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# TRIVENTO

BODEGAS Y VIÑEDOS



## *Online Tourism Reservation System*

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## Executive Summary

As Trivento Bodegas y Viñedos enters the wine tourism industry, it wants to improve the tourist experience in an effort to move towards becoming the leading Argentine wine label.

With a relatively recent focus on tourism, Trivento does not have a well-defined process for reserving recreational tours. An analysis of the current processes indicates that the complex reservation system and internal inefficiencies within the Hospitality and Tourism Department leave the department with little time to strategize for the future. Thus, *the focus of this project has been to find solutions to increase the efficiency of Trivento's recreational tourism reservation processes and commercial visit coordination process.*

Specifically, the project follows two main objectives:

- Decrease burden on the employees of the Hospitality and Tourism Department
- Improve the recreational tourists' experience even before the tour begins

The client requested that the team evaluate the current recreational tourist reservation process and recommend a solution to improve it using an online reservation system. After an analysis of six different alternative solutions, the Bookeo system was determined to include the most desired features necessary to accomplish the project's objectives and at the best price-point. Additionally, a testing process using metrics to measure objectives revealed that the proposed Bookeo solution reduces reservation cycle time for both the tourist and for the employees in the Hospitality and Tourism Department.

To improve the efficiency of the internal process of coordinating commercial visits, the team also designed an Excel formula sheet to help the client automate the process. The sheet decreases the steps taken by the Hospitality Coordinator from over 50 steps to merely 20. The sheet is the preferred alternative for improving efficiency of the commercial visit coordination process, as it provides the best time-performance tradeoff.

In order to accomplish the aforementioned objectives, the team recommends that Trivento:

- Implement the Bookeo online reservations system and integrate it with the company's existing Outlook calendar
- Adopt the use of the Excel formula sheet to help automate the commercial visit scheduling process
- Engage in employee training for ease of implementation

A combined strategy of implementing the third-party online reservation system and the Excel formula sheet for the coordination of commercial visits will:

- Increase the reliability of tours by eliminating possible double-bookings
- Decrease the burden on the Hospitality and Tourism Department by automating the steps required to transfer information from an input Excel sheet to a master Excel list

Ultimately, through implementing these changes, Trivento will be able to enhance the tourists' experience. Furthermore, the recommended solutions can be extended to fit with Trivento's future business strategies as it further develops its tourism potential and strengthen its brand image as the leading Argentine wine.

## **Client Overview**

Trivento Bodegas y Viñedos was founded in 1996 by the Chilean firm Viña Concha y Toro. With dozens of distribution channels all over the world, Trivento has become a diversely distributed brand and aims to make itself the foremost Argentine wine label. As a part of this mission, Trivento hosts commercial visitors and recreational tourists at their winery facilities in the Maipu region of Mendoza. Because this region is the birthplace of Argentine wine, wine tourism has become an increasingly attractive industry (See Exhibit I). For many wineries, tourism has become an essential part of their business. Each winery must deliver a unique experience in order to impress visitors, who not only bring business for the winery but also serve as ambassadors for the brand. The rationale behind Trivento's focus on tourism is no exception to these trends.

## **Project Focus**

The passionate staff in Trivento's Hospitality and Tourism Department currently provides opportunities for commercial visits and recreational tours, but is seeking solutions to better manage the complexities of these processes in order to enhance the overall tourism experience and lessen the burden on the Hospitality Coordinator. In particular, the department wishes to:

- augment the capabilities of its current tourism reservation process
- decrease the scheduling conflicts between recreational tours and commercial visits
- organize the overall process of scheduling

This project has focused on evaluating various solutions that would increase the overall efficiency and reliability of the tour reservation process while improving the reservations experience for the recreational tourist.

This report includes:

- an analysis of the current reservations processes
- the desired changes to the hospitality and tourism's current processes
- an outline of the pertinent objectives
- an analysis of several possible solutions
- our team's short-term and long-term recommendations

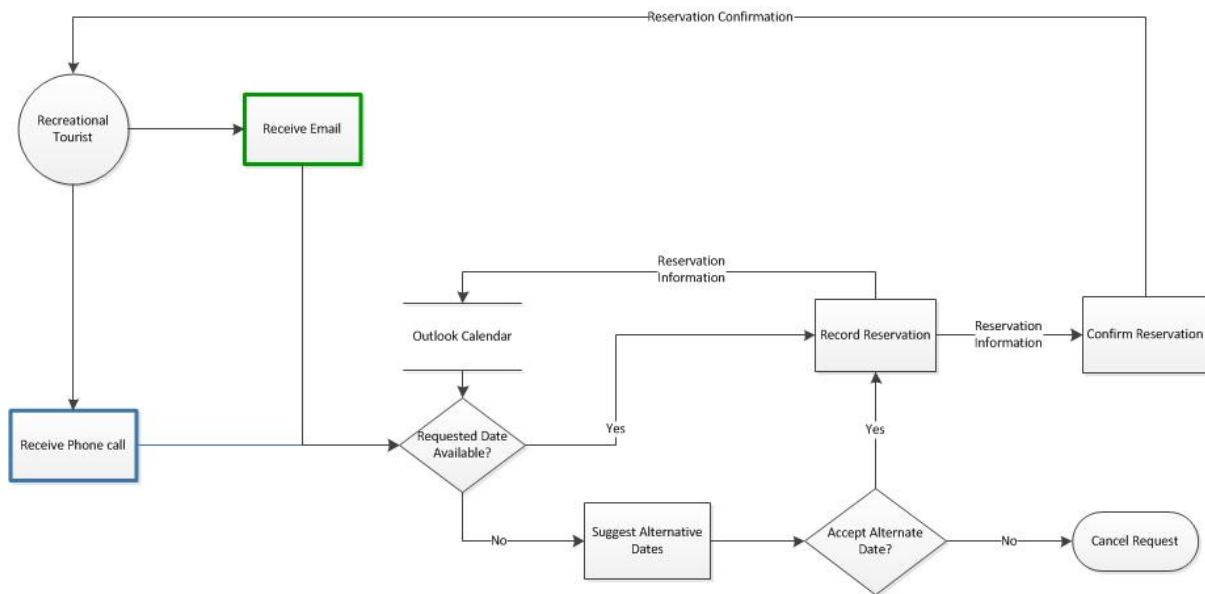
## **Current Situation**

Although Trivento winery has opened its facilities to commercial visitors since 1996, the winery only began offering recreational tours in August of 2011. The winery has already established a complex and robust process for scheduling and coordinating commercial visits, which are generally for distributors, journalist, auditors, and even various employees from the parent company, Viña Concha y Toro. Recreational tourists such as families or individual tourists, however, often feel confused during the tour reservation process.

The Hospitality Coordinator began her role in May 2011 in order to manage the nascent recreational tourism process at Trivento. Two administrators oversee her in the department; however, she is the only employee who physically processes the commercial visit and recreational tour requests. Although the two processes are interrelated, each process has its own set of protocols. Due to the limited space of the tasting area and the company's desire to pay special attention to the

commercial visits, recreational tours cannot be easily conducted while a commercial visitor is present. In the past, walk-in recreational tourists have been turned away at the gate because of a conflict with a commercial visit. The coordination of visits and tours are especially difficult due to the paucity of human resources in the Hospitality and Tourism Department. The tourism arm of the department has only two employees, the Hospitality Coordinator and her boss, the Director of Tourism. Both employees also serve as tour guides.

To advertise opportunities for tourism, the Trivento marketing department currently produces postcards and brochures with information about the winery. Placed in various hotels around Mendoza, these cards provide potential recreational tourists with a phone number and email address to use for requesting a tour. The same email on these postcards is also posted on the “Visit Us” section of the Trivento website. Because the tourism process has not been fully developed, however, this section lacks concrete information and remains under construction.



**Figure 1: As-Is Recreational Tourist Registration Process**

After the tourist calls the Hospitality and Tourism Department or emails the tour request, the Hospitality Coordinator must check her Outlook Calendar to see if the requested tour date and time are available. However, certain inefficiencies occur:

- Often, a frequent correspondence between the Hospitality Coordinator and the recreational tourist(s) takes place.
- In the instance of a phone reservation, the Hospitality Coordinator may be busy giving a tour, or she may be absent from work and cannot immediately take the phone call. Frequently, she does not receive the tour requests until she checks her voicemail.

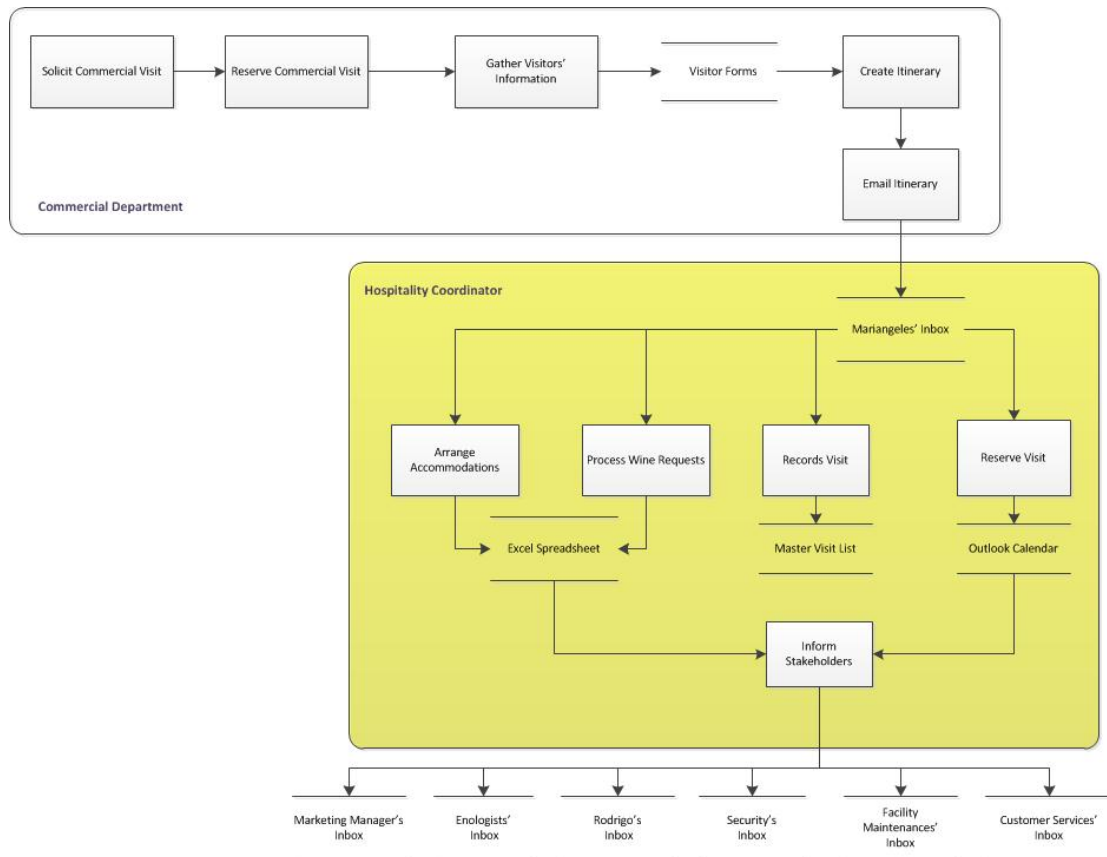
Thus, this current registration process has many repeated tasks and inefficiencies, resulting in a lengthy cycle time. Because the recreational tourism program is in its early stages, there are many opportunities for Trivento to augment the capabilities of this reservation system in preparation for the gradual increase of tourism over the next few years.

Although the commercial visits and recreational tours need to be carefully coordinated to avoid conflicts and to ensure the availability of the facilities and relevant Trivento employees, the winery still cannot avoid spontaneous walk-ins. In fact, the relaxed nature of Argentine culture even

encourages such behavior. Cognizant of this cultural influence, Trivento maintains a casual attitude towards tourism, hence its late entry into the wine tourism industry and its lack of attention and resources devoted to recreational tourists.

