

Vail Resorts Caribbean Supply Chain

First Deliverable

CU Student Team:

Amanda Buss	Amanda.Buss@Colorado.edu	720.352.4000
Janaki Douillard	Janaki.Douillard@Colorado.edu	303.718.7052
Mileta Gebre-Michael	MiletaGM@gmail.com	303.931.1094
Ellen Hammock	Ellen.Hammock@Colorado.edu	620.341.8368

Vail Resorts Client Representatives:

Kevin Snyder	KSnyder@vailresorts.com	303.877.7712
Aaron Rubinstein	ARubinstein@vailresorts.com	720.218.2953

Table of Contents

Executive Summary	3
Project Purpose Breakdown.....	5
Project Charter	6
Original Project Charter.....	6
Revised Project Charter.....	11
Breaking Assumptions	15
Roles & Responsibilities.....	17
Communications Plan	22
Project Team Organization Chart.....	22
Stakeholder Analysis	23
Work Breakdown Structure.....	25
Project Schedule	26
Tasks List.....	26
Initiation Phase Gantt Chart.....	28
Planning Phase Gantt Chart.....	28
Execution: Research Phase Gantt Chart	28
Execution: Analysis, Recommendation, Draft Presentation Phase Gantt Chart	29
Closing Phase Gantt Chart	29
Risk Management Schedule	30
Best Practices	32
Final Deliverable Outline.....	34

Executive Summary

The intention of this first deliverable is primarily to identify the project problem and purpose and secondarily to create a project plan.

The project problem and purpose are detailed in the Project Purpose Breakdown. In summary, the project problem is that Vail Resorts has very little communication with or visibility at the Caribbean RockResorts. The project purpose is then identified as the need to research the food & beverage supply chain of the Landings at St. Lucia Resort and compare this to the competitor analysis findings. From this data analysis, we will create a proposal for the most cost effective supply chain that is scalable to the rest of the Caribbean Islands Resorts.

In order to delve into the project purpose more thoroughly we edited the Project Charter to include a more narrowed scope and created a list of assumptions about the project that we reviewed with Kevin Snyder for validity.

The scope of the project was determined to be research on the food & beverage supply chain in St. Lucia, legal and regulatory environment of the Caribbean, and competitor analysis, which will yield a proposal for an optimized supply chain. Out-of-Scope was determined to be the 3 other resorts currently in the Caribbean managed by Vail Resorts; Balcones de Atlantico, Rum Cay Resort Marina, Third Turtle Club & Spa. We also determined that any communication with the owners of these Caribbean Vail Resorts and research into the transition to Vail Resorts primary ERP system was out-of-scope.

A thorough understanding of the project scope allowed us to develop more of our project plan. A list of roles & responsibilities was created for all team members, Hitachi Mentor, Vail Resorts client representatives and Project Sponsor, which helps ensure that everyone involved understands what they are accountable for. As a continuation of the roles & responsibilities chart we developed a communication plan to help determine who all the key stakeholders are and how they should all be communicated with.

The scope also allowed us to develop a work breakdown structure and project schedule. Important Project Schedule details include that all research and analysis is to be completed by the Draft Presentation on Nov. 29th, 2010. Then the Final Deliverable and Presentation will be completed by Dec. 8th and Dec. 13th, 2010 respectively.

The Project Schedule and WBS allowed us to complete the risk management plan, list of competitors, and a final project outline, which we required for the full project plan. A risk management plan was developed to expose potential risks and potential prevention methods. A list of competitors in the realm of Caribbean Supply Chain was created as a baseline for Best Practices. A final outline was developed to present an initial understanding of what will be needed as we proceed with this project.

Many of these reports are expected to change with the accumulation of more information regarding this project's unique needs.

Project Purpose Breakdown

The purpose of this breakdown is to identify the root cause of the issues we are to identify in this project. This will be completed through industry research and direct contact with The Project Purpose Breakdown was the first phase in our project planning. The breakdown helped us to narrow the scope of our project in addition to analyzing what was actually causing the problems Vail has experienced in their Caribbean resorts. The Project Purpose Breakdown will be updated after initial research has been conducted and more complete information gathered.

Project Purpose Breakdown

I. Identification of Business Problems/Needs Worksheet

Competitive:
N/A
Financial:
N/A
Operational:
Customs bottlenecks within the RockResorts’ Caribbean food and beverage supply chain are delaying and complicating distribution of the products required at each of their resorts.
Organization:
Vail Resorts lacks sufficient communication from, and visibility at, their RockResorts Caribbean properties.

II. Resulting Project Purpose

The purpose of this project is to research and document The Landings at St. Lucia’s food and beverage supply chain, the legal and regulatory environment of the Caribbean, as well as competitor practices. From data analysis, we seek to create an optimal supply chain for The Landings, which both meets the needs of the resort and aligns the process to RockResorts’ quality standards. Furthermore, we aim to establish a supply chain scalable to all Vail Resorts’ Caribbean properties, utilizing their current partnership with U.S. Foodservice to cut costs, take advantage of quantity rebates and reduce waste product, if appropriate.

Project Charter

The initial project charter, provided by Vail Resorts, outlined the perceptions of purpose, objectives, approach, assumptions and some history from the perspective of the client.

Original Project Charter

Project Charter for Vail Resorts – Fall 2010

Project Purpose

Vail Resorts has experienced challenges developing and operating supply chains at its new hotel developments in the Caribbean region. A supply chain solution for food & beverage goods is particularly important.

The purpose of this project is to develop a food and beverage supply chain process for Vail Resorts Caribbean properties that is economical, meets the needs of the business, and adheres to legal and regulatory requirements in the region.

History

Vail Resorts, parent company of RockResorts, has been expanding its hospitality operations into the Caribbean. Many RockResorts branded hotels are now either operational or under construction, and a development team is actively seeking additional hospitality opportunities in this area.

Project Objectives

- Understand existing supply chain process for food and beverage products at Vail Resorts' Caribbean hotels.
- Understand business requirements of Vail Resorts' food and beverage operations in the Caribbean.

