<u>**Diagnosis**</u>

How can Wyndham effectively utilize business intelligence?
Business intelligence (or big data) is the process of using historical data and information to execute business decisions by predicting future events. Companies have recently leveraged business intelligence to improve efficiency and to implement new programs for customers. Wyndham is able to capitalize on customer information and operational data.

Customer focus: Use business intelligence to create suggestions for ByRequest members. These suggestions can be offered while booking or through real time, onsite accommodations.

Operational focus: Use big data to improve operations and remove inefficiencies. This can prevent booking, communication, and purchasing errors.

<u>**Alternatives**</u>

	Customer Analytics	Operations Analytics
Actions	• Categorize customers within a database • Use historic data to identify trends and make predictions by comparing similar customers' preferences • Implement accommodations during booking or while the guest is onsite	• Categorize business processes within a database • Use historic data to identify inefficiencies in business processes (ie errors, long wait times, etc) • Implement improvements to reduce identified inefficiencies
Pros	• Improve customer satisfaction and customer retention • Aligns with ByRequest business strategy • Leads to continued sales growth	• Improve efficiencies and lead to cost savings • Higher customer satisfaction through lack of errors • Creates opportunities to improve margins and profitability
Cons	• Higher costs through guest accommodations • Customer privacy concerns	• Does not align with current business strategy • Only able to cut costs for a limited amount of time • Potential for employee dissatisfaction because of layoffs

Both options have a similar action plan and use the same software, but would require different sets of data. A team of database administers and business analyst would be needed for this application. The customer focused project would improve customer satisfaction and retention and help grow sales. The operational focused project would help discover inefficiencies and improve margins. The customer focused project may increase costs. It is important that we maintain a balance making recommendations to customers and assure that we are not being overbearing. The operational focused does not align with Wyndham's ByRequest business strategy. Employee dissatisfaction may occur while cost cutting because removing inefficiencies may require a reduced headcount.

Comparable Analysis
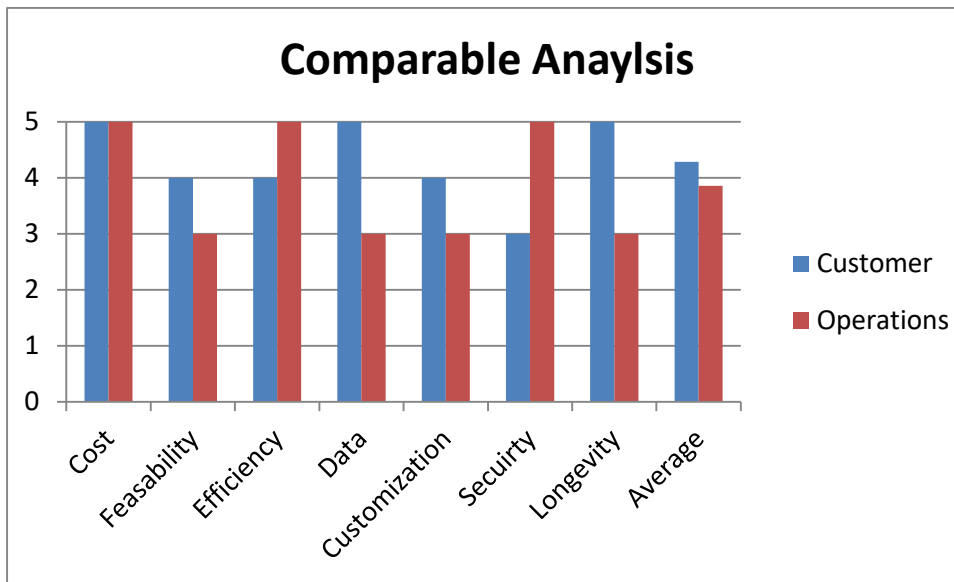
The comparable analysis between the two options shows the following:
- **Cost:** Both projects will have similar cost because of using similar softwares to perform the analytics
- **Feasibility:** The customer project has higher feasibility because it aligns with the business model.
- **Efficiency:** Operational analytics will improve the efficiency of Wyndham
- **Data:** There is higher quality client data available compared to operational
- **Customization:** Customer data will have more customization because of the data quality
- **Security:** The customer system will need higher security because of the sensitivity of the data.
- **Longevity:** The customer project will have significantly higher longevity because it aligns with Wyndham's business strategy.

Recommendation

The comparable analysis determined that the customer-focused analytics would be a better choice than the operational focused analytics. Although the operations project could improve margins and the bottom line, companies must use analytics that drive business needs and strategies. The ByRequest program is intended to provide high-level service and the customer-focused analytics project can support this mission. This implementation will allow Wyndham to continue to differentiate itself in the hostility industry and, ultimately, create sales growth.

References

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Equifax Eyes are Watching You - Big Data Means Big Brother -CIO Magazine
CIO 100 Winners Turn Analytics Into Money-Making New Products - CIO Magazine
Big data: What's your plan? - McKinsey