In contrast, the scheduling process for commercial visits is much more defined, as it has been existence for a longer time. Currently, distributors, journalists, auditors, and employees of the parent company, Viña Concha y Toro, make annual visits to Trivento. In order to schedule a visit, these commercial visitors communicate with representatives of the Commercial Department, who work hard to meet the specific requests of the each visitor. In fact, every year, Trivento allocates a set amount of money based on the previous year’s revenue for the expenses that will be incurred by these visitors. Trivento usually pays for all aspects of the visitors’ stay and it is the Commercial Department’s job to create the itinerary for each visit.

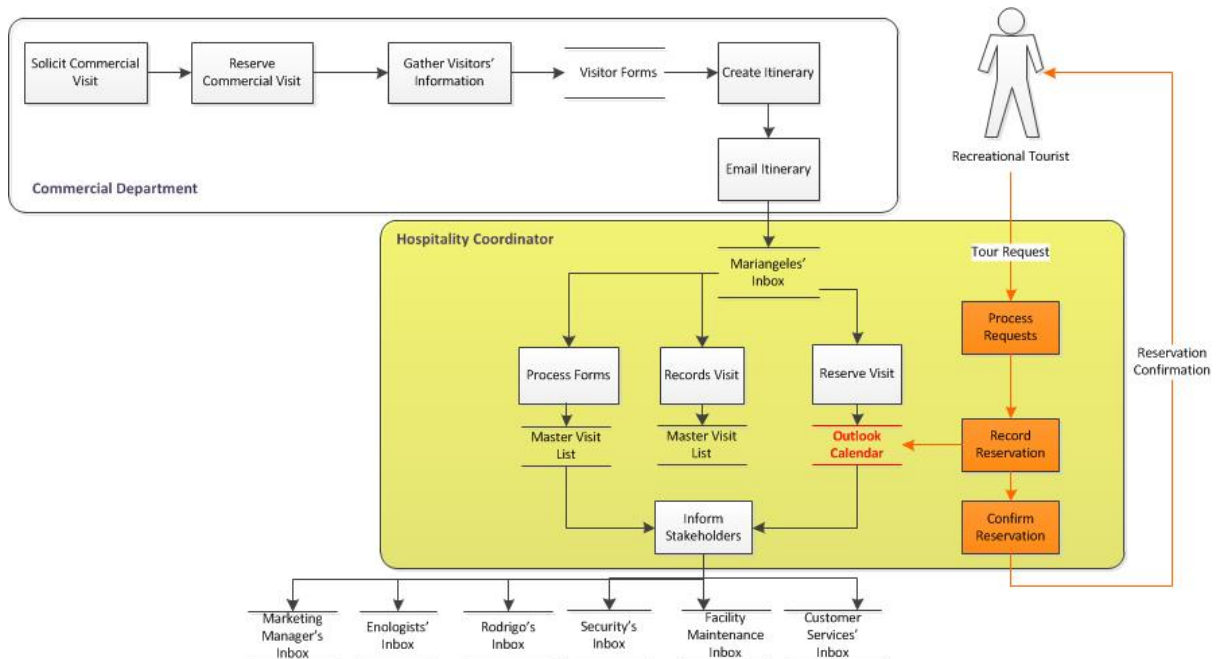
Once all the information is gathered from the visitors, the Commercial Department communicates with the Hospitality Coordinator and sends her two forms. One form details the visitor’s information, accommodation needs, transportation needs, food requests, allergies, and any other special requests for activities. The Commercial Department creates an itinerary based on these preferences, but the Hospitality Coordinator must actually book the hotels, arrange for transportation, and even reserve tables at restaurants. She communicates with the Commercial Department when changes need be made to the itinerary. Once the details of the visit are finalized, she prints the form and attaches a checklist to it so that she can confirm the completion of the necessary tasks. The other form from the Commercial Department provides information about the wines the visitor wants to try during the visit. The Hospitality Coordinator emails this information, along with a copy of the itinerary, to the enologists and employees in other departments whose presence may be required during the visit.



**Figure 2: As-Is Commercial Visit Coordination Process**

As demonstrated by the figure, the coordinator must complete numerous tasks. Despite the rigid structure of this process, she can easily feel overwhelmed by the work associated with coordinating with coordinating commercial visits. This overall process may not appear complex, but within each individual process there are many steps and procedures to be completed. For example, ‘arranging accommodations’ necessitates frequent communication between the coordinator and the hotels and transportation providers, and the completion of a budget sheet for the Commercial Department after she finalizes the reservations. Therefore, when she receives multiple commercial visit forms that all must be processed within a week, she is easily overburdened. As a result, the Hospitality and Tourism Department has not been able to make time to make strategic long-term plans to improve the overall tourism experience at Trivento.

The overall process appears significantly more complex when the processes for scheduling commercial visits and recreational tours are examined together. Figure 3 displays the two processes occurring simultaneously and demonstrates the inherent complexities. The recreational tourist reservation process is shown in orange.

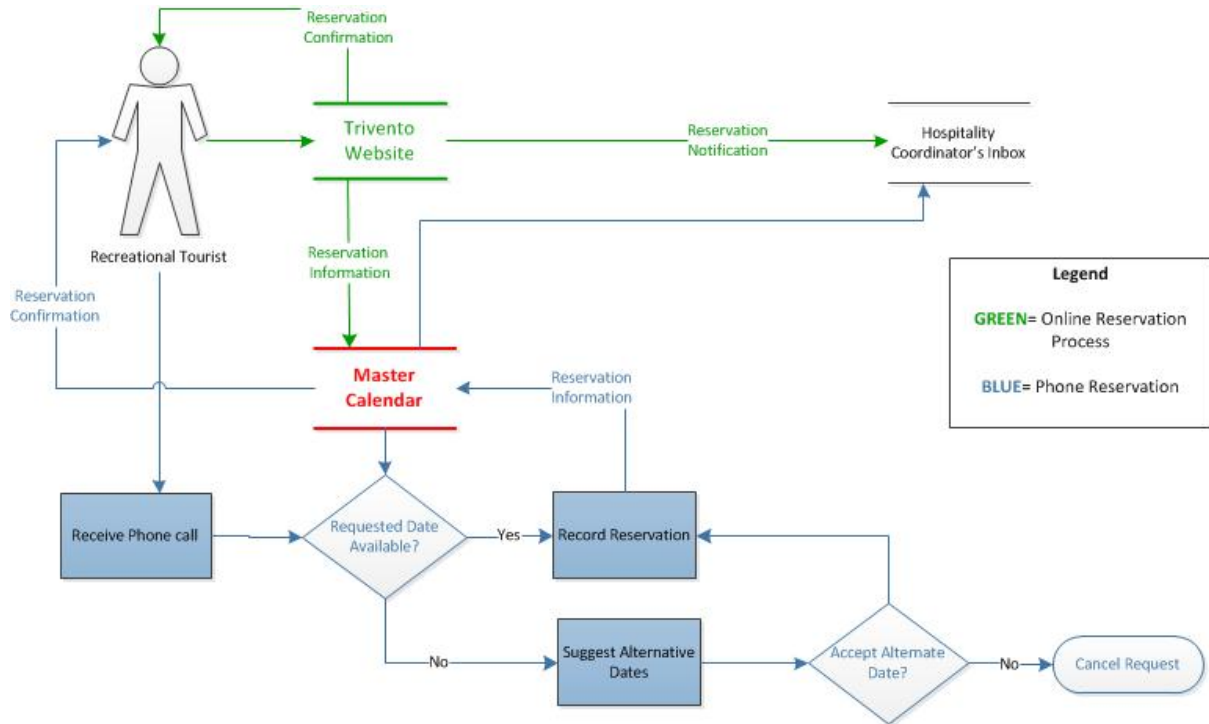


**Figure 3:** As-Is Combined Tourism Registration and Commercial Visit Coordination Process

As shown by the figure, the Outlook calendar shared by the Hospitality Coordinator and the Director of Tourism becomes a hub of jumbled data. Because the Hospitality Coordinator is responsible for processes involving both recreational tourists and commercial visits, her current situation lends itself to accidental scheduling conflicts, repeated tasks, and other inefficiencies.

### Desired Changes to the Current Situation

Initially, the Hospitality and Tourism Department wanted a system that could improve the reservation process for recreational tourists. The department hopes to decrease the scheduling conflicts between recreational tours and commercial visits and organize the overall process of scheduling for the Hospitality Coordinator.



**Figure 4: To-Be Recreational Tour Registration Process**

Although the client has an ideal process in mind, in order to determine the root problem, the team conducted a Root Cause Analysis by asking the following questions:

Q1: Why does Trivento experience reservations errors and double-bookings?

A: Because the Hospitality Coordinator is overworked.

Q2: Why does the Hospitality Coordinator feel overworked?

A: Because the tourist reservations process is inefficient.

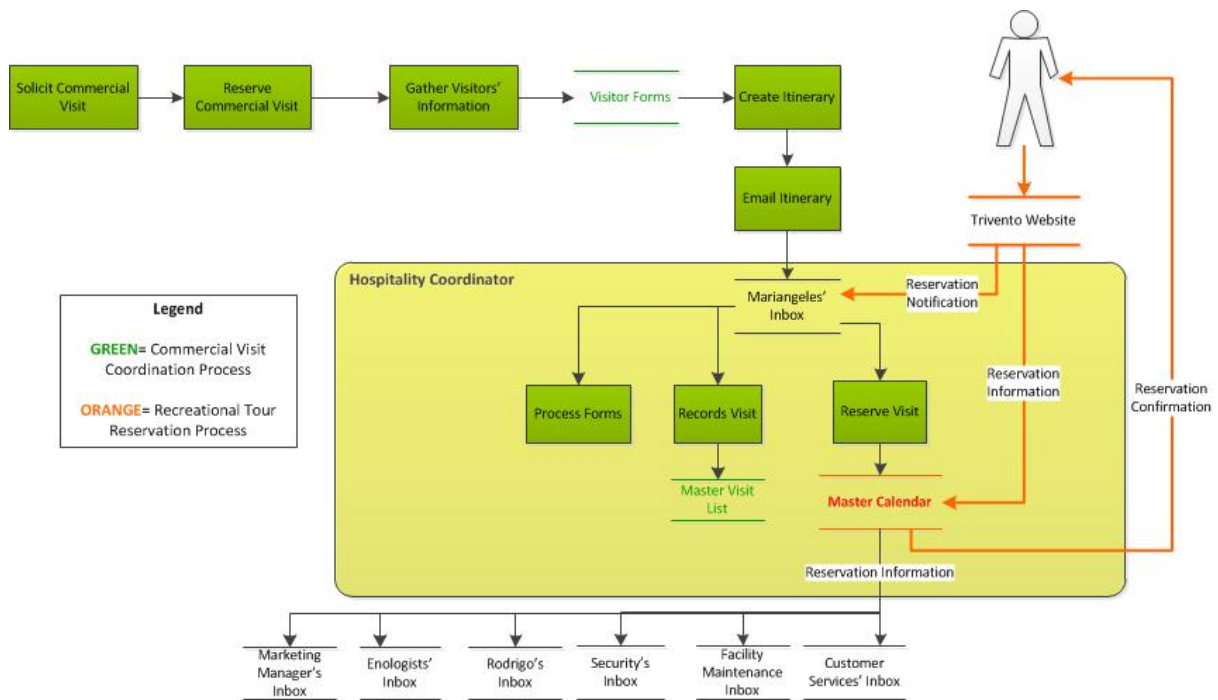
Q3: Why is the recreational process inefficient?

A: Because Trivento has no formal, well-developed tourist reservations system in place.