- Research laws, regulations, taxes, duties, etc. associated with importing food products to Caribbean islands.
- Research supply chain logistics associated with sourcing food and beverage products in the Caribbean.
 - Focus on utilizing Vail Resorts' existing national food suppliers.
 - Understand costs associated with importing food and beverage products to Caribbean islands.
- Develop a recommended supply chain solution that addresses Vail Resorts' needs

Project Scope

- Currently Operational Resorts
 - The Landings at St. Lucia, St. Lucia Island
 - Balcones de Atlantico, Dominican Republic
- Resorts Under Development
 - Rum Cay Resort Marina, The Bahamas
 - Third Turtle Club & Spa, Turks & Caicos

Deliverables

- Research on existing processes, suppliers, and business requirements
- Analysis of legal/regulatory constraints
- Analysis of logistics options and supply chain considerations
- Executive Summary of recommended solution
- PowerPoint Presentation

Project Approach

- Kick-off meeting at Vail Resorts headquarters in Broomfield
 - Review project charter
 - Introduce stakeholders

- Overview of high-level supply chain concepts
- Appoint a Student Project Manager
- Develop research plan
 - Identify information resources & subject matter experts
 - Assign tasks to specific team members
 - Review with clients
- Analyze and validate research findings
 - Interviews with key stakeholders
 - SWOT analysis
 - Financial analysis/cost models
- Develop recommended solution(s)
- Present findings to Vail Resorts and RockResorts stakeholders

Critical Milestones and Event Dates

- Charter review with Rick Preston from Hitachi Consulting
- Research plan complete
- Analysis complete
- Recommended solution developed
- Hitachi Consulting presentation review
- Present project findings to Vail Resorts
- Course final presentation

Roles & Responsibilities

- Project team members
 - Student Project Manager
 - Report to Vail Resorts Client Representatives
 - Fulfill role of primary communicator with Vail Resorts Client Representatives

- Communicate with project team members on behalf of the Vail Resorts Client Representatives
 - Delegate tasks to team members and hold team members accountable for assigned tasks
 - Determine project schedules, milestones, etc with approval of one or more Vail Resorts Client Representatives
 - Student Team Members
 - Report to Vail Resorts Client Representatives
 - Complete assigned tasks in accordance with project deadlines
 - Attend and participate in all client meetings, conference calls, etc.
 - Exceptions: Notice of absence given to Vail Resorts Client Representatives in advance of meeting, call, etc.
 - Report status of tasks to Vail Resorts Client Representatives upon request
- Vail Resorts Client Representatives (Aaron Rubinstein & Kevin Snyder)
 - Provide students with project guidance, advice, etc.
 - Provide Student Team Members with all necessary resources & contacts for project
 - Commit to at least a bi-weekly meeting, conference call, etc. with the Student Team Members
 - Hold Student Team Members and Student Project Manager accountable for assigned tasks
 - Attend at least two Hitachi Consulting seminars
 - Respond to Student Team Members' inquiries in a timely manner
 - Provide feedback of students' performances to course professor
- Hitachi Consultant
 - Provide students with project guidance, advice, etc.
 - Attend at least two Hitachi Consulting seminars
 - Respond to Student Team Members' inquiries in a timely manner
- Course Professor (Jim Marlatt)
 - Provide students with project guidance, advice, etc.
 - Attend and facilitate weekly course sessions
 - Hold Student Team Members and Student Project Manager accountable for assigned tasks

- Attend at least two Hitachi Consulting seminars
- Respond to Student Team Members' inquiries in a timely manner

Assumptions

This Project Charter will be revised based on the feedback of project stakeholders.

Revised Project Charter

As it turned out, revision to the project charter began during the first introductory meeting and continued through our formulation of a cohesive project plan. As we critiqued assumptions, possible risks, communication plans, and the outline of our final deliverable, we made changes to the charter that incorporated the feedback of additional project stakeholders. This version remains a work in progress, subject to modification. We also removed Assumptions and Roles & Responsibilities from the Charter document so we could go through them more thoroughly in their own reports.

Project Charter for Vail Resorts – Fall 2010

Project Purpose

Vail Resorts has experienced challenges developing and operating supply chains at its new hotel developments in the Caribbean region. A supply chain solution for food & beverage goods is particularly important.

The purpose of this project is to research and document The Landings at St. Lucia's food and beverage supply chain, the legal and regulatory environment of the Caribbean, as well as competitor practices. From data analysis, we seek to create an optimal supply chain for The Landings, which both meets the needs of the resort and aligns the process to RockResorts' quality standards. Furthermore, we aim to establish a supply chain scalable to all Vail Resorts' Caribbean properties, utilizing their current partnership with U.S. Foodservice to cut costs, take advantage of quantity rebates and reduce waste product, if appropriate.

History

Vail Resorts, parent company of RockResorts, has been expanding its hospitality operations into the Caribbean. Many RockResorts branded hotels are now either operational or under

construction, and a development team is actively seeking additional hospitality opportunities in this area.

Project Objectives

- Understand existing supply chain process for food and beverage products at Vail Resorts' Caribbean hotels.
- Understand business requirements of Vail Resorts' food and beverage operations in the Caribbean.
- Research laws, regulations, taxes, duties, etc. associated with importing food products to Caribbean islands.
- Research supply chain logistics associated with sourcing food and beverage products in the Caribbean.
 - Focus on utilizing Vail Resorts' existing national food suppliers.
 - Understand costs associated with importing food and beverage products to Caribbean islands.
- Develop a recommended supply chain solution that addresses Vail Resorts' needs

Project Scope

In-Scope:

- 2 year managed Resort: The Landings at St. Lucia
- Clarifying and creating visibility of current supply chain at The Landings
- Researching Legal and Regulatory Environment of the Caribbean as a whole.
- Propose an adjusted supply chain to St. Lucia that is scalable to the rest of the island resorts when and if appropriate.

Out-of-Scope:

- 6 month managed Resort: Balcones de Atlantico, Dominican Republic
- Under Construction Resorts
 - Rum Cay Resort Marina, The Bahamas
 - Third Turtle Club & Spa, Turks & Caicos
- Talking to any of the Resort owners to discover their expectations for the project.

- Researching viability of implementing Vail Resorts' ERP system.

Deliverables

- First Deliverable- Project Plan
- Research on existing processes, suppliers, and business requirements
- Analysis of legal/regulatory constraints
- Analysis of logistics options and supply chain considerations
- PowerPoint Presentation for Draft Presentation
- Final Deliverable
- Final Presentation

Project Approach

- Kick-off meeting at Vail Resorts headquarters in Broomfield
 - Review project charter
 - Introduce stakeholders
 - Overview of high-level supply chain concepts
 - Appoint a Student Project Manager
- Develop research plan
 - Identify information resources & subject matter experts
 - Assign tasks to specific team members
 - Review with clients
- Analyze and validate research findings
 - Interviews with key stakeholders
 - SWOT analysis
 - Financial analysis/cost models
- Develop recommended solution(s)
- Present findings to Vail Resorts and RockResorts stakeholders

