



ENHANCING SERVICE QUALITY AND ORGANISATIONAL PERFORMANCE AT HILTON LONDON BANKSIDE: A CONSULTANCY REPORT

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Executive Summary

The following consultancy report entails a detailed review of the performance in operations and strategic positioning of Hilton London Bankside in the competitive hotel industry of London in 5-star. The report was commissioned to determine some of the major issues in service delivery, evaluate their root causes, and give specific and realistic recommendations on how to improve service delivery to customers, organisational effectiveness and future competitiveness. The report provides an explicit roadmap of improvement depending on the specific context of the hotel, its size and brand expectations through a close analysis, and the use of systems and frameworks.

The hotel enjoys a good market position with 292 rooms, large event facilities, good brand affiliation and a wide range of customers. Nonetheless, its operational complexity, large number of guests and the use of various service departments are areas of pressure which need strategic management. The introduction also presents the skill of the consultancy firm and the analytical models applied for the whole report; STEELED, SWOT and TOWS with the assistance of models that are unique to the hospitality industry.

The five key areas of operation that have been found to adversely impact the hotel through analysis include poor housekeeping standards, food and beverage department inefficiencies, unreliable digital check-in system and mobile key system, excessive staff turnover and the possibility of burnout, and bottlenecks in event service coordination. Such problems are based on structural, technological and workforce factors that include labour shortages, inconsistencies in the processes, the technological constraints, and lack of cross-departmental communication. Their cumulative influence on the guest satisfaction, revenue potential, brand performance and competitive positioning.

The presence of external pressures that influence the operational environment of the hotel is identified through a systematic analysis of STEELED, which shows the increasing customer demands regarding digitalisation, economic impacts related to inflation and labour expenses, and the growing need to practise sustainable businesses. The SWOT analysis also gives prominence to the internal strengths of the hotel that include its good brand equity and good facilities, and weaknesses that include inconsistency in services and lack of digital reliability. The TOWS matrix translates these insights into strategic directions highlighting digital improvement, workforce development, and redesigning of operations as major areas of improvement.

On the foundation of these results, the report suggests four fundamental recommendations: the establishment of Lean housekeeping procedures, the introduction of predictive workforce planning and digital ordering technologies in F&B, the improvement of digital infrastructure to improve mobile cheque-in features, and the creation of a systematic staff wellbeing and development programme. These interventions aim to solve the root causes, enhance the reliability of the services and increase worker engagement. All recommendations will have an implementation plan that is cost, it will determine the requirements of the resources and describe the risks and mitigation plans.

The action plan has a clear implementation sequence; timelines and budget arrangements are well laid out to facilitate continuity in the operations. The initial aspects of improvement are housekeeping and event coordination, after which the F&B operations and digital systems are enhanced. The staff retention programme is carried out in a period of six months in order to initiate the culture of retention. When implementing the 8-Step Change Model by Kotter, the hotel will be able to assist employees in the transition by reducing opposition and implementing permanent changes in the long run.

The suggestions provide the Hilton London Bankside with an achievable course to reinforce its service provision, technological capacity and organisational culture. Through the proposed strategies, the hotel will be in a place to deliver customers with a higher level of satisfaction, internal efficiency and enhance its competitive position in the London luxury hospitality industry.

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Introduction

Purpose of the Report

This consultancy report has been developed to offer evidence based independent evaluation to Hilton London Bankside on how it is performing operationally and strategically positioned in the highly competitive upscale hotel market in London. With changing guest demands, labour scarcity, and the growing pace of digital transformation throughout the hospitality industry, hotels have to consider the potential of their existing systems, service delivery models, and business models being strong enough to maintain competitiveness in the long run (Aldi et al., 2025). This engagement is thus aimed at critically looking into the main operational issues facing the hotel, the intrinsic factors leading to the same, and offer viable and strategically oriented solutions that will not only see the hotel improve its customer satisfaction but also its internal effectiveness.

The report targets the viewed problem specifically on determining strategic factors that presently cause poor performance such as inconsistency in services, stress on employee output and difficulty associated with the technology application (Akter, 2024). The consultancy intends to help Hilton London Bankside improve its brand promise, operational resiliency, and closer adherence to the current industry standards and customer expectations through a systematic analysis.