The root cause of double-bookings, reservations errors and other problems with reservations at Trivento involves their lack of a formal reservations process for recreational tourists. The team believes that by implementing a well-designed reservations process for recreational tourists, Trivento will experience fewer double-bookings, fewer errors and less of a burden on the hospitality coordinator.

After identifying external opportunities and threats to Trivento, it is evident that hospitality will play an important role as Trivento strives towards achieving its mission of becoming the recognized brand of Argentine wine (see Exhibit II). The organic word-of-mouth marketing provided by visitors and tourists is indispensable to building the Trivento brand. Therefore, the winery would like to further develop its tourism capabilities to better appeal to these important stakeholders. However, the Hospitality and Tourism Department is limited in human resources. Therefore, to allocate more time towards focusing on further developing the tourism experience at Trivento, the department also wishes to increase the automation in the coordination process for scheduling commercial visits. Doing so will relieve the overburdened Hospitality Coordinator, giving her more time to focus on further developing the tourism experience at Trivento. Figure 5 displays the client’s desired process for both scheduling commercial visits and recreational tours.





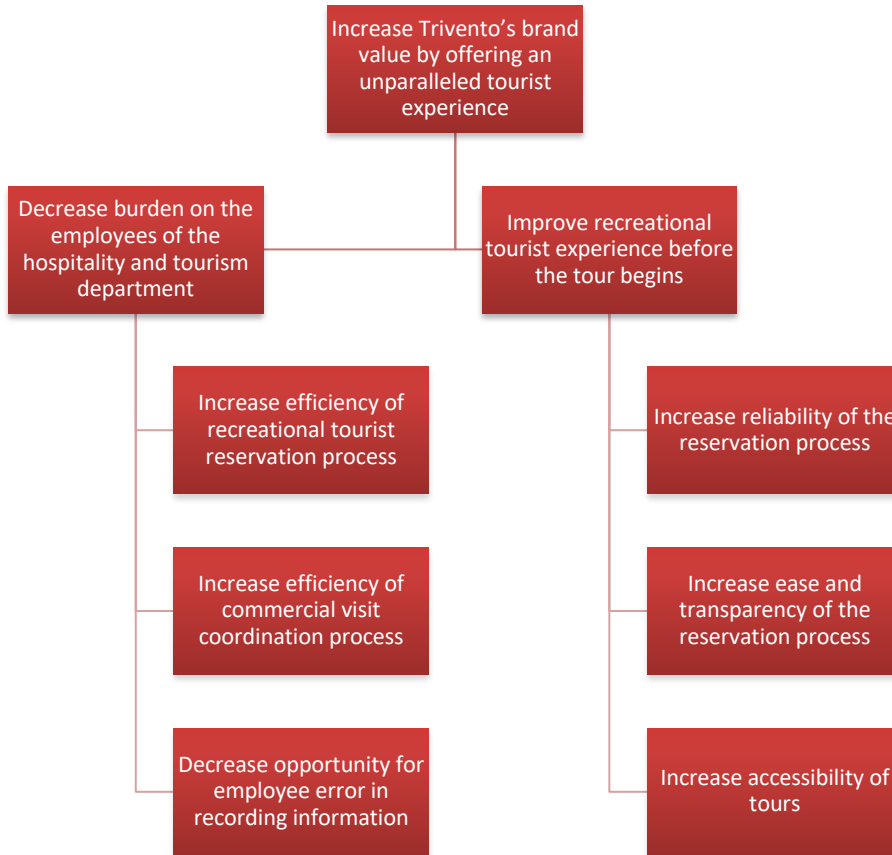
**Figure 5:** To-Be Combined Recreational Tour Reservation and Commercial Visit Coordination Process

By comparing Figure 3 with Figure 5, it is evident that the number of processes for which the Hospitality Coordinator is responsible has been reduced for both the commercial visit coordination process and the recreational tour reservation process. These improvements to the overall process would result from changes made in order to meet the outlined objectives.

### Objectives & Metrics

In order to decrease the burden on employees in the Hospitality and Tourism Department, the efficiency of the recreational tourist reservation process must be increased. The number of repeat tasks done by the coordinator will decrease as the efficiency of the new system is evaluated. Furthermore, the efficiency of the commercial visit coordination process must increase, as measured by the decreased number of steps taken by the Hospitality Coordinator to move data from the internal form to the Excel worksheet. The burden on the employees will also be reduced by a decreased opportunity for human error in recording information for both recreational tourist and commercial visitor processes. As such, the number of automated steps will increase. All of these changes will give the Hospitality and Tourism Department employees, particularly the Hospitality Coordinator, more time and ease to complete her work.

In order to improve the experience for recreational tourists before their tour begins, the reliability of the reservation process must be increased. Consequently, the number of accidental double bookings for commercial visits and recreational tours will decrease. Additionally, recreational tourists will enjoy increased access to tours as gauged by the decreased number of tourists turned away at the gate because the employees are overburdened and busy with commercial visitors. These tourists will also experience increased transparency and therefore greater ease as they reserve tours over the internet, as measured by decreased time spent in the process and transparency scale. Figure 5 outlines these objectives and Table 1 provides the relevant metrics to measure them.



**Figure 6: Objective Tree**

**Table 1: Metrics to Measure Objectives**

Increase efficiency of recreational tourist reservation process	Increase efficiency of commercial visit coordination process	Decrease opportunity for employee error in recording information	Increase reliability of the reservation process	Increase ease and transparency of the reservation process	Increase accessibility of tours
Number of repeat tasks; time	Steps to move data from internal form to Excel worksheet	Number of newly automated steps	Number of accidental double bookings	Time spent registering; transparency scale	Number of tourists turned away

**Desired Features**

To accomplish the objectives of decreasing the burden on Hospitality and Tourism Department employees and improving the recreational tourist experience before their tour begins, the ideal system would possess a number of desirable features. These features can be categorized as following: online features, international features, scheduling features, CRM features. Furthermore, costs for the system should be minimized.

## Online Features

- Online calendar showing tour availability
- Customizable interface
- Ability to display multiple tour options and times
- Online form to collect reservation details
- Automatic email notification of relevant parties
- Department has authority to change product offerings
- Can be easily implemented into Trivento website
- Offers ability to collect online payment

## International Features

- Supports multiple languages through single interface
- Supports international currencies
- Offers Spanish language administrator interface
- Allows segmentation of customer by language

## Scheduling Features

- Ability to customize daily tour schedule
- Multiple calendars for individual resources
- Flexible (custom time) reservations capabilities
- View different tour schedules in a single calendar

## Customer Relationship Management (CRM) Features

- Integrates customer database
- Capacity for personal connection with Trivento
- Enables email marketing by customer segment
- Offers club membership management

In order to further decrease the burden on the employees of the Hospitality and Tourism Department, changes made to the commercial visit coordination process should:

- Allow the Hospitality Coordinator to input data with more automation
- Require minimal manual input
- Require minimal training and be easy to use
- Be completed within the timeframe given to the team

## Stakeholders

In order to best achieve the above objectives, the stakeholders are classified according to their relevance to the particular focus of the project. Stakeholders whose regular functions are immediately benefitted by the system changes are classified as primary stakeholders. These stakeholders are addressed in the two main objectives as well as the sub-objectives. Those who either work for Trivento or visit Trivento, but whose normal operations are not affected by the system are understood to be secondary stakeholders. These stakeholders intersect with the Hospitality and Tourism Department often and will benefit from the increased efficiency of the department after the changes are implemented. Individuals or groups external to the winery, such as government regulators or other wineries, are classified as tertiary stakeholders. Although their contact with the Hospitality and Tourism Department at Trivento is irregular, many of these stakeholders will be affected by the changes. For example, tour agencies can have a better grasp of

availability for tours at Trivento. Furthermore, Trivento could eventually expand the new system to accommodate the multiple winery tour partnerships in which it participates.

#### Primary stakeholders

- Trivento Hospitality and Tourism Department
  - Director of Tourism
  - Hospitality Coordinator
- Recreational tourists

#### Secondary stakeholders

- Export manager for Trivento
- Department for client services at Trivento
- Wine makers/enologists at Trivento
- Commercial visitors (Types A, B, C)

#### Tertiary stakeholders

- City of Mendoza
- Trivento's tourism partners: Bodega La Rural, Bodega López, Bodega Trapiche
- Tour agencies in Mendoza
- Transportation providers in Mendoza
- Other wineries in the region
- Government officials
- Hotels in Mendoza
- Bodegas de Argentina and other wine associations

### **Alternatives Considered for Recreational Tourist Reservation Process**

Out of a multitude of possibilities for enabling an online tourist reservation process, the team selected six alternatives on which to conduct a detailed analysis. These particular programs were selected because they include:

- Solutions ranging from:
  - Simple to complex
  - Inexpensive to very expensive
  - Semi-automated to completely automated
- Several systems designed specifically for reservations or for the wine industry

The team categorized these solutions as either the current system, third-party calendar systems, or third-party specialized reservation systems. Furthermore, the team evaluated these systems based upon how they meet the various desired features for the ideal system.

	Description	Current System	Outlook with integrated web form	Google Calendar	Ewinery-solutions	Rezgo.com	Adventure-Engine	Bookeo
Online Features	Online calendar showing availabilities of each tour			X		X		X
	Customizeable interface				X	X	X	X
	Ability to display multiple tour options and times					X	X	X
	Online form to collect reservation details		X			X	X	X
	Automatic email notification of relevant parties					X	X	X
	Department has authority to change product offerings	X				X		X
	Can be easily implemented into Trivento website		X	X		X		X
International Features	Offers ability to collect online payment					X		X
	Supports multiple languages through single interface	X		X				X
	Supports international currencies	X	X	X				X
	Offers Spanish language administrator interface	X	X	X				X
Scheduling Features	Allows segmentation of customer by language							
	Ability to customize daily tour schedule		X	X		X		X
	Multiple calendars for individual resources							
	Flexible (custom time) reservations capabilities	X	X	X				X
CRM Features	View different tour schedules in a single calendar		X	X		X	X	X
	Integrates customer database				X	X		X
	Capacity for personal connection with Trivento	X						
	Enables email marketing by customer segment				X	X		X
Cost in ARS	Offers club membership management				X			X
		\$0	\$0	\$0	\$24.000 + \$1.800/mo	~ \$640/mo.	\$18.800 + \$400/mo.	\$160/mo.
Feature Count		6	7	8	4	12	5	17

**Figure 7:** Comparison of Functionalities of the Alternatives Considered

**Current System**

The current system includes several time-consuming and labor-intensive processes that can be improved. Phone calls and emails require large time investments, and the lack of an online calendar means that several back-and-forth steps are required to find a mutually acceptable tour slot for customers. The system does, however, allow for personal contact with the Hospitality and Tourism Department and for individualized attention, a benefit that some customers may enjoy.

