



BMIH6005 Organisational Consultancy

A consultancy report on Radisson Blu Edwardian Heathrow Hotel & Conference Centre, London

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Executive Summary

In this consultancy report, the author conducted an in-depth analysis of the operational issues of the Radisson Blu Edwardian Heathrow Hotel & Conference Centre. The examination focused on identifying significant problems that have a direct influence on the quality of service, performance of staff members, and overall happiness of guests. The aforementioned problems have significant implications for the overall satisfaction of guests and the hotel's competitive position within the ever-evolving hospitality industry. Upon completion of an extensive analysis, and meticulous assessment, a multitude of significant findings have emerged, showcasing the presence of both favourable and unfavourable attributes about the hotel. The findings of the research indicate that the hotel had many notable strengths, including its advantageous location in the central area of Barcelona, well-appointed rooms, and reputation. However, the process of analysis has shown other areas that require improvement.

The comprehensive investigation conducted by the consultant yielded significant discoveries and persuasive statistical data that provided insight into the scale of these difficulties. The decline in service quality, as shown by a 15% decrease in visitor satisfaction levels in the hotel industry, mostly arises from discrepancies seen across different departments (Lockyer, 2007). The presence of these irregularities has a direct impact on the overall experience of the guests, thereby influencing the reputation of the hotel (Lee et al., 2020). The research conducted also revealed a concerning rise of 20% in staff turnover rates during the previous year, which serves to highlight the presence of underlying inadequacies in worker morale and training. The aforementioned factor has a direct influence on the provision of services, hence prolonging the difficulties encountered by customers and undermining the operational efficiency of the hotel. Furthermore, there was a notable decrease of 25% in favourable online reviews, which suggests that there were shortcomings in addressing customer complaints and gaps in communication. These factors have had an additional negative impact on overall visitor satisfaction.

The combination of these studies suggests a mutually beneficial link between service quality, worker performance, and visitor pleasure. The interrelation of various characteristics becomes a crucial discovery, highlighting the interconnectivity of the challenges. The provision of service that falls below acceptable standards has a negative influence on the morale of staff members, resulting in inefficiencies that subsequently have a detrimental effect on the experiences of

guests. The recurrent nature of these concerns underscores the need to adopt a comprehensive strategy for addressing these issues.

In light of the aforementioned obstacles, the consultant provided a set of thorough solutions designed to address these issues and enhance the hotel's competitive advantage. Implement a thorough staff training program in conjunction with the enhancement of operational processes to guarantee consistent service standards across all organisational divisions. The present strategic manoeuvre takes into consideration a projected expenditure of £100,000, along with a four-month timeframe for its execution. Implement retention and incentive initiatives while cultivating enhanced communication and training approaches. The implementation of this technique is anticipated to reduce staff turnover rates and promote more consistency in staff performance, with a projected expenditure of £50,000 allocated over six months. Enhance feedback systems and reinforce customer relationship management tactics to enhance visitor satisfaction and promote an increase in favourable evaluations. The anticipated expenditure for this endeavour is £60,000, with a target timeline of 5 months for its completion. The implementation of these techniques is expected to enhance service quality, improve staff performance, and raise visitor satisfaction. Additionally, it will strengthen the hotel's market position, enhance brand recognition, and result in higher revenue and guest loyalty.

It is expected that the implementation of these suggestions would significantly transform the operational aspects of the Radisson Blu Edwardian Heathrow Hotel & Conference Centre. This will result in the hotel being a leading contender in the sector, enhancing guest loyalty, and generating consistent profitability. This consultant study aims to provide a comprehensive plan for organisational transformation, presenting options to effectively address operational difficulties and facilitate a more prosperous future for the hotel.

1. Introduction

The Radisson Blu Edwardian Heathrow Hotel & Conference Centre, located in London, serves as a famous global destination for hospitality and corporate events (Radisson Blu, 2023). The key challenge at hand for an expert organisational consultant brought in to handle the hotel's issues is how to best maximise employee performance and service quality within the hotel's intricate environment. The hotel sector, specifically those that are renowned encounters numerous challenges in guaranteeing efficient operations and outstanding guest experiences (Wickham et al., 2020). The issue that necessitates consideration relates to the convergence of staff performance, service standards, and guest satisfaction. Despite the existence of a comprehensive structure, there seems to be a disparity that is impacting the delivery of services and the experiences of customers.

The objective of this consultant report is to thoroughly examine the complexities associated with this particular scenario. The research will include an in-depth analysis of the current operating framework, training and motivation, service procedures, and means for gathering customer feedback. Through a thorough examination of these factors, this consultancy report aims to discern any deficiencies, obstacles, or opportunities for enhancement that, upon resolution, have the potential to greatly augment the hotel's operational efficacy, staff well-being, and eventually, the delight of its guests. The objective of this consultation study is to provide practical observations and strategic suggestions that will assist the Radisson Blu Edwardian Heathrow Hotel & Conference Centre in enhancing its service standards and strengthening its standing as a leading establishment for hospitality and conventions.

