Stakeholder analysis

1. Principal
- Marianne (in-scope)
  - Marianne will be the business sponsor of this project, which will be built for her team. She has a sharp vision of the final product and will directly benefit from it. If our product meets her specifications, we can reasonably be certain that our product will gain traction for development.

2. End users
For the purpose of this project, there are two streams of hotel properties under Marriott International's corporate umbrella: full service (e.g. Ritz) and select service (e.g Courtyard) properties.

- Directors of Engineering (DOE) at Full Service Properties at Marriot International (e.g. Ritz); (DOE's handle all the operations at the properties)
- General Managers at Select Services Properties at Marriot International (e.g. Courtyard)
- End Users outside of Marriott International
  - Property managers at other large companies (in-scope)
    - If this project becomes successful, it might be integrated with eCycler or Teracycle.
  - P2P providers themselves (e.. Terracycle, Craigslists, e-cycler) (in-scope)
    - Will receive messages from the system
  - Haulers (in-scope)
    - Will receive messages from the system
  - Regular people who want to throw out trash (out-of-scope)

3. Partners
- Marriott International's IR team (i.e. tech team) (in-scope)
  - Internally, the Marriott IT team is referred to as the "IR team". They will be giving us technical guidance with regard to the implementation of the system; they will also be providing deployment support when the system goes live.

- Consulting firm (in-scope)
  - Currently Marriott works with an external consulting firm for some of its operations which will be impacted by our system. The firm is focusing on some manual processes and not automated systems, so we should not have much

overlap. But we would like to work with that firm and keep each other updated with changes.

- P2P providers who Marriott would like to partner with (in-scope)
  - One objective of this dashboard is to connect Marriott with P2P providers; the partnership between the two is a strategic goal of Marriott.
  - **Negative stakeholder:** Some P2P providers may want people to go to their site directly rather than circumventing it, or they may be unmotivated to create an API for third parties to use. In these cases, P2P provider becomes a negative stakeholder. We have noted this in our Risk Analysis section.

- Large waste haulers (in-scope)
  - **Negative Stakeholder:** Currently large waste haulers have a monopoly on trash hauling and want to maintain their position. They do not want Marriott to have direct and easy access to other services that compete with them, nor do they want Marriott to offer services that exceed their scope.

4. Insiders

- Engineering Team (mostly in North American region) (in-scope)
- Procurement team (out-of-scope)
  - Typically this team ensures that products that are purchased are as "green" as much as possible. They execute completely different processes and serve different purposes in the organization, but they can learn from the idea and design of the dashboard.
- Headquarter Team (out-of-scope)
  - The Headquarter Team refers to the administrative team at the corporate headquarters. They may check out the dashboard to understand its use and impact, and may have requirements of their own.

Risk analysis

Risk	Risk Probability (VH, H, M, L, VL)	Impact (VH, H, M, L, VL)	When this Risk will occur	Individual responsible	Action Plan	Results of Action
Lack of API's in the P2P websites for our dashboard to integrate with	VH	H	Early- When trying to understand what P2P services offer	IR team, business team (the one that forms partnerships)	Contact P2P site to try to make partnership and/or inquire about state of API. If not successful, certain sites will be determined incompatible with the dashboard and will be abandoned. We could also look into screen scraping implementations that could still provide limited functionality into the dashboard.	Determine if P2P site has API or intends to create an API. If they do not, and if a screen scraping service is not feasible, then their service will not be part of our service plan.
Direct Competition	VL	VL	Anytime	Marianne	Look at competition and decide if should partner with them, abandon current project, or continue to work on existing project.	The project is either abandoned, we push on with the project, or we find a way to integrate the competition into our tool.
Large waste management companies finding out about tool and objecting to project.	H	H	Anytime	Marianne	Marianne would probably need to find ways to work with Waste Management.	Continue with the project whether or not Waste Management supports the project or not.
Counterparty liability concerns	H	H	Production	Project team	In the system, embed a mechanism that verifies or mandates the counter party's insurance coverage.	Only counterparties that have proof of the appropriate level of insurance are shown on the dashboard.

False and negative feedback is provided by dashboard.	H	H	Production	IR team or production support	Vet offending comment to verify they are indeed false.	Remove claim if it is indeed false.
Lack of product adoption	L	M	Production	IR team and project team	Ensure product usability, design a training plan with IR team, and/or engage project principal stakeholder to design adoption strategies.	Product is usable, functional, and adheres to established design principles