**Pros:**

- Personal touch that recreational tourists enjoy
- Hospitality and Tourism Department employees have control of the process

**Cons**

- Hospitality Coordinator feels overburdened
- Error prone
- Poor communication with recreational tourists

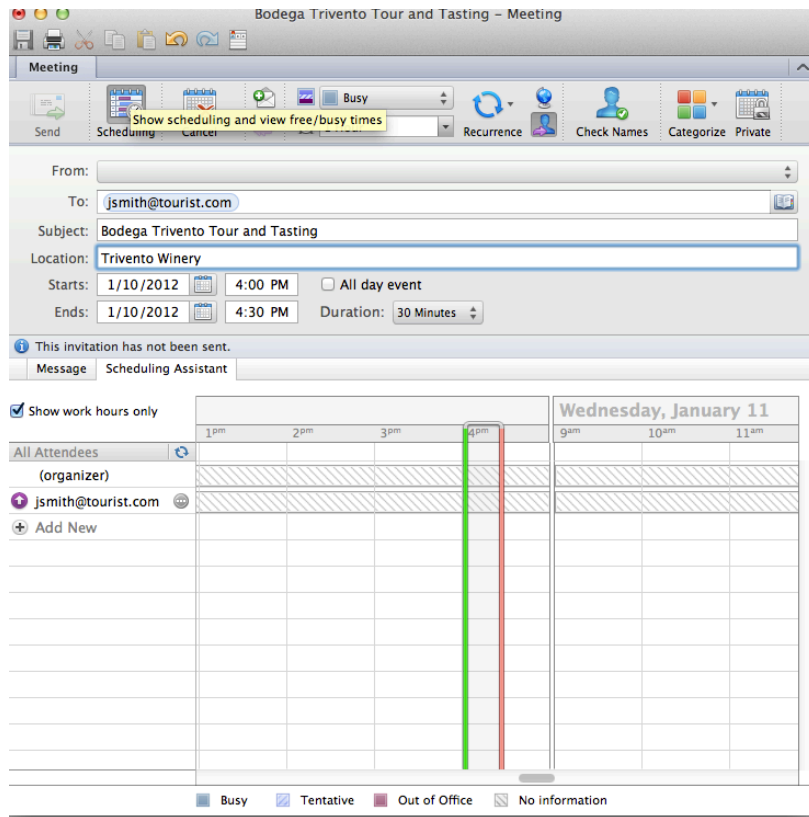
**Third-party Calendar Systems**

The team examined two relatively simple calendar systems that could be reformatted to function as reservation systems. The team liked the simplicity of these systems, but ultimately decided that neither system possessed a sufficient number of the desired features.

**Outlook with integrated web form**

The simplest solution the team considered was the integration of an online form into Trivento’s existing Outlook calendar system. This form would provide extremely basic functionality, allowing customers to submit (via a website) tour requests and include a range of times. This solution would require the client to manually process each request, selecting from the possible times and manually confirming with the customer. While it would provide more structure to the reservations process than the current system, it would not eliminate many of the steps and thus not result in much time saved. It would not require any investment, however, and would be extremely simple to implement.

Customers would benefit from a more accessible and convenient way to submit reservation requests, while the client would benefit from having all necessary information for a reservation presented in a uniform matter.



**Figure 8:** Outlook Interface to Reserve Recreational Tours

**Pros:**

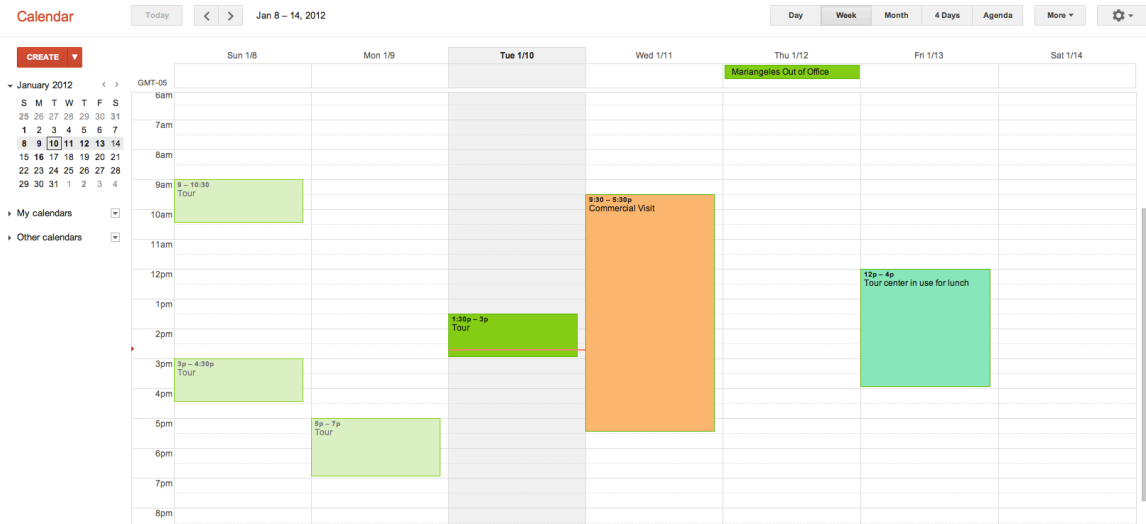
- No cost, easy to implement
- Would collect and present information in uniformly
- More accessible for tourists

**Cons:**

- Brings little automation or time savings for Trivento employees
- Does not allow customers to see availability of tours

**Google Calendar**

Google offers a solution similar to Outlook, but it is cloud-based and possesses more automation. With a Google Calendar, customers could see the availability of tours and submit requests for a reservation through a custom-designed form. Client staff would still have to process each request and schedule the tour. Many functions, such as email communication, would still not be automated. The system would be more robust than Outlook, as it is hosted on Google’s extremely reliable external servers and not subject to the availability of Trivento’s website.



**Figure 9:** Google Calendar Interface for Recreational Tour Reservations

**Pros:**

- Cloud-based solution increases reliability
- Customers can see availability in tour schedule
- No cost, easy to implementation

**Cons**

- Difficult to customize with Trivento’s website
- Time to implement in that it requires programming to interface a form with Google calendars

***Third-party Specialized Reservation Systems***

Because the online calendar systems did not possess enough of the desired features, the team decided to then examine four third-party online reservation systems to find the best solution to meet the client’s objectives.

**Ewinerysolutions**

The team chose to evaluate Ewinery solutions because it is a well-known wine industry solution that emphasizes a CRM system. Ewinerysolutions offers a customer management system that allows for the creation of a database, subscription to wine clubs and other vineyard-specific solutions. Unfortunately, the system does not include Spanish-language capabilities nor does it support international currencies.

**Richard Kline** : Edit Preferences

How did you hear about our Wine Club  Radio  
 TV  
 Newsp  
 Friend

ould you be interested in Joining our Wine Club  Yes  
 No

Yes, please add me to the allocation list!  Yes  
 No

Tell us about your favorite wines?

What hotel are you staying in?

\*Yes! Please put me on the eMail List!  Yes  
 No

would like to hear about events at the winery  Winema  
 Wine ar  
 New Re  
 Barrel T

Please tell me about new releases!

**Figure 10:** Ewinery Solutions Customer Questions for CRM

Pros:

- Offers robust customer database and management system (CRM)
- Customizable to Trivento Winery

Cons

- No desired international features
- Requires complete website redesign
- High cost (\$24.000 + \$1.800/mo.)

[Rezgo.com](http://Rezgo.com)

The team considered Rezgo to be a viable alternative because it includes the ability to schedule multiple tours, has powerful calendar interfaces and integrates well with Trivento’s website. Unfortunately, it does not include a Spanish-language capability or advanced CRM capabilities. Furthermore, Rezgo charges 5% of all reservations, making it a costly option. Furthermore, the team determined that Rezgo could not easily be customized to fit Trivento’s needs.





**Figure 11:** Rego’s Calendar Interface for Reserving Recreational Tours

**Pros**

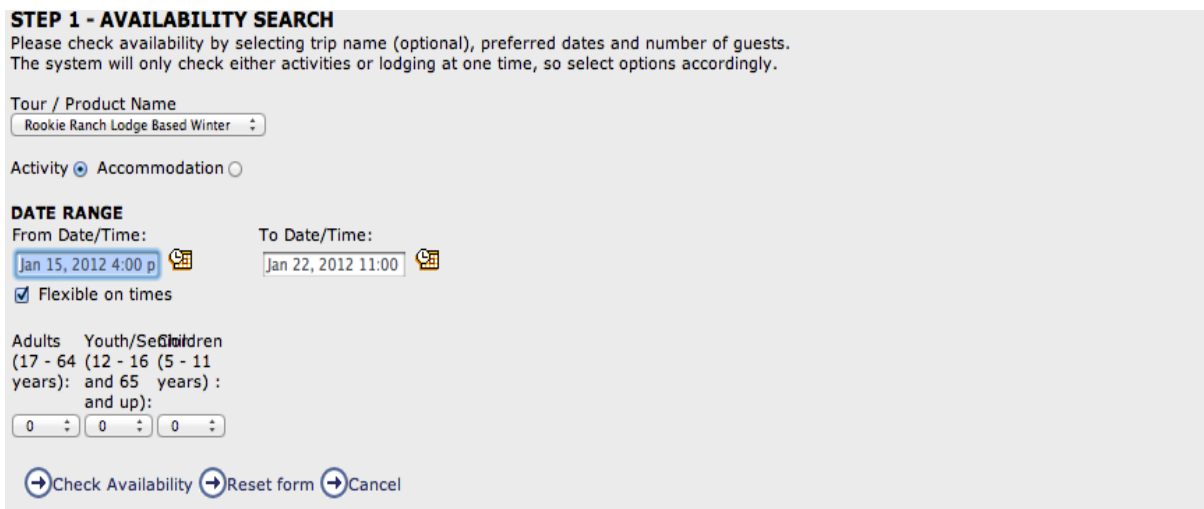
- Powerful online scheduling calendar
- Easy to implement
- Displays multiple tour options

**Cons**

- No Spanish-language support
- No international currency support
- Lack of customizability to Trivento

**AdventureEngine**

The team analyzed AdventureEngine because it promotes itself online as an online tour reservation system. A team member spoke with the owner of the company, who described her solution as an ‘integrated shopping cart for tour experiences’. This solution addresses several aspects of the client’s needs, including an online calendar with tour availabilities and a reservations system. The team determined, however, that the customizability of the solution was quite limited. Changes to tour availabilities must be made by the company, not the client, and the system cannot accommodate the desired international features. Additionally, the system requires a complete design-and-build process by a third party at an extremely high price.



**Figure 12:** Recreational Tour Reservation Interface of AdventureEngine

**Pros:**

- Online calendar that displays tour availabilities to customer
- Allows for online payment by recreational tourists
- Can share resources between tours and block accordingly (recreational/commercial conflict)

**Cons:**

- No international features or accommodations
- Extremely expensive
- Difficult to integrate with Trivento’s website

**Bookeo**

Bookeo is a third-party reservation system that the team assessed because it includes an online calendar and CRM capabilities. Upon further evaluation, the team determined that a Bookeo system met most of the features desired by the client, including powerful online calendar capabilities, efficiency, support for multiple tours, full customizability and full international support. The design of the site is user-friendly and can easily integrate into Trivento’s existing Outlook system, an attractive feature to the Hospitality Coordinator. The functionality of Bookeo is extensive, although the complexity of some more advanced features may overwhelm users. Figure 12 depicts the customizable abilities of Bookeo in an example of what the Trivento recreational tour reservation system interface could look like.



**Figure 13:** Simulated Trivento Reservation System Using Bookeo

Pros:

- Powerful online scheduling system for multiple tour options
- Full international support
- Easy to use and customize; visually appealing
- Wide range of CRM capabilities and marketing add-ons

Cons

- Broad range of functionality may overwhelm users

**Evaluation of Proposed Recreational Tourist Reservation Solution**

The team eliminated all but one of the alternatives, Bookeo, based upon the desired features and the system objectives. In fact, Bookeo possessed 17 of these features, whereas the next best alternative, Rezgo, only possessed 12. These features, developed by the team in conjunction with the client, include online features, international features, scheduling features, and CRM features.

Although Bookeo was found to be the best alternative in the analysis of the alternatives, the team still presented the six alternatives to the Hospitality Coordinator and worked with her to gauge her preferences. After being presented with the alternatives, she concluded that the Bookeo system not only possessed the features she wanted, but also was the most aesthetically pleasing alternative. The team then conducted further testing on the Bookeo system to determine its success in meeting the outlined objectives. The aforementioned metrics were used to measure such success.