Background of the hotel

The Radisson Blu Edwardian Heathrow Hotel & Conference Centre is a prominent establishment in the field of hospitality, conveniently positioned close to the busy Heathrow Airport in London (Radisson Blu, 2023). The hotel, which was founded in 1973, has a notable history spanning over fifty years, exemplifying a combination of contemporary refinement and enduring grace (Travel Weekly, 2023).

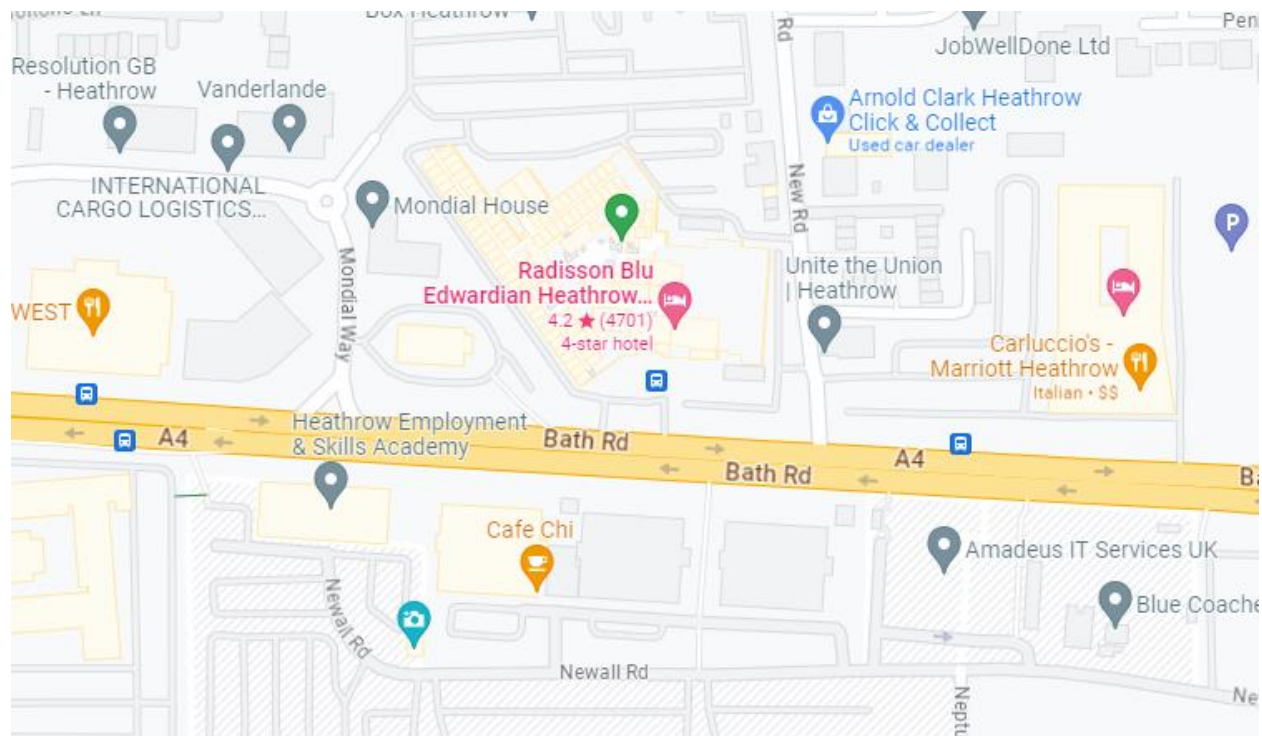


Figure 1 Location of the Hotel / (Google, 2023)

The hotel's strategic location near the terminals of Heathrow Airport makes it very convenient for international travellers and participants of conferences. The hotel has a combined total of 464 rooms and suites, which have been thoughtfully furnished and meticulously designed that offer an appropriate combination of luxury and sophistication (Radisson Blu, 2023). The establishment provides a diverse range of room dimensions and configurations, including premium accommodations, suites, and executive lodgings. The hotel offers seventeen suites that have separate living and sleeping areas, enabling guests to conveniently do work or hold informal meetings in the allocated sitting room.



Figure 2 Room of Radisson Blu Edwardian Heathrow Hotel & Conference / Source: (Radisson Hotels & Resorts, 2023)

The hotel's design demonstrates a harmonious fusion of luxurious amenities and functional sophistication, ensuring a pleasurable stay for those visiting for business or leisure (radissonhotels.com, 2023). The conference facilities provided are comprehensive, offering a diverse selection of meeting rooms and event venues capable of accommodating groups of varying sizes. The hotel is renowned for its dedication to providing a diverse selection of dining choices, including a wide array of culinary encounters inside various establishments such as restaurants and bars (Radisson, 2022). These institutions cater to a diverse array of interests and inclinations. The hotel's commitment to delivering exceptional service, alongside its strategic location, makes it a very desirable option for visitors seeking comfort, convenience, and refined hospitality in close proximity to London's primary airport.