Critical Milestones and Event Dates

- Charter review with Taylor Kirwan from Hitachi Consulting
 - Friday Sept. 17, 2010
- First Deliverable- Project Plan
 - Wednesday Sept. 29, 2010
- Research plan complete
 - Wednesday Sept. 29, 2010
- Mentor Night at Centro on Pearl
 - Tuesday Oct. 19 2010
- All Research Compiled
 - Saturday, Oct. 23, 2010
- Analysis complete
 - Friday Oct. 29, 2010
- Recommended solution developed
 - Friday Nov. 5, 2010
- Hitachi Consulting presentation review
 - Friday Nov. 19, 2010
- Draft Presentation
 - Friday Nov. 29, 2010
- Course final deliverable
 - Wednesday Dec. 8, 2010
- Course final presentation
 - Monday Dec. 13, 2010
- Present project findings to Vail Resorts

Breaking Assumptions

After reviewing the project charter and meeting with our Vail contacts for an overview of project details, our team formulated a set of assumptions to be sure that all involved parties had the same understanding of the project's purpose and scope. The following assumptions surfaced initially:

1. Nick Hagel will serve as project sponsor and Kevin and Aaron will support our efforts with open email communication and weekly meetings.
2. We will seek to fully understand the current supply chain for food and beverage products at the Rock Resorts site at St. Lucia.
3. We will discover, define, and document the legal and regulatory environment (all applicable laws and requirements specific to food transportation) for St. Lucia, the Bahamas, the Dominican Republic, and Turks and Caicos.
 - This will help ensure feasibility and scalability of our proposal
4. We will research 5 competitors in the property management industry to determine best practices and additional opportunities for improvement.
5. It is of strong preference to implement Rock Resort's current ERP system and make use of the current suppliers, specifically US FoodService, in the final supply chain.
6. In communications with provided contacts, we will approach each conversation as a means of providing understanding of current processes rather than imposing any of our own ideas or suggestions.
7. The proposed food and beverage supply chain will align The Landings at St. Lucia with Rock Resort's superior service standards.
8. We will conduct a cost-benefit analysis of our proposed solution before our final presentation.

The above list of assumptions served as a reference for a meeting/conference call with Taylor Kirwan (our Hitachi mentor), Kevin Snyder, and all members of our team. As a group, we discussed each assumption and revised in accordance with our clients expected scope and a few additional pieces of information. The changes made are noted in orange below:

1. Nick Hagel will serve as project sponsor and Kevin Snyder and Aaron Rubinstein will facilitate on behalf of Vail resorts and support our efforts with open email communication and weekly meetings. Confirmed
2. We will seek to fully understand the current supply chain for food and beverage products at the Rock Resorts site at St. Lucia. Confirmed
3. We will discover, define, and document the legal and regulatory environment (all applicable laws and requirements specific to food transportation) for St. Lucia, the Bahamas, the Dominican Republic, and Turks and Caicos.
 - This will help ensure feasibility and scalability of our proposal
 - Need to Expand Scope in order to get the level of detail desired: This research should include full information on taxes, customs, duties, tariffs, currency exchange, FDA, and environmental regulation.
 - May also want to consider the perishability of food and how that will be affected by the aforementioned items
4. We will research 5 competitors in the property management industry to determine best practices and additional opportunities for improvement.
 - Vail Resorts have defined their competitors as large Las Vegas resort operators and cruise liners (This will help narrow the scope related to best practice)
5. It is of strong preference to implement Rock Resort's current ERP system and make use of the current suppliers, specifically US FoodService, in the final supply chain.
 - Implementing the current ERP system (PeopleSoft and Stratten Warren programs) is out of scope. We may discuss the possibility of moving to this system down the line, but it is too long-term for our consideration.
6. In communications with provided contacts, we will approach each conversation as a means of providing understanding of current processes rather than imposing any of our own ideas or suggestions. We will only be making recommendations to Vail Resorts.
7. The proposed food and beverage supply chain will align The Landings at St. Lucia with Rock Resort's superior service standards.
 - Service Standards are being met by the current system, yet we must ensure that our proposed solution will uphold these same standards.

8. We will conduct a cost-benefit analysis of our proposed solution before our final presentation.
 - Expand scope to include a forecast of annual spend and analyze how it would contribute to the threshold level of spend with USFoodService and the rebate they offer.
9. Both the Project Charter and scope across all areas of research and analysis are always subject to revision based on the feedback of project stakeholders.

While we were mostly on target, this process brought everyone to the same understanding of scope, level of detail, and the overall aim of our work. This discussion also provided a fair amount of research guidance in which possible websites and comparable companies to look into were shared.

Roles & Responsibilities

The responsibility matrix focuses on the project team where each team member reaches an agreement that identifies his or her responsibilities. This matrix reduces overlap as well as assists stakeholders in identifying whom to contact with project specific questions.

Role	Responsibilities
Project Sponsor: Nick Hagel Senior Manager Procurement	<ul style="list-style-type: none"> Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.
	<ul style="list-style-type: none"> Provide project resources needed to complete project as planned.
	<ul style="list-style-type: none"> Communicate any changes in company strategy or focus that may impact project in a timely manner.
	<ul style="list-style-type: none"> Given the understanding that student team members are to contact the Vail Resorts Client Representatives primarily, Sponsor will provide appropriate resources and answers that Client Reps are unable to provide.
Vail Resorts Client Representatives: Aaron Rubinstein Senior Manager – Analytics & Procurement Kevin Snyder Procurement Analyst	<ul style="list-style-type: none"> Help project team resolve any problems encountered during project.
	<ul style="list-style-type: none"> Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.
	<ul style="list-style-type: none"> Approve necessary additions and alterations to project charter.
	<ul style="list-style-type: none"> Provide all necessary project resources and contacts for project.
	<ul style="list-style-type: none"> Communicate any changes in company strategy or focus that may impact project in a timely manner.
	<ul style="list-style-type: none"> Communicate any new resources that we should utilize to us in a timely manner.
	<ul style="list-style-type: none"> Provide student team with project guidance, advice, etc.
	<ul style="list-style-type: none"> Commit to at least a bi-weekly meeting, conference call, etc with student project team.
	<ul style="list-style-type: none"> Hold student team members and student project manager accountable for assigned tasks.
	<ul style="list-style-type: none"> Attend at least two Hitachi Consulting seminars
	<ul style="list-style-type: none"> Provide feedback of students' performances to course professor.