*Hospitality and Tourism Department Employee Testing*

Because time restrictions prevented the Hospitality Coordinator from being fully trained in the Bookeo system prior to testing, the team used a student test subject who had been fully trained in the Bookeo system to act as a mock Hospitality Coordinator. To test if the system met the objective of decreasing the burden on the actual coordinator, the mock Hospitality Coordinator was asked to perform the following tasks:

1. Receive a recreational tourist registration for a family of 4 on the Bookeo system
2. Cancel all tours on a date when a commercial visit has been scheduled

The team recorded the time taken by the Hospitality Coordinator to complete the given tasks and compared the results to the control set, the time taken to complete the tasks in the current system(determined after discussions with the Hospitality Coordinator). A drastic reduction in time spent receiving reservations and cancelling tours was observed during the testing.

**Table 2:** Time Savings With Bookeo Implementation

	Receiving Reservation	Canceling Tours
Current System	10-25 minutes	20 minutes
Bookeo	2 minutes	5 minutes

After using this experiment to determine that the Bookeo system succeeded in reducing the burden on the Hospitality Coordinator, the team demonstrated the system to the Director of Tourism. During this demonstration, the Director of Tourism expressed the following opinions:

- The system met the initial project specifications and accomplished the objectives well
- The system included valuable additional functionality, including expanded social marketing integration and complex scheduling options, that Trivento Bodegas y Viñedos would find useful
- The system offered potential for expanded integration into the vineyard tourism industry of Mendoza, including support for the four-vineyard winery tour offered in conjunction with city hall
- The cost of the Bookeo system was insignificant relative to the benefits it would provide the tourism department

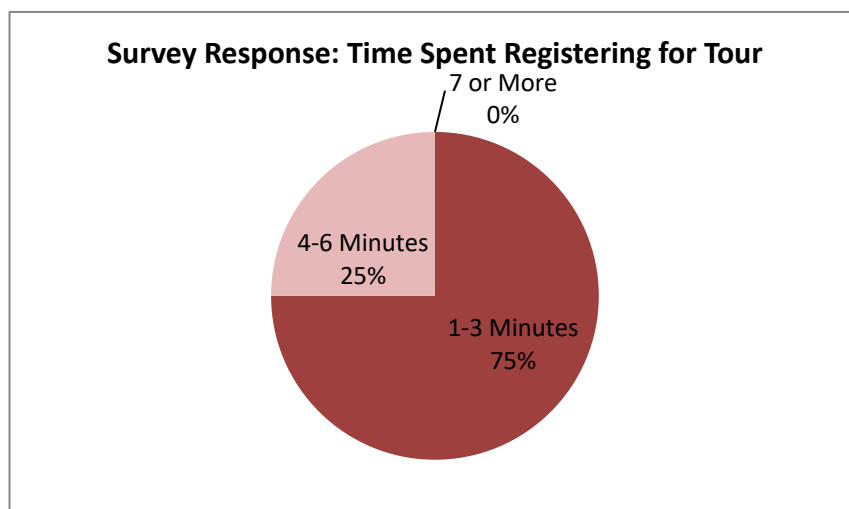
The team’s testing and evaluation of the Bookeo solution revealed a clear saving of time for the client. In addition, the client expressed very positive opinions upon viewing and interaction with the Bookeo system.

### *Recreational Tourist Testing*

Because the new system also needed to meet the objective of improving the recreational tourist’s experience before the tour even begins, the team evaluated the efficacy of the system for improving the tourist experience. The team used several students from the United States as the test subjects. The students were asked to complete the following tasks:

1. Reserve a recreational tour in April 2012
2. Complete a survey about their experience with the system

The survey recorded the time taken by each student to reserve the tour, a measure of efficiency and ease. Furthermore, the team noted the students survey answers about transparency on a scale from 1 to 10 as a metric for increased transparency of reservation.



**Figure 14:** Time Spent Registering for a Recreational Tour

When asked to rank the transparency of information on the reservation system, all students responded with the highest rating of a “10” meaning that they found and understood 100% of the information they needed to reserve a tour. Based on the results of this survey, the Bookeo reservation system allows tourists to make reservations in a timely manner and provides transparent information. Thus, the reservation system meets the objectives of the project.

### *Overall Evaluation*

Because the metrics for increased reliability of the tours (decreased number of double bookings) and for increased accessibility of tours (decreased number of tourists turned away at the gate) can only be measured in a live setting and not in an experimental setting, the team could not measure the success of Bookeo in meeting these objectives. Based upon the conversations with the Hospitality Coordinator and the Director for Tourism and upon the experiments run with the students and the mock coordinator, the team concluded that the new Bookeo system would easily accomplish these objectives. Perhaps the student team arriving next year can do follow up testing with these metrics to determine the success of the system in meeting these sub-objectives

The team has completed the design and programming of the Bookeo system; implementation instructions are included in Exhibit III.

### **Alternatives Considered for Commercial Visit Coordination Process**

In addition to providing an approach to improve the recreational tour reservation system, the team also considered alternatives to meet a sub-objective, increase efficiency of the commercial visit coordination process, of the main objective of decreasing the burden on employees of the Hospitality and Tourism Department.

#### *Excel Macro*

An Excel Macro was considered to help the client with the commercial visit scheduling process. The Macro would reduce the number of steps the client would take organizing the schedule for commercial visits. Once the initial form is received from client services, the Hospitality Coordinator would simply run an Excel Macro stored on the computer. This Macro would concisely display all of the information on the form that will be easy for the Hospitality Coordinator to use as a reference. The programming began in Visual Basic, but the team quickly realized that coding all of the necessary functionality in VBA would be cumbersome and time-consuming.

#### Pros

- Fast – one click of a button begins the whole program
- Simple directions for the client

#### Cons

- Decreased client interaction with the program
- Nearly impossible to fix bugs after the team departs
- Time intensive to code

#### *Excel Formula Sheet*

Upon realization that the macro would take too long to code, the team looked at simpler methods to solve the problems at hand. The team discovered that using excel to code the form converter could speed up the process. On an example form, the team used methods such as if statements and string parsers to quickly convert the form into the concise output the client desired. Upon discussion with the client, this sheet was amended to include a shuttle and hotel cost estimator. An output example

is shown in Figure 16, which is a screenshot of the form the Hospitality and Tourism Department receives from client services. The sheet interacts with this form.

Gastos a cargo de:

	TRIVENTO	Visitante	
Hotel:	<input type="checkbox"/>	<input type="checkbox"/>	Especificar: .....
Transporte Terrestre:	<input type="checkbox"/>	<input type="checkbox"/>	
Degustación:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Enologo: .....
Comidas:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Observaciones: [Almuerzo picada de Azafran, el total de personas a almorzar serian: 4 \(Tomas, Roberto y los 2 invitados\)](#)

**Figure 15:** Screenshot of the Commercial Visit Form from the Commercial Department

Once a new form is received, the client can paste the formulas into the new sheet in a specific cell. In turn, the formulas will output the desired information.

Rva n°	Descripcion visitantes	Clasif.	Motivo	Pais	Pers.	Q Días	Solicita
0	Valerie Kuijper	A	C	UK	2	2	Roberto Catalani

**Figure 16:** Sample Output of the Excel Formula Sheet

The Hospitality and Tourism Department will select which type of transportation is needed as well as the hotel rooms that are needed for each commercial visit. Automatically the system will output an estimated cost; the hospitality coordinator can explore options until the amenities match the budget allotted to the visitor.

**Traslado Options (IVA Included)**

A-DE	Auto	Numero	Van 15	Numero	Van 19	Numero
AEP-HTL CENTRO	\$71.83	0	\$215.48	0	\$258.57	0
AEP-HTL CHACRAS	\$137.02	0	\$359.13	0	\$416.59	0
HTL-VALLE DE UCO X TRAMO	\$430.95	0	\$861.90	0	\$1,034.28	0
HTL-VALLE DE UCO X EL DÍA (CON ESPERA)	\$790.08	1	\$976.82	0	\$1,120.47	0
HTL- POTRERILLOS C/ ESPERA FULL DAY	\$574.60	0	\$833.17	0	\$976.82	0
HTL-RESTAURANTE CENTRO IN/OUT	\$186.75	0	\$430.95	2	\$517.14	0
HTL-RESTAURANTE CHACRAS IN/OUT	\$272.94	0	\$574.60	0	\$632.06	0
HTL-RESTAURANTE LUJÁN IN/OUT	\$373.49	0	\$632.06	0	\$718.25	0
MEDIO DIA EN BODEGA (4 horas)	\$416.59	0	\$474.05	0	\$560.24	0
FULL DAY EN BODEGA C/ALM (6 A 8 hs)	\$574.60	0	\$833.17	0	\$1,034.28	0
CITY TOUR SIN GUIA	\$258.57	0	\$416.59	0	\$502.78	0
ALTA MONTAÑA SIN GUIA	\$948.09	0	\$1,264.12	0	\$1,580.15	0
AEP-TRIVENTO	\$172.38	0	\$359.13	0	\$430.95	0
HTL - TRIVENTO	\$143.65	0	\$323.77	0	\$387.86	0
HORA DE ESPERA	\$43.10	0	\$79.56	0	\$79.56	0

Costo Estimado: \$1,651.98

**Figure 17:** Part of the Cost Estimators for a Commercial Visitor

**Hotel Options (Cantidad Dias Included)**

Hotel	Room Type	Personas	Price	Numero
Premium Tower Suites	Regular	2	\$359.00	0
	Suite	2	\$447.00	0
	Premium	4	\$583.00	0
Inter-continental	Standard	-	\$130.00	0
	Deluxe	-	\$156.00	0
	Suite	-	\$195.00	0
Montañas Azules	Montañas Azules	-	\$799.00	0
	Superior	-	\$565.00	2
	Depto 3 amb	3	\$663.00	0
	Depto 2 amb	2	\$591.00	0
	Suite Ejecutiva	-	\$425.00	0
	Suite Ejecutiva	-	\$391.00	0
	Suite Ejecutiva	-	\$374.00	0
	Diván	-	\$94.00	0

Costo Estimado: \$2,260.00

**Figure 18:** Hotel Cost Estimators for a Commercial Visitor

**Pros**

- Highly interactive with the client – members of the tourist team will understand how the formulas work and have a better opportunity to change or enhance the program
- Easy to program; the team could finish the sheet in the given timeframe
- Drop-down boxes for transport and hotels give an added advantage to setting up the commercial visits

**Cons**

- Harder to transfer from form to form (requires copying and pasting values)

**Evaluation of Alternatives for Commercial Visit Coordination Process**

In evaluating the alternatives for the form conversion process, the team narrowed the possible alternatives down to two using the desired features defined earlier in the paper. After beginning to code the Excel Macro, the team noticed that the scope and complexity of the final program would take days to code. Producing a simple Excel sheet could achieve the same core functionality as the Macro while significantly reducing the implementation time. The team concluded that the benefit from the reduction in programming time far outweighed the slight loss in functionality, which is outlined by the table below.

**Table 3:** Metrics to Evaluate the Alternatives for the Commercial Visit Coordination Process

	Previously Used Methods (Handwritten, Manual Entering)	Excel Macro	Excel Sheet
Number of Variables Manually Entered	22	11	11
Time Elapsed from Form to Master List	15 Minutes	2 Minutes	4 Minutes
Steps Taken from Form to Master List	50+	10	20
Time Needed to Code	N.A.	40 Hours <sub>1</sub>	5 Hours
Internal Repair Probability	N.A.	5%	50%

To analyze the performance of the Excel Sheet solution, the Hospitality Coordinator was given a quick lesson on how to use it. Then, she was timed and observed to create the chart above. The Excel sheet method shows a clear advantage to the old method in every category. Some of the gains in performance metrics include 50 percent less variables to fill in and over 30 fewer steps overall.