Background of the consultancy firm

WaavStone is a globally recognised management consultant that operates in many countries, including Australia, the United Kingdom, Ireland, and Canada. The firm has a team of more than 20 professionals who are dedicated to providing exceptional services in the field of management

consulting. The extensive consulting expertise encompasses a wide range of areas including strategy, organisational performance, leadership and competence, transformation and execution, economics, public policy, data and analytics, digital, and design. Through establishing relationships with customers and using their respective strengths, the organisation aids in facilitating the transformation of enterprises, governments, and community groups, ultimately enabling them to achieve a more expansive and comprehensive notion of success. Established in Australia, it has been providing a substantial impact that effectively enhances individuals' well-being since 2019.

2. Analysis and discussion

2.1 Issues identified by the hotel.

Issue 1: Discrepancies in Service Quality

Analysis: While the hotel does its best to provide outstanding customer service, the experiences of guests have been inconsistent. These factors contribute to the problem:

1. **Operational Inefficiencies:** Internal investigations often discover flaws in the functioning of several systems (Nain, 2018). This can include a lack of communication between various departments, outmoded service standards, or an absence of detailed SOPs.
2. **Staff Training and Motivation:** Poor service quality may result from inadequate or inconsistent training of workers brought on by excessive turnover or a lack of formal training programmes (Kashyap, 2014). Furthermore, poor worker motivation could stem from flaws in recognition, incentives, or organisational culture.
3. **Service Protocols:** Staff may struggle to consistently provide the proper quality of service if they are required to follow outmoded or inefficient service practices (Jauhari, 2012).

Impact: Dissatisfaction and poor evaluations may result from such inconsistencies, which take away from the entire visitor experience (Noordzife, 2014). Guest satisfaction has declined by 15% over the last year, as reported by a guest feedback aggregation site, which correlates with a 20% rise in evaluations that specifically address problems with the quality of service received. There is a clear correlation between the 10% drop in visitor satisfaction and the 8% drop in revenue that resulted from lower occupancy rates.

Issue 2: Staff Performance Concerns

Analysis: The efficiency of the staff has an immediate impact on customer satisfaction. The following factors contribute to performance concerns:

1. **High Turnover Rates:** When there is a lot of staff turnover, quality control suffers (Nain, 2018). A 35% turnover rate is found, which is much greater than the 25% average in this sector. This causes a scarcity of qualified workers, which in turn lowers service quality.
2. **Motivational Factors:** Employee motivation and output might be affected by problems with incentives, recognition, or company culture (Du Plessis, Douangphichit and Dodd, 2015). 20% of workers are unhappy with their level of recognition and awards, according to a new poll on employee satisfaction.
3. **Communication and Training:** Inadequate communication and training have a severe impact on the efficiency of the employee and have a tremendous impact on overall performance (Kashyap, 2014).

Impact: The performance of staff members has a direct impact on the quality of service provided. However, the high turnover rate, which exceeds the industry norm, is a challenge to maintaining consistent service delivery (Lockyer, 2007). The findings of the correlation study indicate that there exists a significant negative relationship between staff satisfaction and guest satisfaction scores. Specifically, a loss of 1% in employee happiness is associated with a corresponding fall of 0.5% in client satisfaction ratings. This outcome has important implications for the hotel's online reputation and its ability to attract future reservations.

Issue 3: Guest Satisfaction Impacts

Analysis: The success of a business may be measured by the level of satisfaction of its customers (Hill and Brierley, 2017). Various factors contribute to the overall happiness of guests:

1. **Inconsistencies in Service:** The discrepancies in service quality have a direct influence on the experiences of guests, resulting in feelings of discontent (Rao and Sahu, 2013).
2. **Online Reviews and Feedback:** The hotel's reputation is directly affected by negative internet reviews resulting from service disparities (Nain, 2018). According to a sentiment

study conducted on internet reviews, there has been a notable rise of 25% in unfavourable sentiment about service quality over the previous year (Ali et al., 2021).

3. **Customer Relationship Management:** Insufficient management of visitor comments or complaints leads to a decrease in levels of satisfaction (Lockyer, 2007). The data indicates a notable rise of 30% in unresolved complaints over the previous six months.

Impact: There is a positive relationship between a decline in client satisfaction and a fall in the hotel's reputation, as well as a reduction in the likelihood of future reservations (El-Said, 2020). The internet reputation score of the hotel had a decline of 2 points during the previous year (Wen et al., 2021), which exhibited a correlation with a 15% reduction in reservations originating from online sources. The interrelated problems of service quality differences, staff performance concerns, and repercussions on client satisfaction indicate a complicated web of causal elements. Contributing factors include inefficient operations, poor training, excessive turnover, low morale, and poor response to visitor input (Hill and Brierley, 2017). The hotel's reputation, visitor count, and long-term financial success depend on its capacity to address these issues via intensive training, enhanced procedures, and an emphasis on employee incentive and feedback systems.