Student Project Manager: Janaki Douillard	<ul style="list-style-type: none"> • Create and maintain meeting minutes, progress reports, and email correspondence.
	<ul style="list-style-type: none"> • Serve as single point of contact for student team-wide questions and scheduling
	<ul style="list-style-type: none"> • Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.
	<ul style="list-style-type: none"> • Attend and participate in all client and mentor meetings, conference call, etc. • Exceptions: Notice of absence given to Vail Resorts Client Reps or Hitachi Mentor in advance of meeting, call, etc.
	<ul style="list-style-type: none"> • Develop and get approval on project plan
	<ul style="list-style-type: none"> • Communicate project issues to Vail Resorts Client Representatives as soon as they are identified.
	<ul style="list-style-type: none"> • Communicate project information as appropriate to project team on a daily basis.
	<ul style="list-style-type: none"> • Provide support to project team so they are clear about their responsibilities and make sure they have the resources they need to accomplish their tasks.
	<ul style="list-style-type: none"> • Hold teammates accountable for their responsibilities.
	<ul style="list-style-type: none"> • Determine project schedule, milestones, etc with approval of one or more Vail Resorts Client Representatives.
	<ul style="list-style-type: none"> • Maintain the project schedule and other planning documents to be clear about actual project progress.
	<ul style="list-style-type: none"> • Communicate to teammates if they are in danger of being fired from the student team.
	<ul style="list-style-type: none"> • Understand that consistent failure to complete tasks on time could lead to expulsion from the student project team.
AS-IS Supply Chain Lead: Ellen Hammock	<ul style="list-style-type: none"> • Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.
	<ul style="list-style-type: none"> • Complete assigned tasks in accordance with project deadlines
	<ul style="list-style-type: none"> • Attend and participate in all client and mentor meetings, conference call, etc.

	<ul style="list-style-type: none"> ○ Exceptions: Notice of absence given to Vail Resorts Client Reps or Hitachi Mentor in advance of meeting, call, etc.
	<ul style="list-style-type: none"> • Report status of tasks to Vail Resorts Client Reps upon request.
	<ul style="list-style-type: none"> • Document all research and correspondence
	<ul style="list-style-type: none"> • Make recommendations for optimizing current supply chain
	<ul style="list-style-type: none"> • Understand that consistent failure to complete tasks on time could lead to expulsion from the student project team.
	<ul style="list-style-type: none"> • Research supply chains of the current local Rock Resorts in order to compare to St. Lucia.
Legal/Regulatory Environment Lead: Amanda Buss	<ul style="list-style-type: none"> • Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.
	<ul style="list-style-type: none"> • Complete assigned tasks in accordance with project deadlines
	<ul style="list-style-type: none"> • Attend and participate in all client and mentor meetings, conference call, etc. <ul style="list-style-type: none"> ○ Exceptions: Notice of absence given to Vail Resorts Client Reps or Hitachi Mentor in advance of meeting, call, etc.
	<ul style="list-style-type: none"> • Report status of tasks to Vail Resorts Client Reps upon request.
	<ul style="list-style-type: none"> • Document all research and correspondence
	<ul style="list-style-type: none"> • Make recommendations for navigating legal/regulatory environment for St. Lucia, Dominican Republic, the Bahamas, and Turks and Caicos.
	<ul style="list-style-type: none"> • Understand that consistent failure to complete tasks on time could lead to expulsion from the student project team.
	<ul style="list-style-type: none"> • Ensure that all suggestions to supply chain maintain that the safety of the customers is paramount. Ex. Perishability of Foods
	<ul style="list-style-type: none"> • Research taxes, duties, customs, currency exchange and the environmental regulation/law in the Caribbean.
Best Practices Lead: Mileta Gebre-Michael	<ul style="list-style-type: none"> • Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.

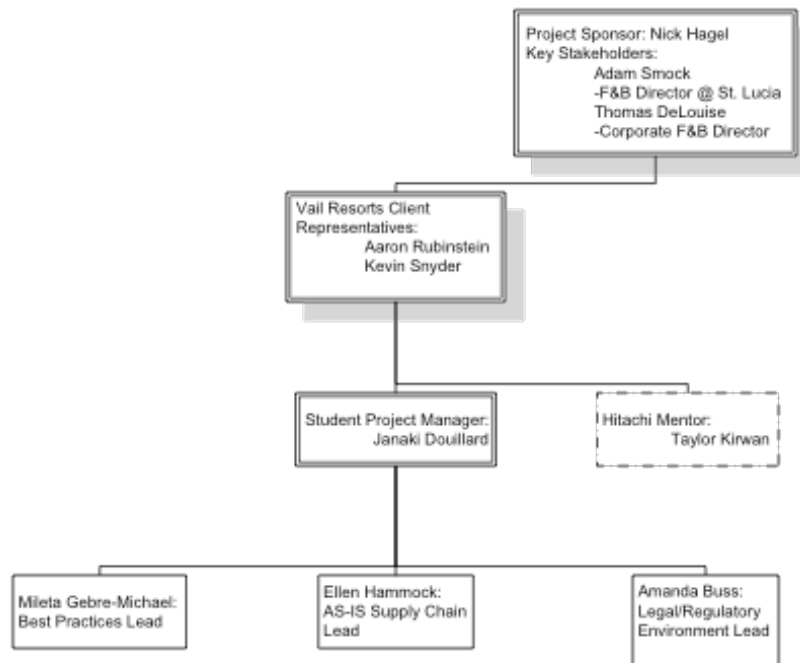
	<ul style="list-style-type: none"> • Complete assigned tasks in accordance with project deadlines
	<ul style="list-style-type: none"> • Attend and participate in all client and mentor meetings, conference call, etc. <ul style="list-style-type: none"> ○ Exceptions: Notice of absence given to Vail Resorts Client Reps or Hitachi Mentor in advance of meeting, call, etc.
	<ul style="list-style-type: none"> • Report status of tasks to Vail Resorts Client Reps upon request.
	<ul style="list-style-type: none"> • Document all research and correspondence
	<ul style="list-style-type: none"> • Make recommendations for optimizing current supply chain
	<ul style="list-style-type: none"> • Understand that consistent failure to complete tasks on time could lead to expulsion from the student project team.
	<ul style="list-style-type: none"> • Determine who is the current F&B supplier in St. Lucia, if The Landings uses a 3rd party distributor, what lead times are, if they use a push or pull supply chain, and if they are sourcing anything locally.
Hitachi Consultant: Taylor Kirwan	<ul style="list-style-type: none"> • Provide student team with project guidance, advice, etc.
	<ul style="list-style-type: none"> • Attend at least two Hitachi Consulting seminars.
	<ul style="list-style-type: none"> • Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.
Course Professor: Jim Marlatt	<ul style="list-style-type: none"> • Provide student team with project guidance, advice, etc.
	<ul style="list-style-type: none"> • Attend and facilitate weekly course sessions
	<ul style="list-style-type: none"> • Hold student team members and student project manager accountable for assigned tasks.
	<ul style="list-style-type: none"> • Attend at least two Hitachi Consulting seminars.
	<ul style="list-style-type: none"> • Respond to email correspondence within 3 business days; phone calls within 48 hours during a business week.