### Final Recommendations

After evaluating multiple calendar systems and specialized reservation systems and measuring the systems that meet the most functions required by the client, it is recommended that Trivento invests in the Booqueo reservation system. Not only does this reservation system meet the system requirements of the primary and secondary stakeholders, it also provides the best cost-performance tradeoff. In order to fully integrate the Booqueo reservation system into the Trivento website, the Hospitality and Tourism Department in coordination with the Public Relations and Marketing Departments need to work with Inamika, the website provider, to update the company website. Furthermore, Booqueo can also easily be integrated into Trivento’s existing internal communication and calendar system, which is currently provided by Microsoft Outlook. Both the implementation and exit strategies are simple and low in cost (see Exhibit III and IV). Furthermore, the online reservation system is flexible enough to work within the slower, unscheduled pace of Argentine culture. In anticipation of spontaneous tour requests, the Hospitality and Tourism Department can set the maximum limit on the number of tourists per tour time to be less than the actual maximum, the way the restaurants can designate a few tables for walk-ins and disallow customers to reserve 100% of the tables available.

The best alternative to address the objective of increasing the efficiency of the commercial visit coordination process is to implement the Excel formula sheet rather than the Macro. With its ease of use and lack of needed training to implement, the Excel formula sheet decreases the number of steps that the Hospitality Coordinator needs to take from the visit form to the master list by approximately 30 steps, which is an improvement of 60%. Although the Excel Macro would improve the number of steps by 80%, the time needed to create the Excel Macro and train employees on how to use the Excel Macro far exceeds the time required to code the Excel sheet and create a manual. Therefore, the time-performance tradeoff between the Excel Macro and Excel Sheet suggests that the Excel Sheet is the preferred alternative for improving the efficiency of the commercial visit coordination process.



## Conclusion

Combining the implementation of the third-party online reservation system, Bookeo, and the Excel formula sheet for the coordination of commercial visits will:

- Increase the accessibility of tours
- Increase the ease and reliability of the reservation process for tourist
- Increase efficiency of both the commercial visit scheduling/coordination process and the recreational tourist reservation process for Trivento employees
- Decrease opportunity for human error

Reaching these objectives will not only enhance the recreational tourists' experience before the tours even begin, but also decrease the burden on the Hospitality and Tourism Department. Consequently, the final recommendation will enable the department to focus on long-term strategies to enhance wine tourism at Trivento and ultimately help the company generate brand value by offering visitors and tourists an unparalleled experience.

## Future Work

Once the online tour reservation system is fully implemented, the Hospitality and Tourism Department should experience the benefits of an efficient and automated reservation process, which will enable the department to focus on developing long-term strategies to expand the tourism area of business. Some recommendations in particular include:

- Building partnerships to enable group tours through Bookeo
- Expanding relationships with transportation services and more travel agencies
- Engaging in advanced Customer Relationship Management

As the Argentine wine tourism industry, grows over the next few years, building partnerships to further promote tours will be a critical part of Trivento's strategy. According to the Annual Statistics of Tourism, in the year 2010 alone, approximately 2.096.838 tourists visited the province of Mendoza. Of these tourists, 48,20% indicated that they were attracted by the Caminos del Vino, a large-scale partnership of wineries that promotes the Argentine wine industry and tourism. Trivento is already a member of the Bodegas de Argentina, an important association that helps it leverage partnerships with other wineries. Engaging in partnerships such as the Caminos del Vino will help Trivento promote its tours and ultimately increase brand awareness.

Other important relationships that will be essential for Trivento to establish in the near future will be with local transportation services and travel agencies. Many tourists rely on the concierge, travel agencies or even transportation services to make recommendations or to simply take them to any wineries with which they already have past relationships. Therefore, establishing relationships with these institutions will also help Trivento attract more tourists.

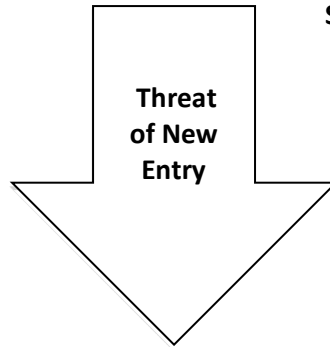
As Trivento continues to develop its tourism capabilities, it will also need to manage relationships with these tourists in order to generate brand loyalty. To do so, Trivento can use the CRM capabilities of the online reservation system, or invest in alternative CRM programs. The CRM program can be customized to be as simple or complex as necessary, from just recording the contact information of all tourists, or creating multiple email lists of tourists based on wine preferences, geographical location or other demographics. By keeping a record of the preferences of tourists, Trivento can pinpoint marketing and promotion materials to specific groups of tourists and help Trivento generate and maintain brand loyalty by actively managing a database of its tourists.

**EXHIBITS**

*Exhibit I: Porter’s Five Forces Indicates a Moderately Attractive but Competitive Wine Tourism Industry*

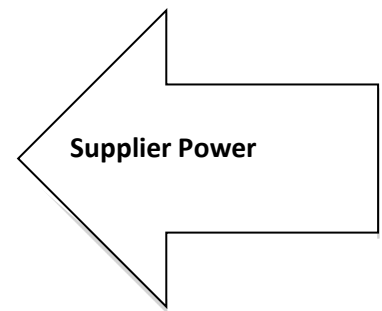
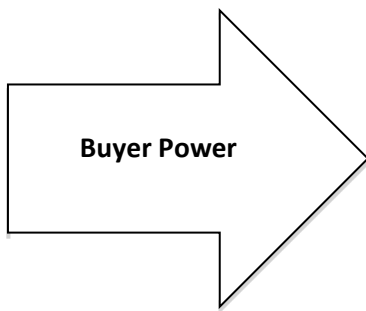
**Threat of New Entry – Moderate and Rising**

- High capital requirements, as wineries need to prepare facilities to receive tourists
- High power of incumbents especially from established relationships (ie. Travel agencies)
- Argentine tourism development and the wineries’ need to create differentiating experiences will attract new entrants



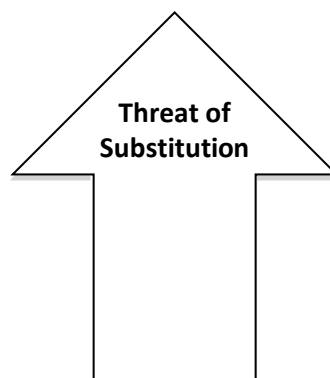
**Supplier Power – Moderate and Stagnant**

- Unionized labor
- Suppliers’ industries are less concentrated relative to the focus industry (both labor and suppliers of materials are needed to expand the tourism department)
- Unlikely for suppliers to integrate forward into the focus industry



**Buyer Power – Moderate and Rising**

- Buyers face cost pressures
- Numerous buyers in comparison to the number of wineries (not as concentrated)
- Revenue from tourism is not a large percentage of the focus industry’s sales
- Tours/experiences are very differentiated



**Threat of Substitution – Moderate and Rising**

- Many substitutes (ie. Touring olive orchards)
- Substitutes are generally attractive in price, but offers relatively the same performance/experience
- High switching costs for some tourist activities (ie. Hang gliding)
- As tourism expands in Argentina, threat of substitutes will increase



*Exhibit II: SWOT Analysis Indicates Many Strengths in Production but Opportunities to Further Develop Exist*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>1— Internationally distributed wines</li> <li>2— Beautiful, modern and well-kept facilities</li> <li>3— Good relationship with the community (i.e. support local artists)</li> <li>4— Active social media</li> <li>5— Supportive of employees and have a sense of social responsibility</li> <li>6— Large area of fields</li> <li>7— Capable of making extensive capital investments (i.e. new tanks and tanks of different types)</li> <li>8— Large functional marketing division</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>1— Very newly established hospitality/tourism division</li> <li>2— Few human resources devoted to giving tours, especially tours in foreign languages</li> <li>3— Quality assurance (i.e. wrong bottles in shipments)</li> <li>4— Extended order-to-shipment time</li> <li>5— Outdated information system</li> <li>6— Salary of employees lower than that given by competitors'</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>1— Creating a unique tour for Trivento and expanding the tourism department</li> <li>2— Increasing visibility online to increase accessibility to the tourism registration system</li> <li>3— Reorganizing human resources and re-evaluating the rewards system</li> <li>4— Improving the information system to better facilitate communication and share information among departments</li> <li>5— Building relationships with restaurants, olive orchards and cheese producers</li> <li>6— Adding amenities to the facilities (i.e. café/restaurant, gift shop)</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>1— Surrounding wineries already have established tours</li> <li>2— Development of other new types of varietals</li> <li>3— Boutique wineries providing visitors with a more unique experience</li> </ul>

### *Exhibit III: Recreational Tourist Reservation Process—Bookeo*

#### Implementation

##### Technical:

As far as the technical implementation of the Bookeo system to the website, the process will not take many steps. Bookeo provides a simple code to paste into the html of the current Trivento website. The team suggests contacting Inamika Interactive, the website providers, and explaining to them where the Bookeo code should go. Inamika can satisfy all needs concerning integration into the Trivento website. The team assembled the Bookeo system in such a way that it should fit in well with the rest of the Trivento website, but the hospitality team can make any changes necessary even after the system is fully functional.

##### Employee Usage:

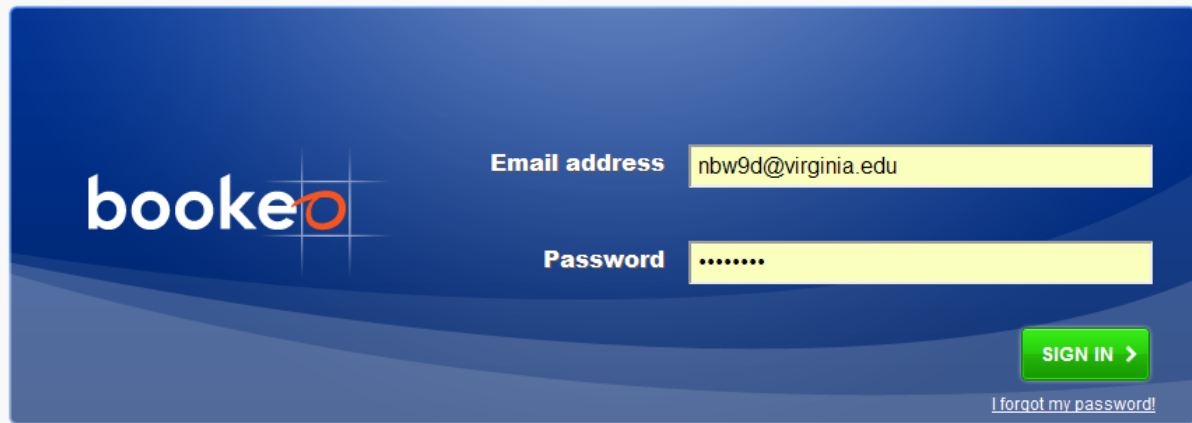
The consulting team has given the client login information to the online reservation system to familiarize with the features. However, the client is currently using a one-month long free trial of Bookeo. If the client wishes to continue using Bookeo, the client will need to make a payment for future usage before the end of the trial period and update all usernames and passwords.

After implementation of the full version of Bookeo, some employee training will be necessary to understand and utilize the functionality of the Bookeo site. Although Bookeo provides several user manuals and troubleshooting tips, employees will still need some coaching while adapting an entirely new system. The team suggests a single member of the Hospitality and Tourism Department to be the point of contact regarding the Bookeo system, perhaps the Hospitality Coordinator. The system is set up to send emails out to the appropriate people when visits are scheduled, but the point of contact should know how to change and amend these settings. Cleaning service staff and security guards will need some understanding of how the Bookeo system interacts with their own Outlook calendars, so they can be ready when visits or tours are scheduled.