Background of the Consultancy Firm

Aurevia Strategic Hospitality Advisory (ASHA) is a self-organised consultancy which focuses on operational excellence, transformation of service quality, and strategic change management within upscale and luxurious hospitality settings. ASHA assists upscale hotel brands to maximise service delivery, increase employee wellbeing, and exploit digital innovation to provide consistent and high-quality guest experience. Based on sophisticated hospitality designs, evidence-based knowledge, and human-centred transformation practises, ASHA offers customised consultancy services in truth to world brand practises and regional market dynamics.

The fundamental vision of ASHA is to assist hotels to provide excellent guest experience by driving data-informed decisions, optimisation of processes through innovation and service transformation with people as its core focus (Mason, 2025). The company integrates experience in hotel management, strategy of customer experience, improving quality of its

services, and organisational growth, which can help it respond to the complicated issues of the modern hotel industry (Carpio, Apollonio and Acevedo, 2021). IHS can be especially effective to analyse the Hilton London Bankside as it is highly experienced in dealing with upscale and luxury hotel operations in Europe, adept at understanding compliance to brand standards in the context of international hotel chains and its experience in change management implementation in multi-departmental settings (Prentice, Tracogna and Akbar, 2024).

Background of Hilton London Bankside

Hilton London Bankside was launched in 2015 and it is one of the flagship hotels of Hilton in London. The hotel lies in a bustling cultural hub on the South Bank, with some of the key sights, such as the Tate Modern, Shakespeare's Globe, and Borough Market, being located close to the hotel (Cows et al., 2023). The property is a 5-star hotel, which runs under the Hilton Hotels and Resorts label, and is significant in the portfolio of Hilton in London (Gu et al., 2023).

The hotel boasts of about 292 guest rooms with suites, executive rooms and accessible rooms and a variety of quality amenities. Its main business services are a full-service restaurant (OXBO Bankside), a signature bar (The Distillery), a fitness centre, an indoor swimming pool and large conference, wedding and corporate event services. Hilton London Bankside is a service-oriented design property that focuses on modern design and incorporating the Hiltons brand standards.

Problem Overview

The challenges identified in the Hilton London Bankside were examined using a secondary data collection method as opposed to the physical visits of the site. Data collection was done on online guest reviews, official site of Hilton, and industry reports, and academic literature. This approach was chosen because of limited access to the operations of the hotel and its applicability to the analysis based on consultancy. The secondary data provided an opportunity to objectively assess the service quality problems, operation inefficiencies and external environmental forces which impacted the hotel.

The initial analysis has shown that Hilton London Bankside has a number of operational issues, which, unless addressed, can affect its capacity to continue providing the high-guest experience that a 5-star global brand is supposed to offer (Hassan, 2021). Among the major

concerns, there is inconsistency in the performance of housekeeping, delays during peak times in the delivery of food and beverages, inconsistency in digital services, including mobile cheque-in and keyless entry into rooms (Eibschutz and Gholamrezanezhad, 2022). Moreover, pressures associated with the workforce such as excessive turnover, unbalanced workload, and use of temporary workers among others are other issues that result in inconsistency in the service (Al Blooshi, 2022).

Frameworks to be Applied in Analysis

In order to offer a systematic and all-encompassing evaluation, analysis will be based on some of the established strategic and operational models. The analysis will be based on the STEEPLED analysis which will delve into the external factors like change in technology, economic changes and labour market conditions which affect the performance of the hotel. A SWOT analysis will also help in understanding the internal capabilities and weaknesses of the hotel, opportunities and threats in the environment (Errida and Lotfi, 2021). After that, analytical findings will be translated into strategic options with the help of a TOWS matrix.

Moreover, service-specific approaches like SERVQUAL, the Service Profit Chain, and Guest Experience Models can be used to investigate the aspects of service gaps, employee involvement, and dynamics of guest satisfaction (Geminarqi and Purnomo, 2023).

Analysis

Detailed Problem Identification

The overall evaluation of the Hilton London Bankside shows that there are several operational and service-related issues that affect the experience of the guests, employee work performance, and the competitiveness of the organisation. Despite the hotel positioning itself as a 5-star hotel that has a good brand affiliation, there have been a number of operational irregularities that need to be approached strategically (Evans, 2022). This part examines five main problems including their causes, magnitude, and effects in terms of customer satisfaction, revenue, employee welfare, brand quality, and competitive advantage.