Communications Plan

To ensure that communication is being performed in the most effective manner, we set a communication plan that clearly states the best means of contacting each team member, both formal and informal, as well as setting the standard for the time frame of when to respond.

Project Team Organization Chart

Project Team Organization Chart



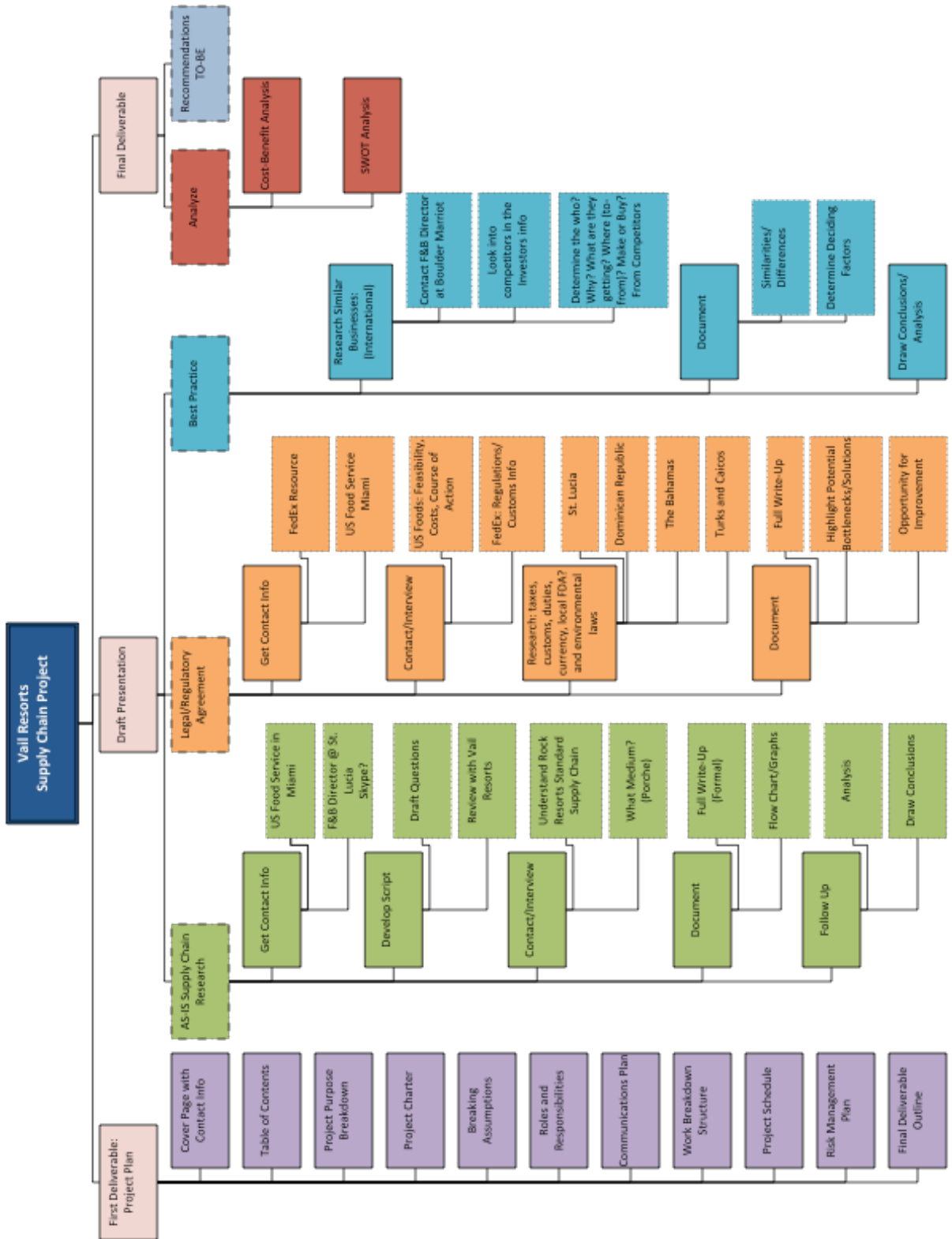
Stakeholder Analysis

The Stakeholder Analysis factors in all parties that would be affected by the project. The identified individuals provide project resources and support.

Communications Plan Stakeholder Analysis							
Name	Organization	Role	Interest	Influence	Unique Facts	Expectations (success means?)	Ways to Manage Expectations
Nick Hagel	Senior Manager Procurement	Project Sponsor	High	High	He discovered the problems that led to this project's initiation and the project is his baby. Prefers to be contacted for answering questions only if Kevin and Aaron cannot answer the questions first.	He expects the project to bring clarity to processes currently being used at the Landings in St. Lucia. Also expects that the proposal will be at least equal to or less than current SC costs.	The first phase of this project is to research the current SC, which will address the clarity wanted. A Cost-Benefit analysis will be done during the Analysis phase of the project to ensure our proposal meets these expectations.
Kevin Snyder	Procurement Analyst	Client	High	High	Kevin is a CU Alumni that took Project Management when he was in his undergrad and actually worked with Vail resorts.	Kevin expects the project to have a solid, detailed description of suggestions for increasing visibility with The Landing as well as logistics being factored into every part.	Biweekly meetings will give updates by each team member's research and interviews. If any questions or pressing information arises, it will be brought to Kevin's attention and use his insight for decisions.
Aaron Rubinstein	Senior Manager – Analytics & Technology	Client	High	High		Aaron expects for the timeline of research and interviews to be completed. He also expects a proposal that reflects all the research done as well as a cost benefit analysis of the recommendations.	He will answer any and all questions. Address any issues that are brought to his attention. He will offer feedback on the updates given by each team member in the bi weekly meetings.