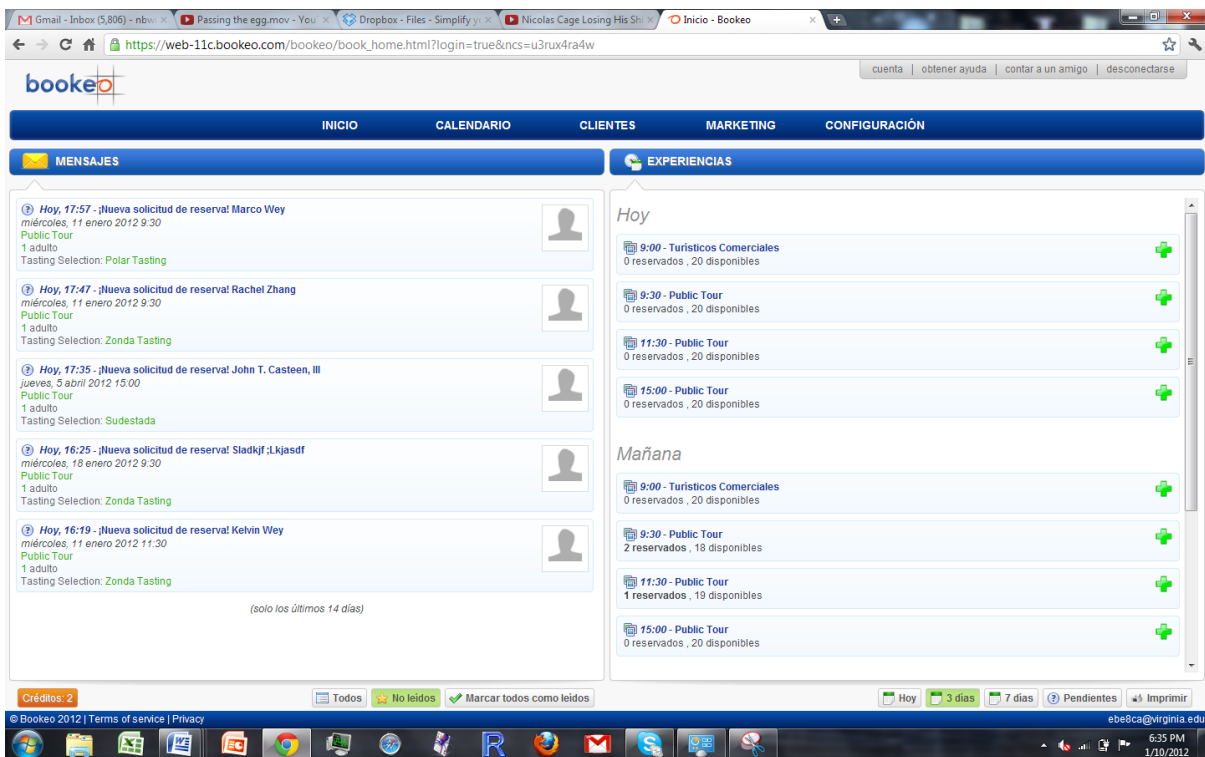
#### Use/Instructions

Bookeo provides an immediate improvement to the current recreational tourist reservation process. The users should have no trouble understanding how to read the calendar and reserve time slots. The stakeholders who are most important to the continued functionality of the Bookeo site are the Hospitality and Tourism Department employees. The next few paragraphs will show examples of the site's capabilities.

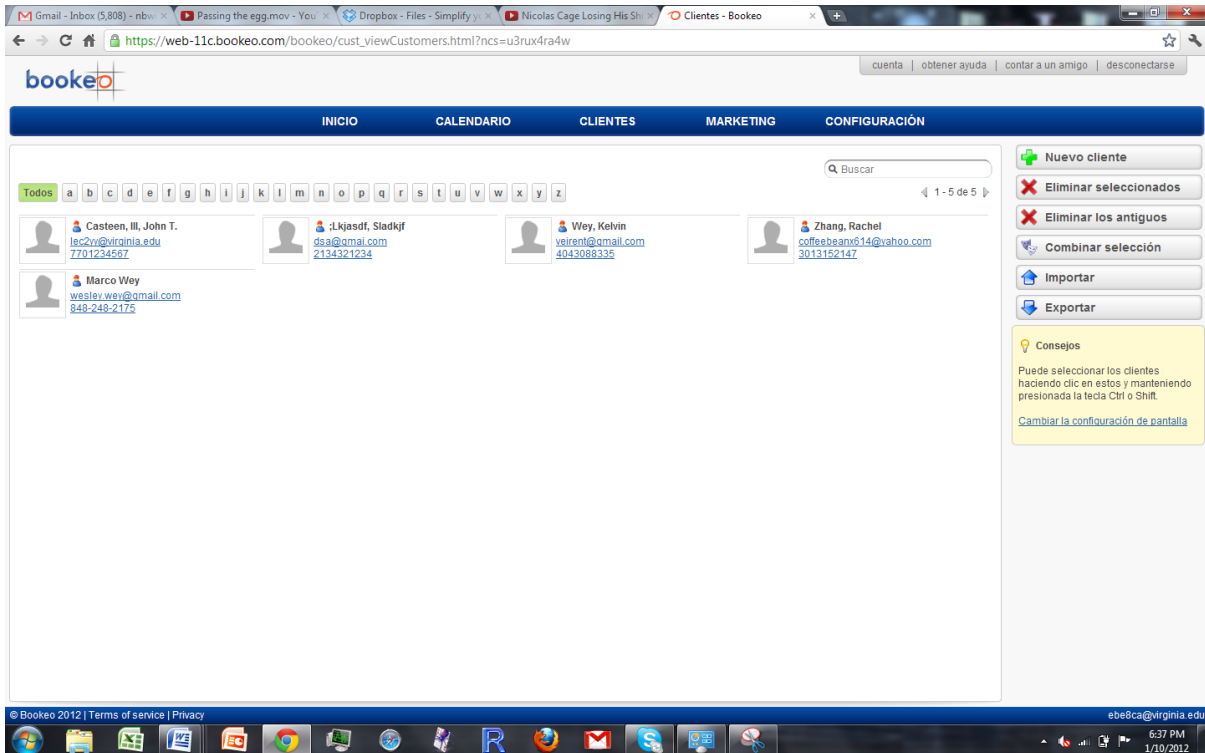
Below is the first form the employees of Trivento will see when signing into the administrative website of Bookeo. Note: Employees' Outlook calendars will also be up to date with the Bookeo calendar, so a worker like a security guard would never have to sign into this website. Users will be designated as administrators with certain capabilities; the hospitality team will determine these distinctions.



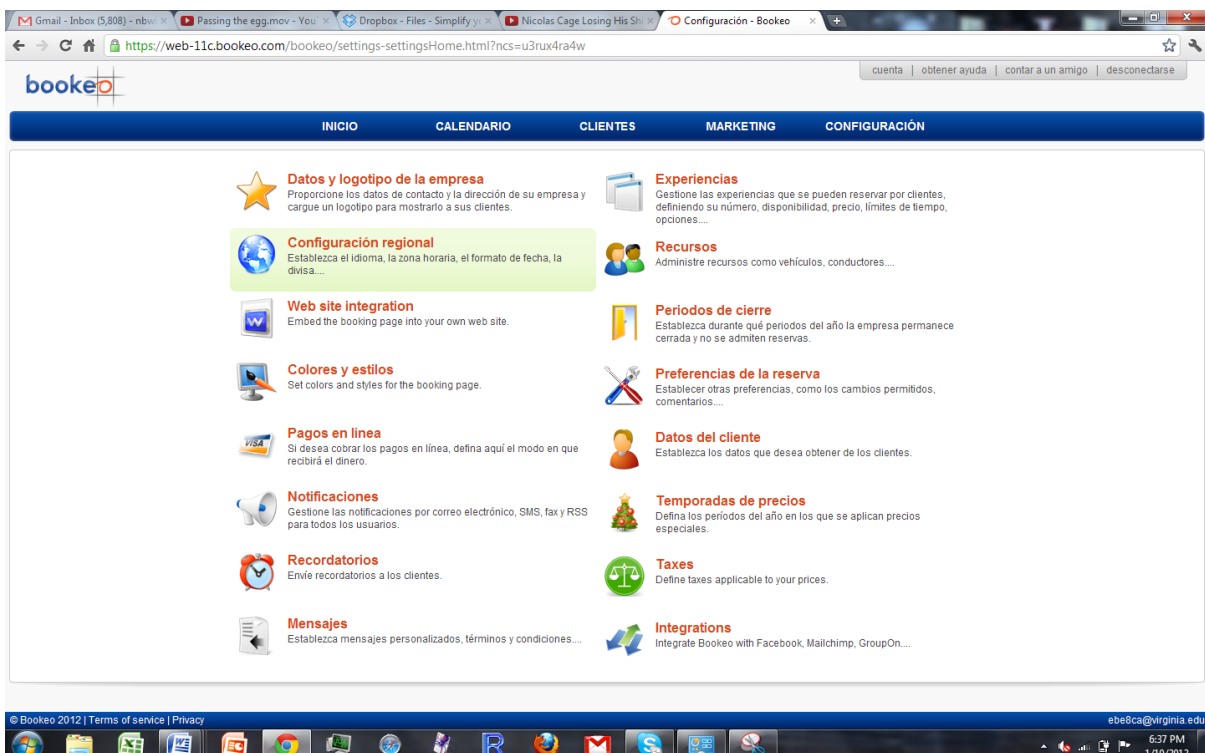
The home page of the Bookeo administrator website is below. On one side is messages – these remind the administrator about booking, requests and cancellations. On the right is a quick summary of the upcoming schedule and availability.



Bookeo gives the hospitality team a method of tracking their past customers. The Clientes tab shows all of the customers in the database. This functionality is completely new for Trivento. Below is an example with the fake customers we have entered thus far. From the Clientes tab, the hospitality team can contact their previous customers or groups of previous customers.

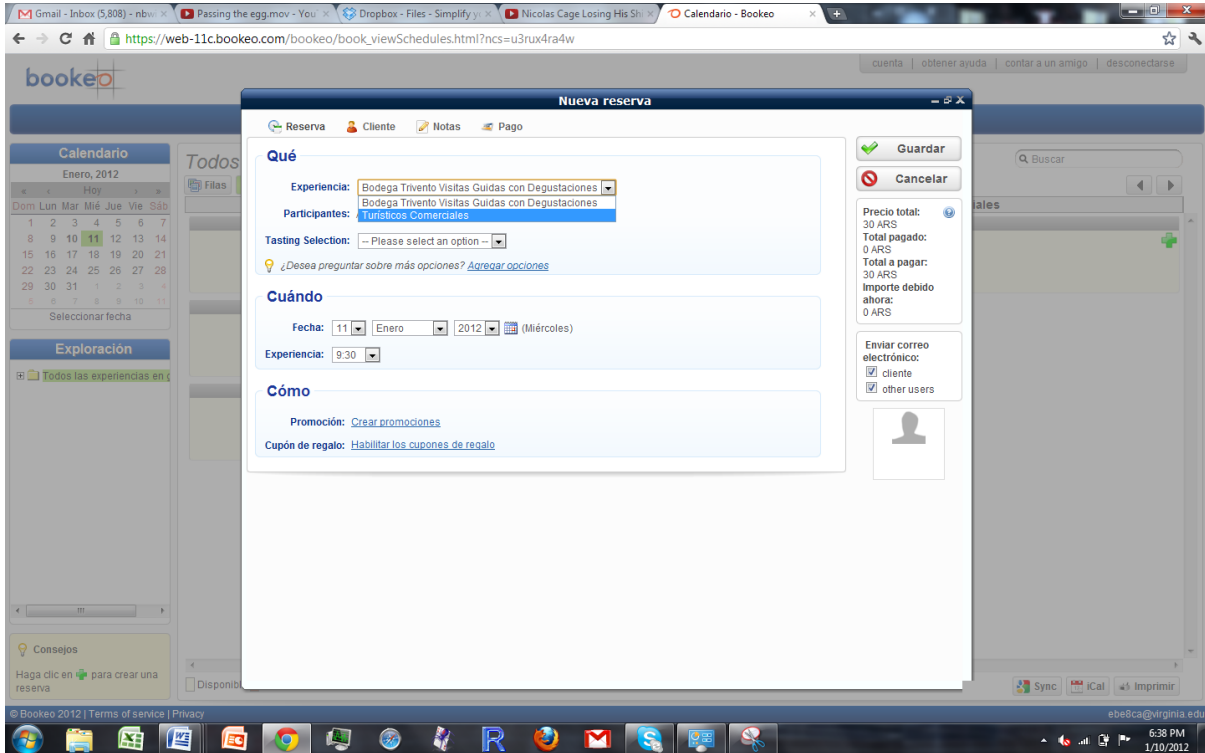


The Configuración tab is where the hospitality team will come to make changes to the website. If Trivento would like to start adding a new type of tour, this tab is where these settings can be changed. The large amount of customizability stemming from this page is beyond the scope of this document. The team suggests Trivento employees use the help features in Bookeo to aid their navigation of this page.