Issue 1: Inconsistent Housekeeping Standards

Inconsistency in housekeeping performance is one of the most serious challenges in the functioning of Hilton London Bankside. Despite generally positive reviews of the hotel by the guests, some frequent complaints have been brought up that point to delays in getting

rooms ready, inconsistency in the standard of cleanliness and inconsistency in restocking of facilities (Geminarqi and Purnomo, 2023).

There are underlying causes to this issue that are related to a number of factors. Hospitality labour shortage in London has also contributed to more hotels having a hard time maintaining a regular workforce of trained housekeeping employees, leading to the growth of a situation where the hotels have to depend on temporary or agency workers. These employees might not be conversant with the room standards of the hotel making the quality to be varied. Also, there seems to be the lack of standardisation in cleaning processes, which establish discrepancies in the way each member of the staff performs their duties (Harrison et al., 2021). The massive events and the large group reservations also increase operational stress which adds to room readiness delays.

The implications of this problem to the hotel are huge. In terms of guest satisfaction, haphazard housekeeping is a nuisance to the feeling of comfort and luxury that should be experienced in a 5-star hotel. The revenue is influenced in case it turns out that the delays caused the inability to cheque-in early or when it becomes necessary to provide the compensation in case of complaints by the guests. Employees are more stressed, which raises the risk of burnout and thus the continuation of the turnover that is a costly cycle.

Issue 2: Inefficiency in Food & Beverage (F&B) Service

The other major operation concern arises in the food and beverage (F&B) operations of the hotel especially in the restaurant, OXBO Bankside. The complaint about slow service, long queues during breakfast, and inconsistency during rush eating times has been raised by guests quite often. These issues are particularly troublesome on the weekends when the brunches are held, when the large events are booked and when the majority of the guests eat at the same time as the mornings when the occupancy level is high.

F&B inefficiency is complex in nature (Lloyd, 2023). Staffing shortage, as is the case in the London hospitality industry, implies that staff tend to be overworked; hence, there are gaps in service delivery. There is also an uneven distribution of staff deployment, as there are understaffed at times when they are in demand. The restaurant's physical environment, though attractive, also makes the restaurant operation difficult because it decreases the visibility of servers in some of the areas and increases the distance between the table and

service stations. Also, the interaction between the kitchen and the service team is irregular and there is a delay in processing orders and handling of large table bookings.

The effects of such inefficiencies are significant. Slow or poor service has a direct impact on the satisfaction of the guests which may have an impact on the rating online and subsequent booking decisions. It also affects the revenue; low turnover will decrease the number of guests served during the peak business periods and this will impair the potential of revenue (Maia and Junior, 2021). The period levels of pressure on employees rise, which raises the risk of burnout and may cause staffing instability.

Issue 3: Digital Check-in and Mobile Key Inconsistency

Digital innovation is one of the salient characteristics of the Hilton brand, and Hilton London Bankside is still struggling with the consistency of its digital cheque-in and mobile key options. Access to rooms using mobile keys, having problems with digital cheque-in, and technical malfunctions that may need assistance at the reception have been complained by guests. These issues demonstrate the disconnection between the technological ambitions of Hilton and the real way of functioning of the hotel.

There are a number of reasons which are related to this inconsistency. Wi-Fi connectivity in the hotel might not be well and consistent in corridors and lifts, which is an issue on mobile key functions. The integration of back-end systems might be not completely updated, and this leads to the disruption of digital communication with room locks (Mātāsaho, 2024). Another problem is that staff are not trained sufficiently on troubleshooting digital issues and this slows down the process of the guest seeking help when they experience problems (Chiu, 2023).

These digital inconsistencies have a tremendous effect. The failure of digital systems irritates guests more, particularly when they have travelled for a long distance or when they arrive late at night. Between the compensation or service recovery offers, the hotel can suffer losses in terms of revenue (Dimitrantzou, Psomas and Vouzas, 2024). Employees are forced to lose time in handling technical issues as opposed to their major roles. Digital service performance gaps also compromise the brand promise of modern and seamless experiences in Hilton, as competitors also become more and more adept at digital hospitality (Aksoy, Etyemez and İflazoğlu, 2023). Finally, the weakness of the digital aspect minimises differentiation and competitiveness of the hotel.

Issue 4: High Staff Turnover and Burnout

Hilton London Bankside, just as most London-based hotels, has a high rate of staff turnover, especially in the front desk, housekeeping, and F&B areas of operations. Burnout is a phenomenon, and the employees have cited high workload pressures, long working hours, and lack of promotion prospects (Kapelko and Oude Lansink, 2022). This is more organisational, in that turnover interferes with the cohesion of teams and lowers the general experience level of employees.