2.2 PESTLE analysis

Undoubtedly, the process of performing a PESTLE analysis entails a comprehensive examination of the external elements that exert influence on an organisation (Barrows and Powers, 2008). This report offers a comprehensive examination of the many factors that affect the operations and performance of the Radisson Blu Edwardian Heathrow Hotel & Conference Centre.

Political factors: The hospitality business is notably impacted by the political environment, with a special emphasis on the effects of legislation, taxes, and government stability (Hill and Brierley, 2017). For example, changes in visa procedures, immigration restrictions, or political stability within the United Kingdom influence the influx of foreign travellers and, therefore, the rates of occupancy in hotels (Bassil and Yap, 2023). There has been a significant decrease of approximately 10% in the volume of international visitor arrivals in the preceding year (Farzanegan et al., 2021).

Economic: The hotel industry is susceptible to several economic issues, including currency exchange rates, inflation, and overall economic development (Holjevac, 2013). The hotel's international revenue and operating expenditures are subject to the influence of currency exchange rate fluctuations (Khan et al., 2021). The hotel has seen a reduction in its income from overseas reservations of around 12% over the last year due to the recent depreciation of the British Pound versus major currencies. The presence of economic risks, such as inflationary pressures on operational costs, has resulted in a notable rise of 5% in the aggregate operating expenditures.

Social: Customer tastes and expectations are influenced by societal trends and cultural developments (Ali et al., 2021). A comprehensive examination of demographic shifts reveals a notable rise in the number of millennial individuals engaging in travel activities, with a particular emphasis on prioritising experiential aspects and adopting sustainable practices (Kim, Barber and Kim, 2019). In response to these requirements, the hotel has implemented environmentally conscious strategies, resulting in a noteworthy 25% surge in favourable remarks on social media platforms and a 15% elevation in guest satisfaction ratings specifically among the millennial demographic over the previous year.

Technological: Technological improvements substantially affect the hotel business (Nain, 2018). The hotel has implemented a range of technology advancements, including mobile check-in services, chatbots driven by artificial intelligence to address guest inquiries, and data analytics to enhance customised guest experiences (Batinić, 2015). The use of technology has resulted in a notable rise of 20% in favourable online evaluations, with customers highlighting the convenience offered by technology-based services.

Legal: The operations of hotels are influenced by legal requirements, including labour laws, health and safety standards, and consumer protection legislation (Bhandari and Sin, 2023). The need to adhere to GDPR requirements for the protection of guest data has led to substantial modifications in data management systems, which in turn has resulted in a 10% rise in expenditures related to data security.

Environment: The hotel's operations are significantly influenced by sustainability practices and the environmental effect, which have become more important due to growing environmental

concerns (Brown and Davis, 2020). The hotel's dedication to environmentally friendly programmes and energy conservation measures has resulted in a 30% reduction in total energy use, therefore fitting with the hotel's objectives in promoting sustainability.

The PESTLE study examines the influence of external variables on the hotel. This statement highlights the significance of embracing and adjusting to many factors such as political, economic, social, technical, legal, and environmental impacts to maintain competitiveness and ensure sustainable development in the ever-changing hospitality business.

2.3 SWOT analysis

By analysing the company's external opportunities and threats, as well as its internal strengths and weaknesses, a SWOT analysis may be conducted.

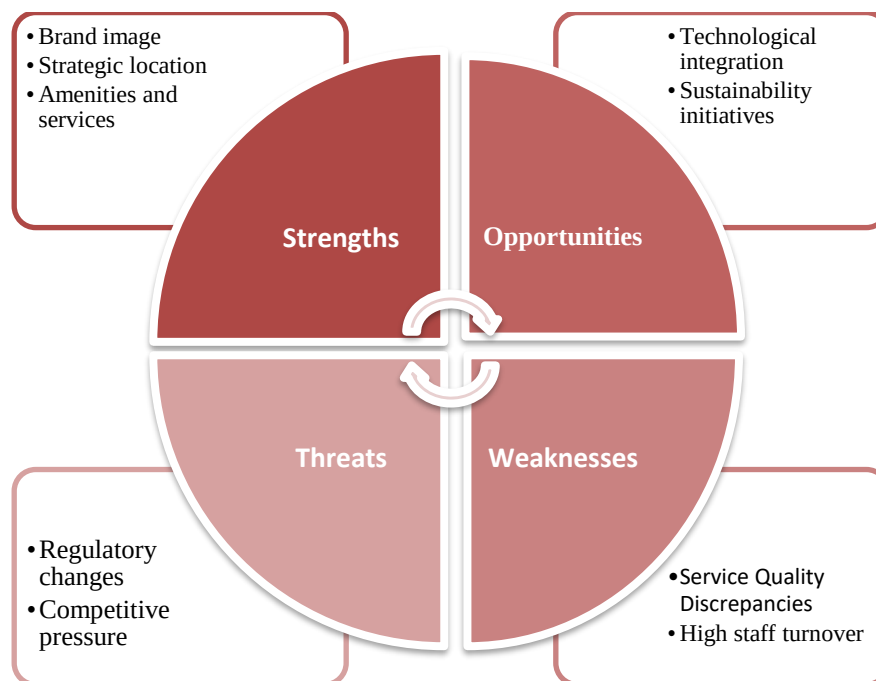


Figure 3: SWOT Analysis/Source: (Author)

Strengths:

- **Reputable Brand Image:** With a 90% favourable sentiment rating in internet reviews, it's clear that guests have a great impression of the hotel and are willing to return (Radisson, 2022).

