

- Segmented two-dimensional segmentation into three distinct client populations:
- Package (248): Programs with fee income < \$12,000 and total complexity score < 300
 - Choice (476): Programs with fee income < \$80,000 and total complexity score < 2,000 (below average)
 - Custom (363): All other programs

857 programs (78%) change segment when compared to original SS/MS analysis

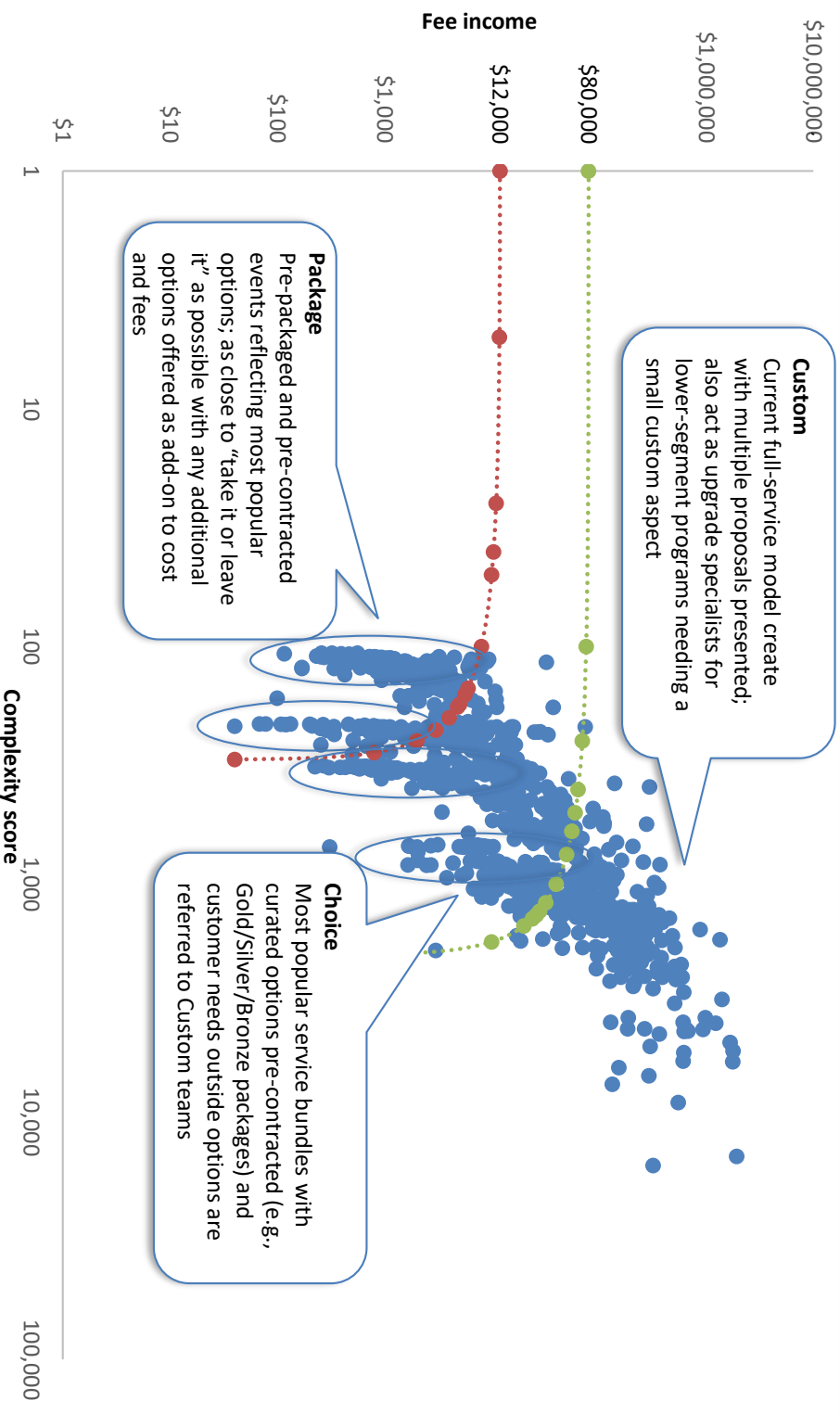
	Package	Choice	Custom	Total
FS	148	119	41	308
MS	28	117	65	210
SS	72	240	257	569
Total	248	476	363	1,087

Segmenting clients is necessary but not sufficient

Not aligning service offerings to segments risks training Guest Services to act like Full Service Managers across a limited set of services, which provides a labor cost arbitrage but does not reduce overall labor hours

The graph suggests that there are areas where services are similar across programs. Detailed analysis on program features and popularity can be done with a goal of creating limited choice options for lower fee income-segments which should

- Reducing customization costs to ensure margins are met
- Shorten the training needed to bring service staff up to speed
- Better align services to client expectations and improve client satisfaction
- Define an “upgrade” path for clients to increase custom services



Source: Team analysis