The reasons for this problem are indicative of the situation in the hotel as well as in the entire hospitality sector. Workloads are severe during the peak times, there is inadequate managerial guidance, and there is no laid-out career development, all of which make the employees unhappy (Ottenbacher et al., 2025). The frequent training of new or temporary employees causes lack of stability and compels the more experienced employees to assume more roles. Consistency in service delivery is more difficult to achieve when there are multiple departments that are very dependent on the agency worker (Pandey, 2023).

The implications are far reaching. The incompatibility of the service provision is amplified where the inexperienced or tired workforce cannot achieve 5-star service provision. It increases the cost of recruitment and training, which impacts on profitability (Goh et al., 2022). Morale of the staff decreases which leads to absenteeism and increased turnover. When service delivery fails to match the Hilton expectations, the brand suffers.

Issue 5: Event Service Bottlenecks

Event operation is a critical source of revenue in the hotel, and the bottlenecks in the process are causing issues with a smooth flow of service provision. Such issues usually occur at conferences, company events, and weddings, when it is necessary to coordinate numerous teams (Shaheen et al., 2021). These problems are the delays in the preparation of the events, misunderstanding between the departments, and inconsistency in the performance of the service standards.

The main reasons are the lack of cross-training of employees working at the event, as it will restrict flexibility in the case of complex or multi-room events (Sacks et al., 2023). The events, F&B and housekeeping departments lack coordination, hence delay in room turnover and set up. Moreover, the minimal application of scheduling technology renders it hard to distribute resources in a way that is effective in the case of hosting multiple events at once.

The effect on the hotel is enormous (Indrashwara, Remses and Tapa, 2023). Clients of the event can feel that the service is in a hurry or poorly synchronised and thus it will affect repeat business and corporation relationships. It becomes a blow to the revenue when the hotel is not able to host several events effectively. During event seasons, the staff are under more pressure, which leads to burnout (Dani et al., 2022).

STEEPLED Analysis

STEEPLED Table for Hilton London Bankside

Factor	Influence on Hilton London Bankside
Social	Guests expect personalised, seamless service; rising demand for experiential stays affects service delivery expectations.
Technological	Increasing demand for digital check-in, mobile key access, and automation; gaps in current system functionality impact perception.
Economic	Inflation and rising labour costs in London increase operational expenses; slowing economic growth affects discretionary spending.
Environmental	Guests increasingly expect sustainable operations; energy efficiency and waste minimisation affect reputation.
Political	UK tourism policies, visa regulations, and international travel conditions influence occupancy patterns.
Legal	Health and safety regulations, employment laws, and data protection responsibilities shape operational processes.
Ethical	Demand for responsible hospitality practices influences brand expectations; Hilton must maintain strong CSR efforts.
Demographic	Diversifying traveller demographics with younger tech-savvy guests increases expectations for digital and personalised service.

Explanation

Social

The aspect of social factors has high impacts on the service expectations in Hilton London Bankside. The personalised, fast and seamless experiences of modern guests are becoming

more and more expectations of an already 5-star brand promise. Also, the trend of experiential stay over plain accommodation is increasing, which puts staff continuity, service delivery, and general interaction with the guest under pressure throughout all departments.

Technological

The technological aspects are also very important as there is an increase in the dependence of the guests on digital services, including mobile check-in, digital keys, and automated systems. Any failures or gaps of these technologies have negative effects on the perception and the satisfaction of the guests. Trustworthy digital infrastructure will thus become the key to the efficiency of operation and projecting the image of Hilton as a progressive and innovative hospitality brand.

Economic

The operations of the hotel are largely influenced by economic conditions in London. The high costs of inflation and an increase in the cost of labour would raise the overall costs of operation and also economic uncertainty can decrease the discretionary expenditure on luxury accommodation (Mun, Park and Woo, 2022). Such tensions demand an efficient resource management of Hilton London Bankside and a high level of service to keep the company competitive in the luxury hotel market.

Environmental

The environment is getting stronger with the guests demanding hotels to be environmentally friendly. Energy consumption reduction, waste minimization and responsible utilisation impact the operational cost as well as the brand image. The inability to meet the sustainability expectations can harm the perception of guests, especially those who are more environmentally aware as well as younger international and international travellers.