Adam Smock	Food & Beverage Director- The Landings at St. Lucia	St. Lucia As-Is Supply Chain Contact	Medium	Medium	Action Item: Waiting on contact response	Action Item: Waiting on contact response	Action Item: Waiting on contact response
Thomas DeLouise	Vail Resorts Corporate Food & Beverage Director	Continental U.S. Supply Chain Contact	Medium	Medium	Action Item: Waiting on contact response	Action Item: Waiting on contact response	Action Item: Waiting on contact response
Janaki Douillard	CU Student	Student Manager	Medium	Medium	Prefers to be contacted via email for information that exceeds 2 topics. Prefers to be contacted via phone for communication that needs to happen quickly.	She expects this project to end with a proposal that meets and ideally exceeds stakeholder expectations. Also expects that tasks will be managed so that the project team doesn't feel the time constraints.	She will work hard controlling the project schedule to ensure tasks are completed on time. She will manage and control for quality of data that meets stakeholder expectations.
Amanda Buss	CU Student	Legal/Regulatory Lead	High	Medium	Prefers email communication for complicated details and phone for action items.	Amanda will save copies of all communication with interviewees and respond to team members in a timely and complete manner	She will be thoroughly prepared for effective interviews and prioritize communication with all stakeholders
Mileta Gebre-Michael	CU Student	Best Practices	High	Medium	Prefers to be reached via email and by phone through text messages for items that need immediate response.	Mileta will document all research as well as information from interviewees. She will also complete tasks with the team members within the expected 3 business days.	Mileta will have reviewed and bring all necessary materials to each team member meeting.
Ellen Hammock	CU Student	As-Is Supply Chain Lead	High	Medium	Greatest availability in the mornings. Prefers to be contacted by email for all communications.	She will conduct thorough, professional interviews and rely all information gathered to team through formal written reports. Ellen will analyze all findings congruently with regulatory requirements to optimize supply chain recommendations.	She will be thoroughly prepared for effective interviews and prioritize communication with all stakeholders.

Work Breakdown Structure



Project Schedule

This is an estimate project schedule that will serve as a baseline for the rest of our project.

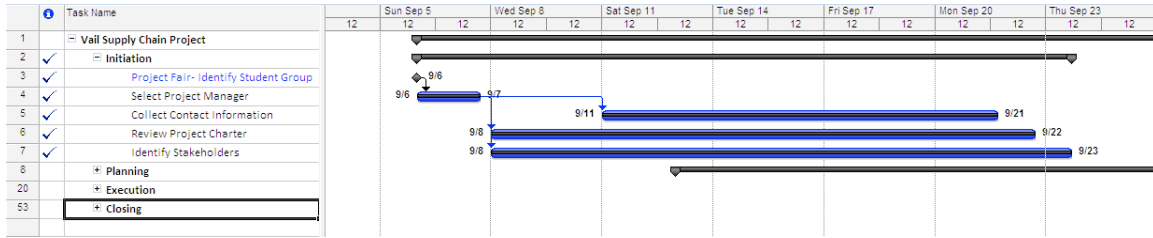
Changes will of course be brought to light but the buffers provided at the end of many project phases should allow for some variation to plan. The Tasks List gives a clear outline of the activities the project currently requires their approximate start and finish dates and the people assigned to the tasks. The following Gantt Charts provide a visual representation of how the tasks within each phase relate to one another.

Tasks List

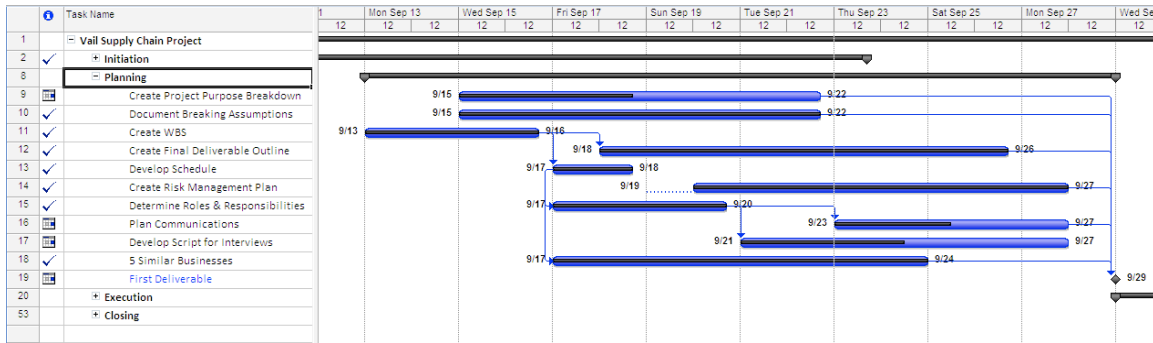
Task Name	Start	Finish	Resource Names
Vail Supply Chain Project	Mon Sep 6, '10	Mon Dec 13, '10	
Initiation	Mon Sep 6, '10	Thu Sep 23, '10	
Project Fair- Identify Student Group	Mon Sep 6, '10	Mon Sep 6, '10	
Select Project Manager	Mon Sep 6, '10	Tue Sep 7, '10	Team
Collect Contact Information	Sat Sep 11, '10	Tue Sep 21, '10	Janaki
Review Project Charter	Wed Sep 8, '10	Wed Sep 22, '10	Janaki
Identify Stakeholders	Wed Sep 8, '10	Thu Sep 23, '10	Team
Planning	Mon Sep 13, '10	Wed Sep 29, '10	
Create Project Purpose Breakdown	Wed Sep 15, '10	Wed Sep 22, '10	Ellen
Document Breaking Assumptions	Wed Sep 15, '10	Wed Sep 22, '10	Amanda
Create WBS	Mon Sep 13, '10	Thu Sep 16, '10	Team
Create Final Deliverable Outline	Sat Sep 18, '10	Sun Sep 26, '10	Mileta
Develop Schedule	Fri Sep 17, '10	Sat Sep 18, '10	Janaki
Create Risk Management Plan	Sun Sep 19, '10	Mon Sep 27, '10	Team
Determine Roles & Responsibilities	Fri Sep 17, '10	Mon Sep 20, '10	Janaki,Mileta
Plan Communications	Thu Sep 23, '10	Mon Sep 27, '10	Ellen,Amanda,Mileta
Develop Script for Interviews	Tue Sep 21, '10	Mon Sep 27, '10	Ellen,Amanda,Mileta
5 Similar Businesses	Fri Sep 17, '10	Fri Sep 24, '10	Mileta
First Deliverable	Wed Sep 29, '10	Wed Sep 29, '10	
Execution	Wed Sep 29, '10	Mon Nov 29, '10	
Research Phase	Wed Sep 29, '10	Sat Oct 23, '10	
AS-IS Supply Chain Research	Wed Sep 29, '10	Fri Oct 22, '10	Ellen
Interview Supply Chain Contacts	Wed Sep 29, '10	Tue Oct 5, '10	
Follow up with SC Contacts	Wed Oct 6, '10	Tue Oct 12, '10	
Full Write Up of Current SC	Sun Oct 17, '10	Fri Oct 22, '10	
Create Current SC Flow Chart	Sun Oct 17, '10	Fri Oct 22, '10	
Legal/Regulatory Environment	Wed Sep 29, '10	Fri Oct 22, '10	Amanda
Research Legal/Reg. Enviro.	Wed Sep 29, '10	Mon Oct 11, '10	