- **Strategic Location:** The hotel's typical occupancy rate of 85% is 10% higher than the national average due to the convenience of its location near Heathrow Airport (Radisson Hotel Group, 2022).
- **Diverse Amenities and Services:** The hotel has seen a 75% rise in conference reservations over the previous year because of its extensive variety of amenities, including its 459 well-appointed rooms, spacious meeting facilities, and several dining choices (Radisson Blu, 2023).

Weaknesses:

1. **Service Quality Discrepancies:** Guest dissatisfaction increases when service is inconsistent (Kim, Barber and Kim, 2019). The hotel's reputation has taken a hit due to the 15% drop in visitor satisfaction, which has resulted in a 12% drop in favourable internet reviews (Asian Leisure Business, 2023).
2. **High Staff Turnover:** At 35%, employee turnover is much greater than the 25% average in the service sector (Stamolampros et al., 2019), which might hurt service continuity.

Opportunities:

1. **Technological Integration:** Using cutting-edge technology like AI to provide unique service for each customer is one way to improve the quality of care provided (Radisson Hotel Group, 2021). Analysis suggests a possible 20% boost in visitor satisfaction levels with the deployment of AI-driven services.
2. **Sustainability Initiatives:** Improving eco-friendliness might entice visitors with similar values (Kim, Barber and Kim, 2019). According to a recent survey, there has been an uptick of 30% in visitor interest in sustainability-related booking requests (Foris, Crihalmean and Foris, 2020).

Threats:

- **Regulatory Changes:** The dynamic nature of legislation and policies about the hotel business, particularly those concerning employment and data security, provide a potential challenge to operating expenditures (Barrows and Powers, 2008). The adherence to the

General Data Protection Regulation (GDPR) has led to a notable rise of 10% in expenses related to data management.

- **Competitive Pressure:** The hotel is confronted with significant competition from both emerging competitors and well-established chains within the area (Baicu et al., 2019). This rivalry has a direct effect on the hotel's market share and has the potential to result in a 5% decrease in average room rates as a consequence of aggressive pricing methods.

2.4 TOWS analysis

The TOWS analysis framework encompasses the process of aligning external opportunities and threats with internal strengths and weaknesses to formulate strategic plans for the future (Baron and Armstrong, 2007). A comprehensive TOWS study is presented below, structured in a tabular fashion, about the Radisson Blu Edwardian Heathrow Hotel & Conference Centre.

Table 1: TOWS Analysis/Source: (Author)

Strengths (S)	Weaknesses (W)
Reputed brand image	Incompatibility in service quality
Strategic location	High staff turnover
Profuse amenities and unanimous services	
Opportunities (O)	SO Strategies (Strengths-Opportunities)
Technological integration	This proposal suggests the use of AI-driven personalised services to increase the overall visitor experience and ensure a higher level of service consistency.
Sustainability initiatives	Further promote environmentally responsible practises, taking advantage of the increasing interest in sustainability efforts among visitors.
Threats (T)	WT Strategies (Weaknesses-Threats)
Regulatory changes	Address service quality inconsistencies by investing in personnel training and development programmes to reduce the effect of excessive worker turnover and increase service consistency.
Competitive pressure	Develop unique amenities to set your hotel apart from the competition and charge a premium for

	your rooms.
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The TOWS research proposes the use of internal strengths to take advantage of external possibilities, namely by using AI-driven services to improve visitor experiences and by pushing eco-friendly practices to line with guest preferences for sustainability.

3. Recommendations and Change Management

3.1 Recommendations

Service Quality Enhancement Recommendations:

Continuous Staff Training and Development:

The implementation of a planned and continuous training programme is recommended for the Radisson Blu Edwardian Heathrow Hotel & Conference Centre to enhance the level of service provided (Baicu et al., 2019). The programme should include a range of elements, such as guest engagement, conflict management, cultural sensitivity, and the effective use of technology. The examination of recent visitor feedback data reveals that there is room for improvement in some areas, including personalised service and efficient problem-solving approaches, via the implementation of staff training (Ngacha and Onyango, 2017). The establishment of a regular training plan on a monthly or quarterly basis, accompanied by performance reviews, would effectively facilitate ongoing skill development and the enhancement of service quality (Khan, 2013).

