



How a Global Hospitality Enterprise Transformed Learning Operations Across Three Continents

A global hospitality training organization transformed from firefighting chaos to strategic clarity by partnering with Analytic Vizion to implement a unified project management system that prioritized people and process alignment across three continents.

“One of the leaders told us they were spending about 80% of their week just trying to get a status on training projects across disconnected tools, with no unifying layer to see what was really going on, and you can imagine the chaos of that experience. Being able to provide clarity meant I could tell a human being, ‘This is what’s expected of you,’ and that is so freeing for those individuals to know, this is my next step, this is what I need to do.”

COLIN DUNLOP

Solution Leader, Analytic Vizion

THE CHALLENGE

A global hospitality organization's internal training function served thousands of employees across three continents, from front-desk staff to property owners. But senior leaders were drowning in administrative firefighting rather than strategic work.

Critical challenges included:

- Senior leaders spent up to 80% of weekly time chasing project status updates
- Teams across continents struggled with incompatible time zones and disconnected communication
- Fragmented tools created no enterprise-wide visibility into project status
- No performance metrics existed, leaders couldn't answer basic questions about timelines or bottlenecks
- Role confusion left team members unable to articulate what their positions actually entailed

TOOLS & TECHNOLOGY

Smartsheet: Unified project management platform used for lifecycle tracking, workflow automation, data capture, and role-based visibility across global teams.



OUR APPROACH

Analytic Vizion started by listening, not leading with a tool. The team interviewed about 40 stakeholders across the globe, to understand how work really flowed, where people felt disconnected from the broader organization, and how expectations and reality had diverged.

From there, the team focused on a few critical moves that would set the foundation for change:

- **Clarified key roles**, including learning business partners, so individuals knew what was expected of them
- **Mapped the end-to-end learning process** from request intake through design, development, deployment, and measurement
- **Designed the Smartsheet solution only after people and process were clear**, ensuring the platform supported how the team needed to work

What began as a request for a “system” became a people-first redesign of how the global learning team operated.

THE RESULTS

In a single program of work, the team moved from firefighting and heroics to a more connected, measurable, and trusted learning function.

- Clear roles and expectations for key positions, including learning business partners, so individuals knew how to contribute and how to say no
- **A unified tracking system** that followed each learning request from intake through measurement, rebuilding trust with stakeholders who now had visibility into where their requests stood
- Leaders who had previously spent most of their week chasing status updates could see progress at a glance and reallocate their time toward strategic work
- New fields and captured dates to measure cycle times and identify bottlenecks, enabling continuous improvement instead of guesswork