Political

The UK tourism policies, visa policies, and international travelling conditions are some of the political aspects that affect the number of visitors and occupancy rates (Salama et al., 2024). Governmental shifts may also have a direct impact on the demand of foreign visitors, so it is crucial that the hotel should be flexible enough to adapt to the alterations in the travel policy and geopolitical situation.

Legal

Legal aspects contribute to the operations of the hotel on a daily basis by laying down stringent health and safety standards, labour laws, and regulatory data protection laws. The compliance is required to prevent legal punishment and tarnishing of image. Such rules also impact on staffing, guest information processing and processes in the various departments.

Ethical

Ethical issues affect brand trust and customer loyalty. Guests are demanding responsible hospitality practices such as treatment to the employees fairly and corporate social responsibility initiatives. Adhering to morals promotes the international brand name of Hilton and conforms to the expectation of the stakeholders in the luxury hospitality industry.

Demographic

Due to demographic shifts, specifically the development of younger and more tech-savvy travellers, demands to access digital convenience and individualised services grow. This turnover puts extra strain on Hilton London Bankside to keep changing its models of service delivery and technology services to suit changing guest preferences.

SWOT Analysis

SWOT Table

Strengths	Weaknesses
Strong Hilton brand	Service inconsistency
Prime London location	High staff turnover
Excellent events facilities	Digital service issues
High design & quality standards	High operational costs

Opportunities	Threats
Digital transformation	Intense London competition
Sustainability branding	Economic uncertainty

Events business growth	Technological disruption
Workforce training & upskilling	Labour shortages

Explanation

Hilton London Bankside has a strong brand name, location and quality facilities that have positively influenced the hotel. These advantages put it in a good competitive position in the luxury market (Náglová and Pechrová, 2021). Nevertheless, internal weaknesses mainly lack of uniform service and workforce instability are the factors which do not allow the hotel to enjoy the benefits of these advantages completely. There are digital innovation opportunities, sustainability improvement opportunities, and opportunities to expand the operation of events (Trautmann et al., 2023). However, they have to be done against a backdrop of high risks such as the intense competition among other London hotels, unstable economic factors, and constant labour and technological upheavals.

TOWS Analysis

TOWS Table

Strategy Type	Strategic Actions
SO (Use strengths to exploit opportunities)	Leverage Hilton brand and strong facilities to market sustainable event packages and integrate digital innovations to enhance guest experience.
ST (Use strengths to mitigate threats)	Use brand power and quality standards to differentiate against London competitors and maintain resilience during economic fluctuations.
WO (Use opportunities to reduce weaknesses)	Invest in digital upgrades and staff training to address service inconsistency and turnover.
WT (Defensive strategies)	Implement cost-control measures, operational streamlining, and improved workforce management to reduce vulnerability to economic and labour threats.

Explanation

The TOWS analysis identifies areas of strategic improvement. The hotel will be able to leverage its good brand and facilities by marketing itself as a sustainability-focused, technologically-enabled property, which attracts both leisure and business visitors (Ali and Aboelmaged, 2022). Simultaneously, the prospects in digital progress and human resources training provide a way out of internal drawbacks (Lloyd, 2023). Defensive strategies are aimed at ensuring stability in operations based on the management of costs and enhanced workflow efficiency.

Recommendations and Change Management

Overview of Recommended Strategies

The proposed recommendations in this section are directly informed by the problems that were found during the analysis phase, such as inconsistencies in the housekeeping standards, inefficiencies in the food and beverage (F&B) department, the problem of low reliability of digital cheque-in and mobile keys, and a high staff turnover rate (Errida and Lotfi, 2021). Based on the results of both the SWOT and TOWS analyses, the following recommendations will be used to improve the performance of the internal processes, increase guest satisfaction, and make Hilton London Bankside more competitive in the London luxury hotel market (Marchi and Zanoni, 2022).

The proposed strategies have been calculated with due consideration of the best practises in the hospitality operations and the realities of the labour market, technological trends, and expectations of the customers in London (Eibschutz and Gholamrezanezhad, 2022). The size, cost structure, and positioning of Hilton London Bankside by its brands demand solutions that will have a quantifiable effect on operations at a reasonable financial cost (Chahyono, Azis and Nuryadin, 2023). Every recommendation has the implementation plan, the resources evaluation, the anticipated results, and the discussion of possible risks along with the mitigation plan. The combination of these strategies is a rational solution to operational enhancement and culture revival in the hotel in the long run.