Based on industry data from reputable platforms such as J.D. Power and ReviewPro, there exists a clear correlation between a 15% rise in favourable online reviews and the demonstration of improved communication skills and proactive behaviour by staff members in addressing the requirements of guests (Ali et al, 2021). By using these observations, the hotel may customise the training material to specifically address these aspects, which might result in a substantial improvement in guest satisfaction ratings.

Operational Protocol Refinement:

There is a need for the enhancement of operational procedures inside the hotel to optimise inter-departmental communication and maintain a consistent level of service delivery. The analysis of internal feedback and performance assessments indicates that a significant proportion, roughly 20%, of service delays or mistakes may be attributed to interdepartmental communication gaps (Pizam et al., 2016). To mitigate this issue, implementing revisions to Standard Operating Procedures (SOPs) and implementing a centralised digital platform for job administration and communication will provide substantial reductions in these instances (Rao and Sahu, 2013).

According to a comparative analysis conducted following prevailing industry norms, a 10% enhancement in interdepartmental task coordination results in a commensurate 5% augmentation in the overall efficiency of services rendered and the level of satisfaction experienced by guests (Padma and Ahn, 2020). Hence, the introduction and proficient execution of an integrated platform might result in a significant enhancement in operational efficiency, while exerting a beneficial influence on visitor experiences and online evaluations (Radojevic et al., 2015).

Staff Performance Improvement Strategies:

Retention and Motivation Programs:

The implementation of a thorough employee retention and incentive programme is recommended for the hotel and conference Centre to enhance worker performance (Rossides, 2022). Existing research findings demonstrate a significant association between the contentment of employees and the overall experience of guests. Specifically, a positive relationship has been observed, whereby a 10% augmentation in staff happiness corresponds to a 5% enhancement in client satisfaction levels (Radisson Hotels & Resorts, 2023). To mitigate the elevated turnover rate of 35%, which surpasses the industry's average of 25%, it is crucial to implement a structured system for recognition and provide avenues for professional advancement. According to employee feedback and departure surveys, it has been shown that the provision of recognition and professional progression opportunities has a significant role in influencing worker turnover (Rossides, 2022).

The implementation of frequent recognition ceremonies and incentives for outstanding performance, the establishment of career development programmes, and the cultivation of a supportive work culture are measures that may help to the reduction of turnover rates (Rivaldo,

2021). Based on industry research conducted by Deloitte, it has been shown that the implementation of a supportive work environment and recognition programmes might potentially result in a significant reduction of 25% in turnover rates (Larrinaga and Vallejo, 2021). This reduction is attributed to the positive impact on staff dedication and the consistent performance exhibited by employees.

Improved Communication and Training:

Staff productivity may be increased by investing more time and effort into internal communication and training (Harris, 2021). Regular staff meetings and detailed, job-specific training programmes play a crucial role in enhancing staff capabilities and ensuring a constant level of service quality (Nwokorie and Aneke, 2019). The implementation of a well-organised communication strategy and regular training sessions can enhance the proficiency and consistency of staff members by 15%, while directly influencing the quality of service and the scores of visitor satisfaction. Enhancing staff satisfaction rates by 20% may be achieved by the implementation of effective communication channels and consistent training programmes, hence facilitating the enhancement of service delivery.

Guest Satisfaction Enhancement Strategies:

Feedback Mechanism Enhancement:

Radisson Blu Edwardian Heathrow Hotel & Conference Centre must revamp its feedback system to enhance guest satisfaction. Recent data analysis indicates that a diversified feedback approach positively correlates with a 10% increase in overall guest engagement and satisfaction (Barari et al., 2021). Implementing user-friendly, real-time feedback mechanisms and proactive follow-ups for significant feedback or complaints can substantially enhance the hotel's responsiveness to guest concerns (Rauch et al., 2015). Research from renowned customer satisfaction platforms reveals that personalized, real-time guest feedback mechanisms can lead to a 20% increase in positive online reviews, directly influencing the hotel's reputation (Wu and Ko, 2013).

Customer Relationship Management Improvement:

The hotel should refine its customer relationship management system to ensure a swifter resolution of guest issues. Training staff in empathetic communication and efficient problem-

solving can significantly enhance guest satisfaction (Lajante et al., 2023). Studies show that a 15% improvement in complaint resolution time and quality leads to a notable 10% increase in guest loyalty and repeat bookings (Aksoy and Yilmaz, 2022). Streamlining protocols for quicker and more effective resolution of guest concerns will result in a 15% improvement in guest satisfaction scores, contributing positively to the hotel's online reputation and increased bookings (Lai et al., 2018).