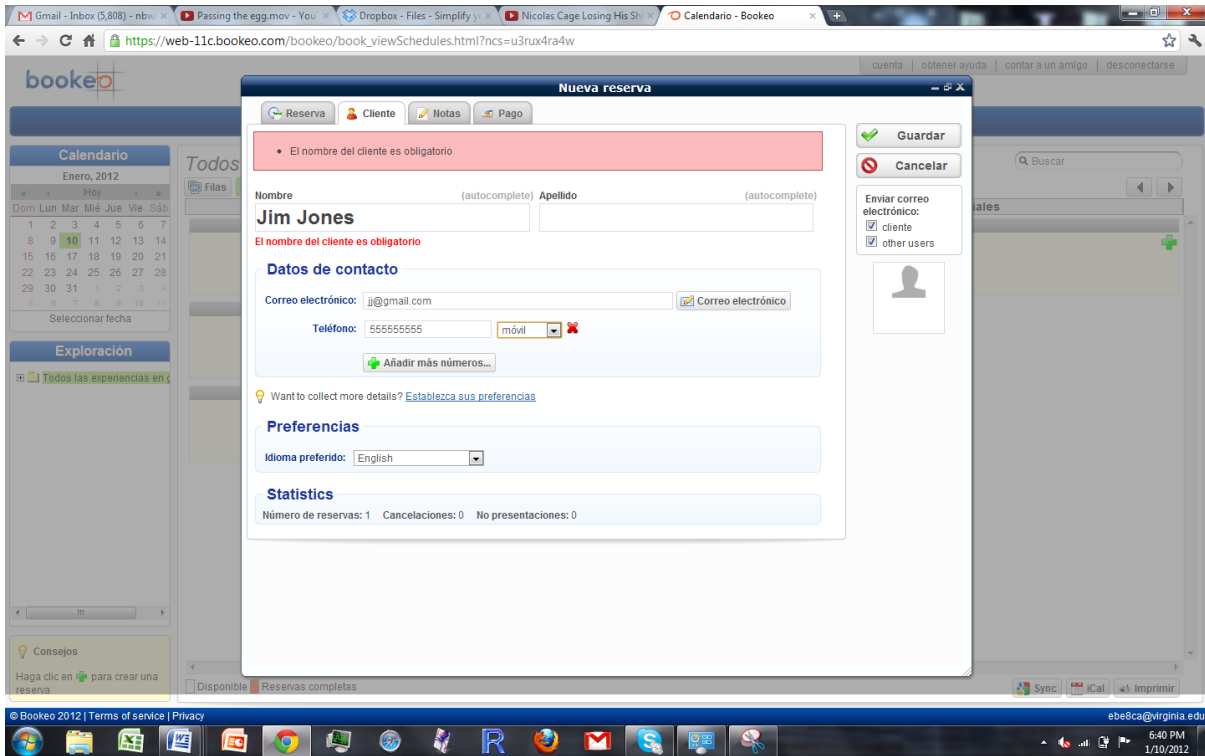
Finally, it is necessary to demonstrate how the Hospitality Coordinator will block out times on the schedule. Some instances when she would need to do this include when a tourist calls in by phone, when a tourist sends an email or when a form is received regarding a commercial visit.

If a commercial visitor form comes into the Hospitality and Tourism Department, the first step is to open up the Calendario tab. Next to each day a plus sign will pull up the screen below.

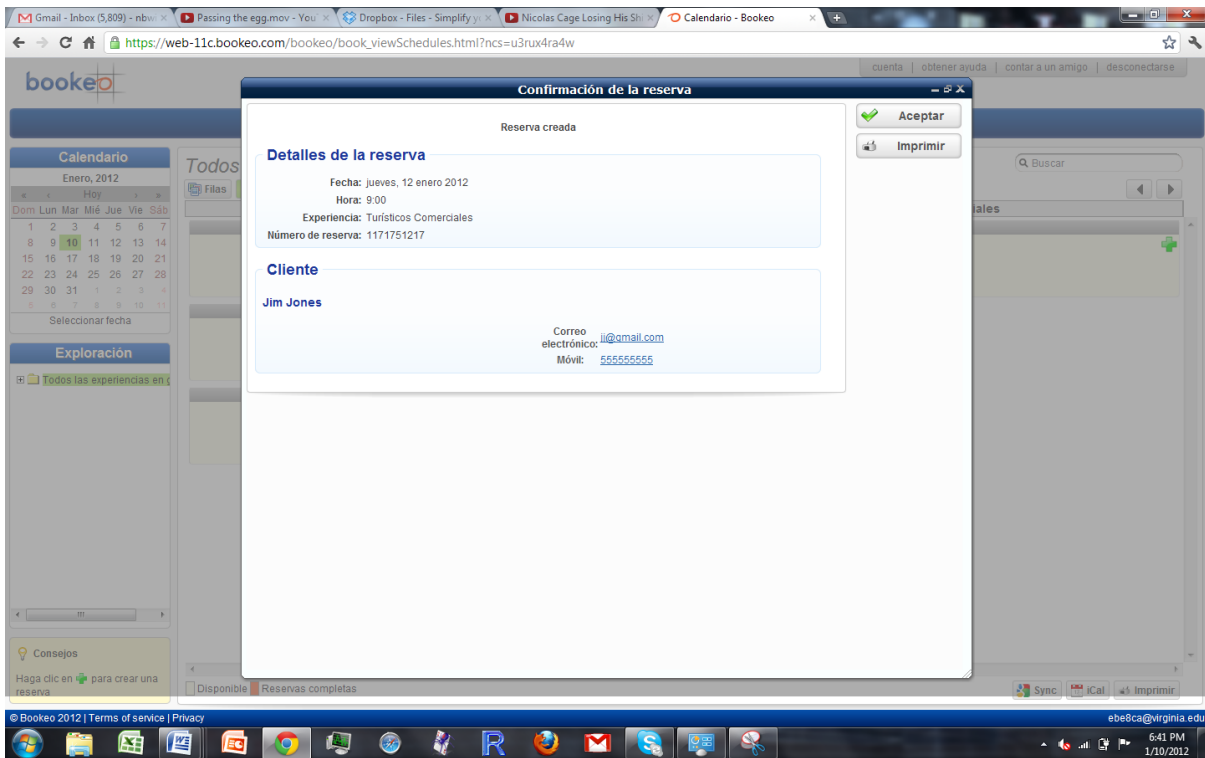




The coordinator selects the type of tour in the window above and then enters information about the customer in the Cliente window shown below.



Finally the reservation confirmation is below.



**Exhibit IV: Commercial Visit Coordination Process—Excel Formula Sheet**

**Implementation**

The Excel Formula Sheet has a fairly easy implementation process. All formulas and drop-down boxes were made organically in Excel. First the client must be educated on the methods the Excel Sheet uses. By familiarizing the client with the Excel functions used, she will have a better chance of using it correctly and a better chance of fixing any bugs. The Excel Sheet was in template form when turned over to the client; a previously used form was mocked up to include the functionality we needed. The method for implementation is that when new forms come into the client, she simply copies and pastes the designated area onto the new form in the same exact cell. This way the formulas fill in the desired information from the new sheet.

**Use/Instructions**

Template sheet shown highlighted as the client would do

X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN
Rva n°	Descripcion visitantes	Clasif.	Motivo	Pais	Pers.	Q Dias	Solicita	Enólogo	Mes	Día	nro salida	Traslados	Hotel	Comidas	Rega	
0	Valerie Kuijper	A	C	UK	2	2	Roberto Catalani	0				\$71.83	\$0.00			

The hospitality and tourism coordinator would then right-click and copy, open the new form she would like to perform the operations on, and paste with the top left corner in cell X1. The cells shown above would then populate with new information.

The second step of the process regards selecting transportation and hotel options. The client expressed interest in streamlining the car and hotel selection process. The two menus below allow the client to easily view all travel and hotel options in one place. The drop-down boxes real-time update the estimated costs associated with those choices. So based on the commercial visitor, the hospitality and tourism coordinator can select different car and hotel options to stay within that visitor’s allotted budget.

Traslado Options (IVA Included)

A-DE	Auto	Numero	Van 15	Numero	Van 19	Numero
AEP-HTL CENTRO	\$71.83	0	\$215.48	0	\$258.57	0
AEP-HTL CHACRAS	\$137.02	0	\$359.13	0	\$416.59	0
HTL-VALLE DE UCO X TRAMO	\$430.95	0	\$861.90	0	\$1,034.28	0
HTL-VALLE DE UCO X EL DÍA (CON ESPERA)	\$790.08	1	\$976.82	0	\$1,120.47	0
HTL- POTRERILLOS C/ ESPERA FULL DAY	\$574.60	0	\$833.17	0	\$976.82	0
HTL-RESTAURANTE CENTRO IN/OUT	\$186.75	0	\$430.95	2	\$517.14	0
HTL-RESTAURANTE CHACRAS IN/OUT	\$272.94	0	\$574.60	0	\$632.06	0
HTL-RESTAURANTE LUJÁN IN/OUT	\$373.49	0	\$632.06	0	\$718.25	0
MEDIO DIA EN BODEGA (4 horas)	\$416.59	0	\$474.05	0	\$560.24	0
FULL DAY EN BODEGA C/ALM (6 A 8 hs)	\$574.60	0	\$833.17	0	\$1,034.28	0
CITY TOUR SIN GUIA	\$258.57	0	\$416.59	0	\$502.78	0
ALTA MONTAÑA SIN GUIA	\$948.09	0	\$1,264.12	0	\$1,580.15	0
AEP-TRIVENTO	\$172.38	0	\$359.13	0	\$430.95	0
HTL - TRIVENTO	\$143.65	0	\$323.77	0	\$387.86	0
HORA DE ESPERA	\$43.10	0	\$79.56	0	\$79.56	0

Costo Estimado: \$1,651.98

Hotel Options (Cantidad Dias Included)

Hotel	Room Type	Personas	Price	Numero
Premium Tower Suites	Regular	2	\$359.00	0
	Suite	2	\$447.00	0
	Premium	4	\$583.00	0
Inter-continental	Standard	-	\$130.00	0
	Deluxe	-	\$156.00	0
	Suite	-	\$195.00	0
Montañas Azules	Montañas Azules	-	\$799.00	0
	Superior	-	\$565.00	2
	Depto 3 amb	3	\$663.00	0
	Depto 2 amb	2	\$591.00	0
	Suite Ejecutiva	-	\$425.00	0
Suite Ejecutiva	-	\$391.00	0	
Suite Ejecutiva	-	\$374.00	0	
Diván	-	\$94.00	0	0

Costo Estimado: \$2,260.00

The screenshot below shows the two cost estimates for transportation and hotel cost. These calculations take into account the time of stay and the price of the rooms/cars.

AK	AL	C
Traslados	Hotel	
\$1,795.63	\$2,332.00	