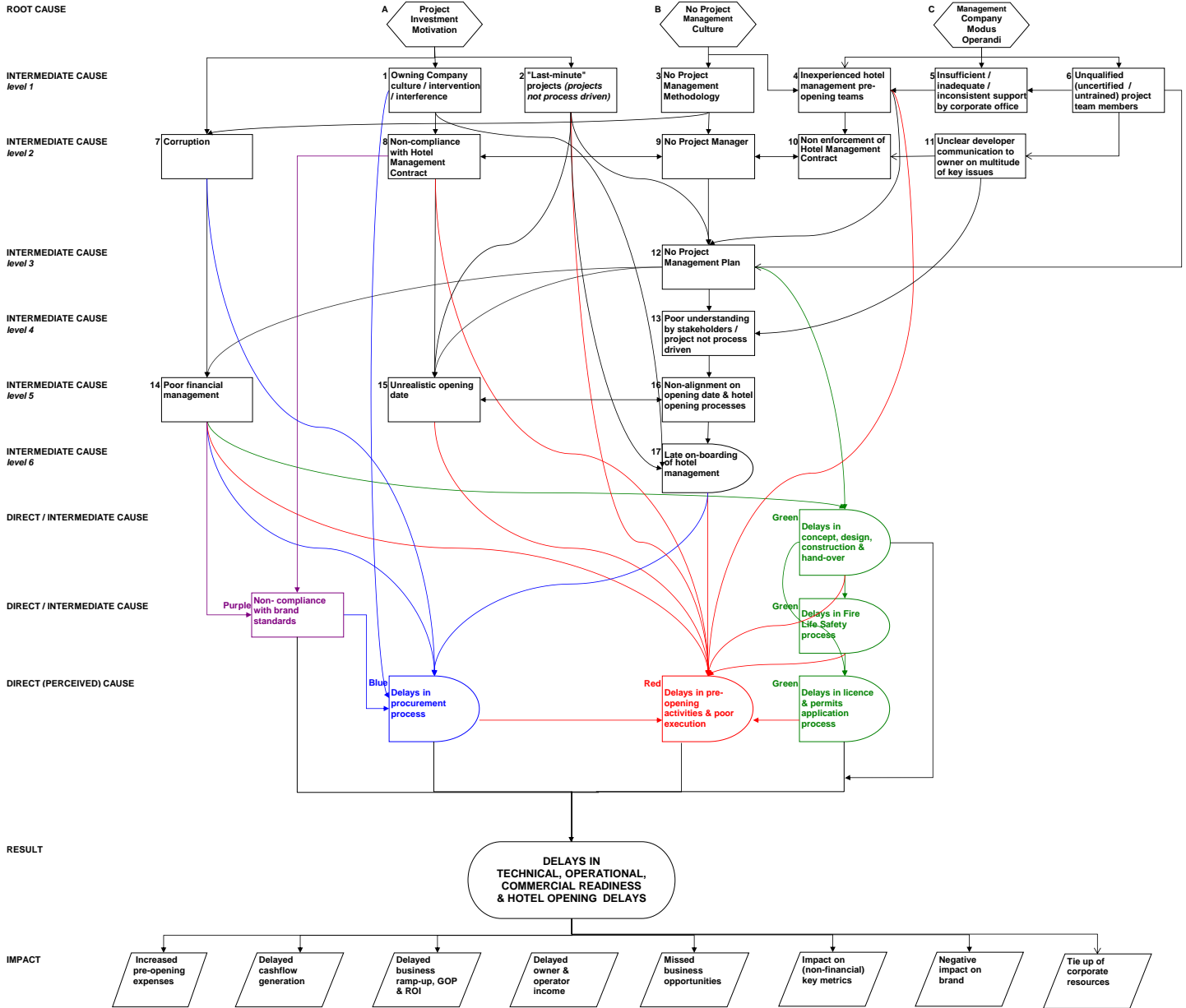
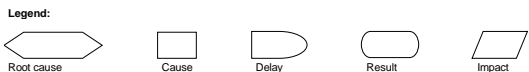


ROOT CAUSE ANALYSIS & CAUSAL CHAIN FOR NEW HOTEL OPENING DELAYS



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Direct (perceived) causes:

- Red arrow: Causes leading to delays in pre-opening activities.
- Blue arrow: Causes leading to delays in procurement process.
- Green arrow: Causes leading to delays in construction & hand-over, Fire Life Safety process and license application process.
- Purple arrow: Causes leading to non-compliance with brand standards.