Interview Legal/Reg. Contacts	Wed Sep 29, '10	Tue Oct 5, '10	
Follow up with Legal/Reg Contacts	Tue Oct 12, '10	Sat Oct 16, '10	
Full Write Up of Legal/Reg. Enviro.	Sun Oct 17, '10	Fri Oct 22, '10	
Highlight potential bottlenecks	Sun Oct 17, '10	Fri Oct 22, '10	
Document areas of improvement	Sun Oct 17, '10	Fri Oct 22, '10	
Best Practice Research	Wed Sep 29, '10	Fri Oct 22, '10	Mileta
Research Best Practices	Wed Sep 29, '10	Mon Oct 11, '10	
Interview similar businesses	Wed Sep 29, '10	Tue Oct 5, '10	
Follow Up with Contacts	Tue Oct 12, '10	Sat Oct 16, '10	
Document Sim. & Diff.	Sun Oct 17, '10	Fri Oct 22, '10	
Document deciding factors	Sun Oct 17, '10	Fri Oct 22, '10	
All Research Compiled	Sat Oct 23, '10	Sat Oct 23, '10	
Analysis Phase	Sat Oct 23, '10	Fri Oct 29, '10	
Cost-Benefit Analysis	Sat Oct 23, '10	Fri Oct 29, '10	
SWOT Analysis	Sat Oct 23, '10	Fri Oct 29, '10	
Analysis Complete	Fri Oct 29, '10	Fri Oct 29, '10	
TO-BE Recommendations	Sat Oct 30, '10	Fri Nov 5, '10	
Develop Diagrams for TO-BE	Sat Oct 30, '10	Fri Nov 5, '10	
Full Write Up on Recommendations	Sat Oct 30, '10	Fri Nov 5, '10	
Recommendation Solution Developed	Fri Nov 5, '10	Fri Nov 5, '10	
Develop Draft Presentation	Sat Nov 6, '10	Mon Nov 29, '10	
Develop Powerpoint	Sat Nov 6, '10	Fri Nov 12, '10	
Develop Story	Sat Nov 6, '10	Fri Nov 12, '10	
Draft Presentation	Mon Nov 29, '10	Mon Nov 29, '10	
Closing	Mon Nov 29, '10	Mon Dec 13, '10	
Confirm work is done to requirements	Mon Nov 29, '10	Thu Dec 2, '10	
Gain formal acceptance of the product	Fri Dec 3, '10	Sat Dec 4, '10	
Complete final performance reporting	Fri Dec 3, '10	Mon Dec 6, '10	
Update lessons learned knowledge base	Fri Dec 3, '10	Mon Dec 6, '10	
Final Deliverable	Wed Dec 8, '10	Wed Dec 8, '10	
Final Presentation	Mon Dec 13, '10	Mon Dec 13, '10	

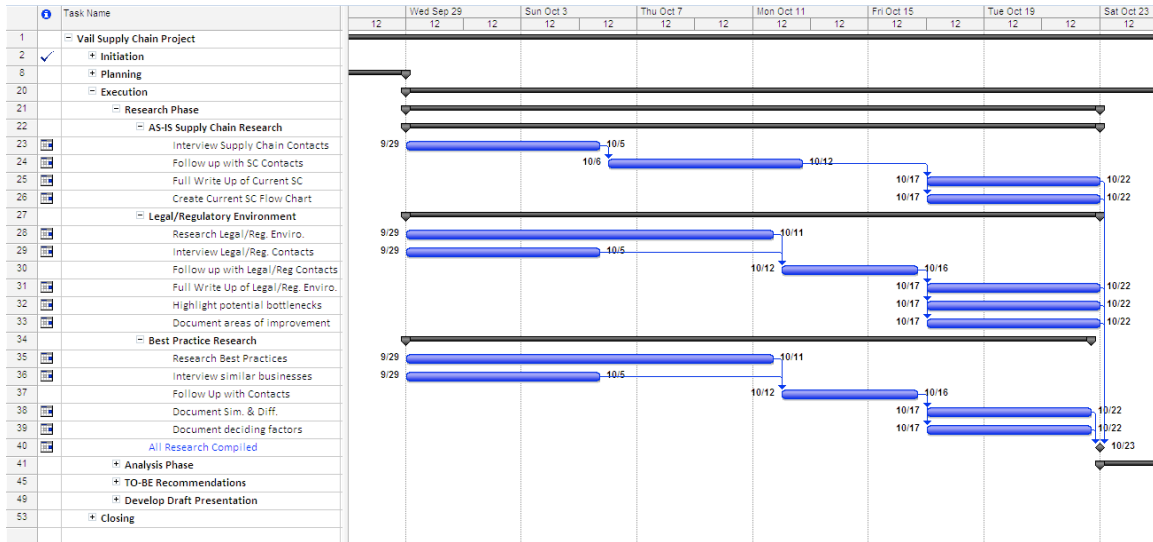
Initiation Phase Gantt Chart



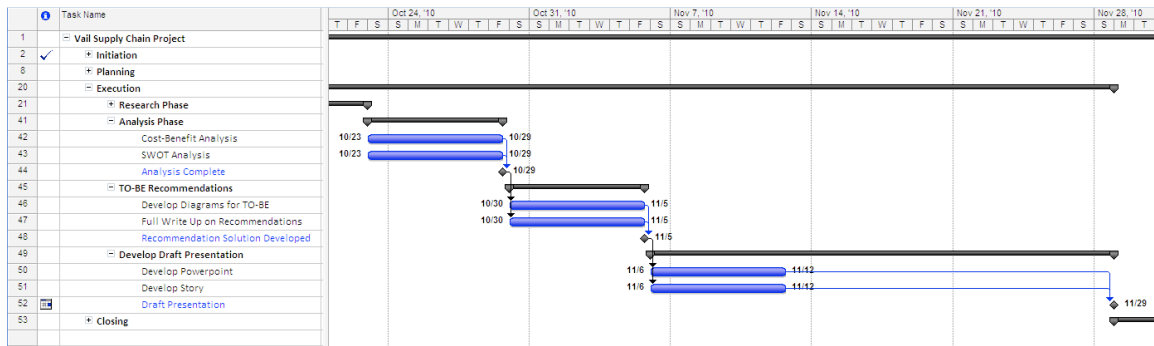
Planning Phase Gantt Chart



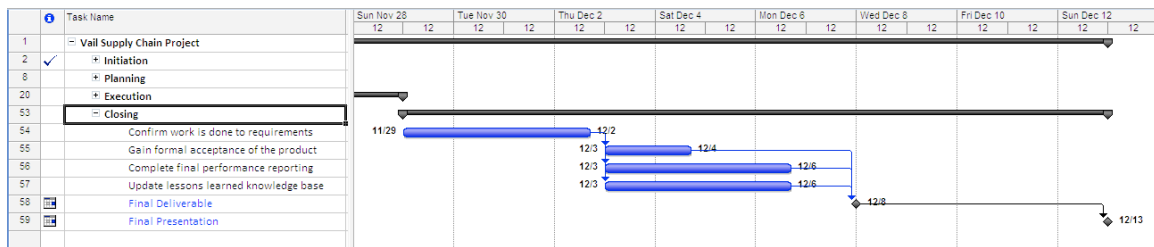
Execution: Research Phase Gantt Chart



Execution: Analysis, Recommendation, Draft Presentation Phase Gantt Chart



Closing Phase Gantt Chart



Risk Management Schedule

In order to ensure that our project is completed successfully, our team identified possible risks as they pertain to scope, resources, scheduling, and technical requirements. This outline of risks not only brings awareness to areas that may pose complexity, but also provides a framework for approaching such hurdles should they arise.