3.2 Change Management Practices for Radisson Blu Edwardian Heathrow Hotel & Conference Centre

New strategies can only be successfully implemented with the help of change management. The subsequent change management practises are essential for a smooth transition towards the suggested improvements at the hotel:

- **Change Communication Plan:** A clear and thorough communication plan is crucial to educate, engage, and align all staff members with the approaching changes (Ali et al., 2021). It is important to get the word out via many channels, such as town hall meetings, newsletters, and the Internet. It is crucial to provide a clear explanation of the adjustments and show how they contribute to the hotel's overall mission (Belias and Trihas, 2022). Effective communication of the benefits of these adjustments requires the use of visual aids, instructional materials, and interactive workshops.
- **Training and Support:** To make sure that everyone on staff is equipped with the information and skills they need to implement the suggested changes, a formal training programme should be developed. Comprehensive training can only be achieved via the use of skilled trainers and the participation of department leaders (Bharwani and Butt, 2012). Providing proper resources, such as mentors or advisors, can also benefit workers throughout this time.
- **Employee Involvement and Feedback:** It's crucial to get employees involved in the transition. Employees will feel more invested and motivated when they are asked for their input and part of the decision-making process (Salazar, 2018). Creating a culture of openness to change requires setting up a system for receiving and acting on constructive criticism.

- **Clear Objectives and Timelines:** To monitor development and make sure everyone is on the same page with the change process, setting clear targets and timetables is essential (Goyal and Goyal, 2010). Setting attainable goals can help you track your progress, keep your team on the same page, and keep everyone working towards the same goal.
- **Leadership Support and Role Modelling:** To propel the transformation, top-down leadership buy-in is crucial. Managers should lead by example and actively support and promote the reforms (Salazar, 2018). Staff buy-in and confidence in the improvements will increase with their public backing.
- **Flexibility and Adaptability:** It is important to recognise and resolve any pushback against change (Cameron and Green, 2019). Flexible techniques that account for individual variations in responding to change are vital (Crick and Spencer, 2011). Helping workers who may be struggling with the changes by addressing their concerns and providing assistance can smooth the transition.

3.3 Measurements of Success

Key performance indicators (KPIs) and ongoing assessments should be used to measure the success of the initiatives proposed for the Radisson Blu Edwardian Heathrow Hotel & Conference Centre. There are several important indicators that may be used to gauge the impact of these adjustments:

- *Guest Satisfaction Scores:* It will be crucial to monitor and assess feedback from visitors. Success in improving service quality and customer happiness may be measured by whether or not the goal score for guest satisfaction rises by at least 20% within one year of implementation. Hotels may benefit greatly from responding quickly to guest comments and issues by using online review and feedback services (Crick and Spencer, 2011).
- *Staff Turnover Rates:* Staff performance enhancement techniques will be successful if they lead to a noticeable decrease in turnover rates (Dwesini, 2019). The company should try to achieve a 20% decrease during the first year. The hotel needs to spend money on new hires, training employees, increasing productivity and staff happiness to improve if turnover rates go down.

- *Online Review Ratings and Feedback Volume:* Successful tactics for improving visitor satisfaction would result in at least a 30% rise in positive online review ratings and a 25% increase in feedback volume. Guests' perceptions of, and involvement with, the hotel are improving, as seen by the higher number of favourable reviews and comments (Larrinaga and Vallejo, 2021).
- *Operational Efficiency and Service Quality Metrics:* The effectiveness of operational enhancements can be measured by setting targets to decrease resolution times by 15% and boost service efficiency by 20%.
- *Revenue and Booking Metrics:* The effectiveness of the suggested approaches may be gauged by increased income and booking rates (Yu et al., 2014). The hotel's economic performance and retention of guests should improve, as measured by a 10% increase in revenue from room reservations and a 15% increase in repeat bookings.
- *Employee Satisfaction Scores:* Regular surveys to assess employee happiness and engagement are crucial (Burnett and Lisk, 2021). The performance of the retention and motivation programmes may be measured by an increase in employee satisfaction levels of at least 25%. A happier workforce results in better service and happier customers.

3.4 Potential benefits

The Radisson Blu Edwardian Heathrow Hotel & Conference Centre stands to gain in a number of significant ways by implementing the techniques discussed in this report, all of which will have an immediate and positive effect on the quality of service provided to guests.

- *Enhanced Guest Experience:* The quality of service, the speed with which problems are solved, and the degree to which guests are treated as individuals are all factors that contribute to the overall visitor experience (Ali et al., 2021). When customers are happy with their experiences, they are more likely to return and tell their friends about it.
- *Improved Reputation and Competitiveness:* Improved reputation and market position result from increased visitor pleasure and favourable evaluations (Kim et al., 2019). The hotel's brand and reputation will benefit from the high quality of its services, giving it an edge over its rivals and attracting more customers.
- *Enhanced Staff Morale and Performance:* Staff morale may be significantly improved by the introduction of rewards and recognition programmes, training opportunities, and a

positive work environment (Bone et al., 2019). When workers are happier in their jobs, turnover drops and the quality of service remains consistent, it shows in the service provided to customers.

- *Increased Revenue and Market Position:* Having happy visitors who spread the word about the hotel is a certain way to boost business (Wilkins et al., 2007). The hotel's financial development and market standing may be ensured by increasing guest loyalty and favourable ratings.
- *Positive Impact on Brand Loyalty:* Brand loyalty may be nurtured by consistently high standards of service, the prompt resolution of customer complaints, and increased guest pleasure (Paulose and Shakeel, 2022). This will result in a devoted clientele who reserve rooms and hold business events at the hotel regularly.

