

From Stage-Gate to Agile Product Development: The Case of Hotelbeds in the Tourism Sector

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Cite as:

Llorente Marco Alejandro, Campos-Blázquez Juan Ramón, Celemín-Pedroche Maria Soledad (2021), From Stage-Gate to Agile Product Development: The Case of Hotelbeds in the Tourism Sector. *Proceedings of the European Marketing Academy*, 50th, (93972)

Paper from the 50th Annual EMAC Conference, Madrid, May 25-28, 2021



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Abstract

Surviving in an industry as dynamic and competitive as tourism, especially hit by the COVID-19 pandemic, requires the ability to successfully deliver new products and services to respond quickly to new customer needs. In this context, the consideration to adopt agile methodologies should be a must for any firm. Our findings from a single case study of the world's leading bedbank – Hotelbeds (Spain) – shows how the firm is applying Agile's core ideas to new product development and managing business operations. Its progressive adoption of agility has resulted in its decision to withdraw project management and organize around products geared towards customer needs. We present a five-step approach to take into account in an iterative agile product development journey.

Keywords: *Agile adoption; Agile product development; Tourism industry*

Track: Innovation Management & New Product Development