of 15 or lower your score is lower than ideal, and we recommend you review the module again and then retry the exercise to see if you can improve upon that score.

If you rated yourself at from 7 to 9 out of 15 your score is within acceptable boundaries of competence, although it might indicate perhaps less understanding or experience in the role than a higher score would have done.

If you rated yourself at from 10 to 12 out of 15 your score reveals a good standard of competence that indicates you have understood the task and can perform it well.

If you rated yourself at 13 out of 15 or higher your score reveals a very high level of achievement for this task that indicates your mastery of the topic.