

# PROJECT MANAGEMENT PLAN

## Marriott Green Data Tracking

Team 2- Lu Chen, Michael Hintze, Walter Koning, Christen Penny

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### 1 Document Revision History:

<b>Date</b>	<b>Revision</b>
09/14/11	Project Concept/Charter
09/19/11	Stakeholder Analysis and Risk Assessment

## 2 Overview:

This document outlines the business requirements for a tool/system that will enable Marriott property leaders to plan, program, publish and analyze the energy and water consumption of their property.

## 3 Existing Tools/Processes:

Currently, Marriott property leaders have to fill-out multiple energy-related surveys annually-- the Energy Action Plan, the Energy & Environment Property Survey, Energy Star's Portfolio Manager and LEED certification checklists. Another significant annual survey is in the process of being added for Green Hotel Global emission tracking purposes. The current workflow is a drain on resources, requiring significant manual input. In addition there is data redundancy in the various requests and we would like to streamline the process for our properties into one system.

## 4 Current Pains/Needs:

- Unscalable solution.
- Requires significant manual input and copy and paste to get to end goals; high resource costs.
- Too single threaded; only one person at a time can edit survey data else run the risk of overwriting people's work.
- Primary users (Property Leaders) are using separate surveys to keep data in sync (all have overlapping data).
- Lots of room for error due to manual input across separate surveys; causing inaccurate data entry.

## 5 High Level System Goals

*Develop a centralized database concept for Marriott's annual Energy & Environment Survey with an intuitive user interface and triggered events that helps prompt property leaders to meet their energy and water use reduction goals and automatically feeds survey data into partner websites.*

Provide the Marriott property leaders a tool that:

- Decreases redundancy, and manual inputting of data by aggregating surveys into a unified interface.
- Automatically feeds data into partner sites (Energy Star's Portfolio Manager, Green Hotels Global, Green Seal, Green Key, etc).
- Generates property Energy & Environment Action Plans directly from information collected.
- Connects properties with opportunities in their region-- by consolidating data from other properties' surveys.
- Pulls data from Energy and Water Performance Reports so that properties can see how they are progressing along the path to reaching their energy and water reduction goals.

## 6 Known Risks

These are the initial requirements but they are high level (and could change) given the following unknowns:

Category	Prob	Imp	Risk	Mitigation Approaches
Personnel Availability	High	High	Our direct communications with the primary stakeholders will be limited	Ensure that the primary stakeholders requirements are well defined
Personnel Availability	High	Med	Personnel developing the system did not participate in the design effort, resulting in less understanding of the system functionality	Ensure that specifications/ overview documents contain sufficient information to allow new personnel to understand system
Personnel Skills	Low	High	Our team will not have the skills to perform the work	Since the team is composed of a diverse skill set, anticipate that skills will be met.
Technical	Med	High	Aggregating data into a central database requires open access to the data	Ensure that data partners support open access standards
Schedule	Med	High	Complete system design not delivered within semester timeframe	Break project into smaller segments to ensure schedule is maintained
Change Control	Med	Med	Project requirements will be changing and evolving throughout the system design process	Ensure that a process is established that limits changes to those essential to the business

## 7 The Ecosystem

The purpose of this section is to provide an outsider an understanding of who the stakeholders are, how the current process is being managed, and the proposed vision for the system.

This section will outline:

- The stakeholders (end-user, principle, insider)
- Language
- How they live (current processes)
- Where we can improve their living conditions (proposed process)

### 7.1 The Stakeholders

#### 7.1.1 End-user

- Marriott property leaders

#### Marriott Property Leaders (MPLs)

Are responsible for compiling and inputing environmental data, such as water and energy usage, into various energy-related annual surveys. Their main responsibility is to increase environmental value to Marriott properties by actively and strategically leveraging their energy reduction goals.

### Profile Snapshot

- Mixed bag of skills
- Not technical people
- Like to have “at-a-glance” view of the data they need

### 7.1.2 The Principle

- Marriott Directors of Energy & Environment

### Marriott Director of Energy & Environment

Manage energy goals across all Marriott properties in North America.

### Profile Snapshot

- Well versed in web-based systems
- Time pressed
- Not technical people
- Strong Excel users; data oriented
- Like to have “at-a-glance” view of the data they need
- Needs to see only the data that’s pertinent to them

### 7.1.2 The Insider

## 7.2 The Language

Here are some terms that are used in this document (not complete).

	Term	Definitions
1	Marriott Property Leaders (MPLs)	Marriott Property Leaders compile the data, research energy improvements, and program energy surveys
2	Programming	Used to encompass the process used by MPLs to create final requests to energy management operations
3	Publishing	The act of inputting the requests from MPLs into the database tool

### 7.3 Current End-to-End Process

In order to understand the long term vision, it would be helpful to understand the current process.

### 7.4 Proposed End-to-End Process