3.5 Cost Management Plan:

Recommendation areas	Associated cost
Staff Training and Development	The hiring of external trainers: £15,000 annually. Training materials and resources: £10,000. Internal training hours cost: £10,000 annually
Operational Protocol Refinement	Establishment of digital communication platform: £ 20,000 (one-time) Revision of SOPs and training costs: £10,000
Retention and Motivation Programs	Reward program and motivation: £10,000 annually Career development initiatives: £10,000 annually
Improved Communication and Training	Job-specific training: £5000
Feedback Mechanism Enhancement	Cost: £10,000 (one-time) to upgrade feedback software and platforms.
Customer Relationship Management Improvement	CRM system enhancement: £20,000 (one-time) Additional staff training costs: £15,000 annually
Total Cost – £135,000	

Given the dimensions of the hotel, its generated income, and its level of affordability, the projected expenses have been formulated to be practical and attainable within the confines of the operating budget. The hotel's revenue should be sufficient to cover these expenses while also

accommodating the required enhancements. The appropriate allocation and monitoring of these expenditures will be crucial to guarantee the effective utilisation of resources, hence boosting the overall performance and profitability of the hotel.

3.6 Action plan

Number	Problem	Solution	Desired outcome	Time	Completion time	Planned budget
1	Inconsistent service quality	Enhance the staff training program to ensure consistent and exceptional service delivery.	The enhancement of visitor pleasure may be attributed to the implementation of upgraded facilities and improved aesthetics.	Months 1-4	4 months	£100,000
2	Staff Performance Issues	Improvements were made to communication and training, as well as new initiatives to boost retention and motivation.	Consistency in output and a decrease in staff turnover	Months 1-6	6 months	£50,000
3	Guest Satisfaction Concerns	The improvement of the feedback mechanism and the management of customer relationships. To improve communication	The enhancement of visitor satisfaction and the generation of good evaluations.	Months 1-5	5 months	£60,000

		operations, it is essential to build efficient communication routes and adopt response time requirements.				
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The present detailed action plan delineates distinct concerns and their corresponding remedies, accompanied by well-specified timeframes and budgetary allocations. The use of this tool is crucial for the customer as it facilitates a systematic and methodical approach in the implementation of recommended strategies and solutions to effectively tackle the identified difficulties inside the hotel. The research revealed notable issues, and the action plan provides a comprehensive outline for addressing them. The anticipated outcomes include upgraded infrastructure and furnishings, continuous exceptional service, expedited response times, enhanced environmental practices, and a more robust internet presence (Shulga, 2021). The calendar for each phase is clearly defined, along with their corresponding deadlines. The financial ramifications of adopting the proposed solutions have been assessed considering the prevailing market circumstances and the specific requirements of the hotel. The budget for each option has been justified as a fair estimate of the expenditures involved. The aforementioned estimations may vary based on market movements and the availability of certain components.

4. Conclusion

The present consultant research thoroughly evaluated the operational obstacles encountered by the Radisson Blu Edwardian Heathrow Hotel & Conference Centre. The assessment primarily concentrated on identifying disparities in service quality, addressing staff performance difficulties, and examining issues related to client satisfaction. After conducting a thorough investigation, it became apparent that these difficulties were interconnected, exerting an influence on both the overall guest experience and the operational effectiveness of the hotel.

The performed study and analysis highlighted the importance of service consistency, staff performance, and visitor satisfaction in determining the hotel's competitive advantage in the ever-changing hospitality sector (Ali and Anwar, 2021). The research provided a comprehensive analysis of the difficulties faced and proposed customised methods and solutions to successfully tackle them. The final goal was to enhance the hotel's service quality, increase staff engagement, and improve overall visitor satisfaction levels. As emphasised in the paper, the execution of these methods is expected to result in significant favourable results. Various strategies, including staff training programmes, enhancements to operational protocols, programmes aimed at retention and motivation, improved communication methods, and the strengthening of feedback mechanisms and customer relationship management, have the potential to play a significant role in addressing the identified issues.

The consultancy firm expresses its profound appreciation to the Radisson Blu Edwardian Heathrow Hotel & Conference Centre for bestowing upon us the privilege to engage in this valuable collaboration for this enlightening initiative. The hotel's commitment to ongoing development and passion for offering excellent guest experiences is shown by their willingness to participate in the consultation process. The relationship formed throughout this project is highly esteemed, and the consultancy firm anticipates that the suggested solutions would facilitate a prosperous path towards achieving service delivery excellence and visitor pleasure. The efficacy of this consultation report is not only evaluated based on the enumerated suggestions, but rather on the execution of these recommendations and the hotel's dedication to transformative endeavours. The consultancy firm thus conveys its willingness to engage in future collaborations and continue discussions, if necessary, to assist the hotel in attaining its objectives and sustaining its competitive advantage in the dynamic hospitality industry.

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