Risk/Cause	Likelihood	Impact	How to Minimize Cause	Current Status	Action Items	Responsible Person
SCOPE						
Inability to perform responsibilities due to unwillingness of Contact participation.	Low	High	Provide incentives when first addressing Contacts. "How does helping us benefit them?"	Communication has not yet commenced with Contacts. Incentives have been outlined for Distribution contacts and F&B managers.	Develop ideas for making all contacts invested in the outcome of this project.	-Project Manager -AS-IS Supply Chain Lead -Legal/Regulatory Lead -Best Practices Lead
Stakeholder's expectations are different than project teams due to lack of clear on-going communications	Medium	High	Stay in constant communications with Vail Client Representative and additional stakeholders to first understand their expectations and then work to help them understand the project teams.	There are stakeholders that exist in the current supply chain operations that have not yet been contacted because there is no current knowledge of who they are.	Communicate with current contacts in St. Lucia to develop an understanding of the additional stakeholders for this project.	-Project Manager -AS-IS Supply Chain Lead
RESOURCE						
Project Champion (Kevin Snyder) leaves the organization before the project is completed.	Low	Medium	Check with Champion up front regarding his/her commitment to the organization, have a second champion available in case of worst	Champion is committed to the project.	Identify a second champion and get his approval.	Project Manager

			case scenario.			
Schedule						
Project time requirement underestimated for a given task	Medium	High	Take the time to make sure estimates are reasonable and calculate a buffer	On schedule	Compare with other project timelines	Project Manager
Deliverable dates conflict with other tests and work loads	High	Medium	Compare project timeline with all other schedules and plan accordingly	On schedule	Constantly update and cross-check all schedules	Project Manager
Interviews are behind schedule due to delay in receiving contact information	Medium	High	Propose dates that information must be received	Partially received	Need FedEx contact	Project Manager & Vail Client Representatives
Research is lacking due to poor planning	Low	High	Stay on top of research	Research planning started	-As-is supply chain -Legal/regulatory -Best Practice	Project Manager
Meetings are missed by any party and re-scheduling conflicts delay progress	Medium	High	Make meetings a top priority	No meetings have been cancelled		All parties involved
Technical						
Systems on island resorts may need upgrade to support our recommendation	Medium	Low (within our scope)	Recommend necessary changes at lowest possible extrinsic and intrinsic cost			Vail Client Representatives
Understanding of technology used in the distribution process is incomplete	High	High	Do research, conduct interviews	Lack visibility	RESEARCH, write scripts and set up interviews	-As-is supply chain lead -Legal/Regulatory lead

Best Practices

Food and Beverage Supply Chains varies within each company. This list of resorts has been compiled as pertinent companies to interview regarding an F&B supply chain in the Caribbean. The information gathered will be used to compare and analyze processes that are relevant to our proposal.

Elite Island Resorts

St. Lucia- Village Inn & Spa

<http://www.eliteislandresorts.com/stLucia/index.html>

Contact Information:

Managing Director: Lawrence Samuel
La Clery, Reduit Beach, Rodney Bay, St. Lucia
Direct Telephone: (758) 458-3300
Direct Fax: (758) 458-3600
Steven Heydt, President: sheydt@eliteislands.com
Elite Island Resorts, Inc.
1065 Southwest 30th Avenue
Deerfield Beach, Florida USA 33442
In the U.S.: 800.858.4618
International: 954.481.8787

IslandLuxe Resorts

Ladera, St. Lucia

<http://www.ladera.com/>

Contact Information:

Karen Bull Associates
3355 Lenox Road
Suite 750
Atlanta, GA 30326

Toll free: 800 259 8017
770 394 6565
Fax: 404 237 1841

Interstate Hotels & Resorts:

www.ihrco.com

Contact Information:

Corporate Headquarters:

Interstate Hotels & Resorts
4501 N. Fairfax Drive
Arlington, VA 22203
P: 703.387.3100

Carnival Corporation

http://www.carnival.com/contactus.aspx?icid=CC_Header_467

Contact Information:

RICHARD D. AMES 'SVP' SHARED SERVICES
3655 NW 87th Ave.
Miami, FL 33178-2428 United States
Phone: 305-599-2600

Sandals All Inclusive Resorts

<http://www.sandals.com/main/stlucia.cfm>

Contact Information:

Sandals Grande St. Lucian - Castries, St. Lucia
P.O. Box G.I. 2447 Gross-Islet
St. Lucia, West Indies
Phone: (758) 455-2000

Sandals Halcyon Beach - Castries, St. Lucia
P.O. Box GM910, Choc Bay, Castries
St. Lucia, West Indies
Phone: (758) 453-0222

Sandals Regency St. Lucia - Castries, St. Lucia
P.O. Box 399, Castries
St. Lucia, West Indies
Phone: (758) 452-1012

Final Deliverable Outline

- I. Executive Summary
- II. Project Purpose Breakdown
- III. Project Charter
 - a. Original Charter
 - b. Revised Charter
- IV. Breaking Assumptions
- V. Roles & Responsibilities
- VI. Communications Plan
 - a. Project Team Organization Plan
 - b. Stakeholder Analysis
- VII. Email Communication
- VIII. Meeting Minutes
- IX. Progress Reports
- X. Work Breakdown Structure
- XI. Project Schedule
 - a. Tasks List
 - b. Initiation Phase Gantt Chart
 - c. Planning Phase Gantt Chart
 - d. Execution: Research Phase Gantt Chart
 - e. Execution: Analysis, Recommendation, Draft Presentation Phase Gantt Chart
 - f. Closing Phase Gantt Chart
- XII. Risk Management Plan
- XIII. Best Practices
- XIV. Cost Benefit Analysis
- XV. SWOT Analysis
- XVI. Recommendations TO BE