Recommendations in Detail

Recommendation 1: Operational Efficiency – Lean Housekeeping Redesign

Issue Solved: The lack of consistency in housekeeping standards, room readiness time, and inconsistency in room cleanliness.

Proposed Strategy: adhere to a Lean-based housekeeping workflow redesign to simplify the processes, decrease the wastes, and increase the room turnaround times (Lavorato and Piedepalumbo, 2023). This is by developing the standard operating procedures, re-framing room cleaning routines to optimum efficiency, launching visual cleaning checklists, putting quality controllers to cheque on conformity.

Implementation Plan:

The programme would start with a process- mapping activity that will include supervisors and seasoned room attendants. A pilot is supposed to be carried out in one floor of the guestrooms to test better workflows (Bivona and Cruz, 2021). The areas of training staff will be done on standardisation, time allocation, and quality expectations. Supervisors will be trained to be continuous improvement coaches, to ensure that new procedures are followed.

Resource Requirements:

- Training programme for housekeeping team
- Supervisory training in Lean methods
- Quality-control checklists and digital documentation tools
- Potential investment in equipment upgrades to reduce cleaning times

Estimated cost: **£25,000** for training, materials, and pilot implementation.

Expected Outcomes:

- Reduced housekeeping turnaround times
- Enhanced room presentation consistency
- Higher guest satisfaction scores
- Reduced overtime costs and lower staff burnout

Risks and Mitigation:

Staff opposition could be occasioned by the necessity to alter the conventional practises. It can be reduced by inclusive planning, communication relating to workload benefits and recognition programmes on high standards compliance (Kapelko, 2021).

Recommendation 2: F&B Service Enhancement – Workforce Planning and Smart Service Technology

Issue: Delays in servicing F&B during the busy times and variation in guest experience in OXBO Bankside.

Strategy The suggested plan is to implement predictive workforce planning, cross-training programmes, and technology-assisted ordering tools to enhance the speed of service, communication, and efficiency of table management (Richter et al., 2022).

Implementation Plan:

The hotel must employ a workforce scheduling tool that relies on predictive analytics, grounded on occupancy levels, booking history, and the local event information (Evans, 2022). Cross-training of the chosen staff to work on the positions of bar and restaurant service will enhance flexibility. The introduction of an online ordering system between servers and the kitchen will enhance the effectiveness of communication and minimise delays (Andersen, 2024).

Resource Requirements:

- Subscription to workforce scheduling software
- Staff cross-training modules
- Tablets or handheld devices for digital ordering
- Service flow redesign by F&B leadership

Estimated cost: **£40,000** including technology, training, and deployment.

Expected Outcomes:

- Faster table turns and reduced waiting times
- Higher guest satisfaction during breakfast and event-related peak periods
- Improved communication between kitchen and service staff
- Increased F&B revenue through higher efficiency and better upselling opportunities

Risks and Mitigation:

Employees might also experience difficulties with new technology, the remedy to this problem is gradual training and realistic examples (Williams and Tinkoff, 2023). Avoidance of implementation friction will be achieved by ensuring the kitchen participation in redesign discussions.

Recommendation 3: Digital Transformation – Upgrade Mobile Key and Check-in System

Issue Resolved: Unstable digital cheque-in and mobile key services, resulting in guest dissatisfaction and more work in the front-desk (Eshov et al., 2023).

The Strategy proposed: To enhance the credibility of the digital guest services, upgrade the Wi-Fi network infrastructure, improve the mobile keys integration, and train the staff through the high-level troubleshooting course.

Implementation Plan:

Technical audit is an activity that should be conducted to determine any gaps in the current infrastructure (Sebbag, 2024). Depending on the results, there should be targeted improvements on the access control systems and Wi-Fi routers particularly around elevators and guestroom corridors (Cowls et al., 2023). Front-desk and concierge trainings would aim at helping to solve common problems with digital tools within the shortest time period to minimise the dependence of guests on traditional services.

Resource Requirements:

- IT consultancy support
- Hardware upgrades (routers, access control modules)
- Staff training workshops in digital support
- Visual guides for guests on how to use the mobile key system

Estimated cost: **£60,000** for network improvements and training.

Expected Outcomes:

- Higher adoption and reliability of mobile check-in and digital keys
- Reduced front-desk queues and workloads
- A modernised brand image aligned with Hilton's corporate innovation strategy

- Improved guest experience for tech-savvy travellers

Risks and Mitigation:

The implementation of the technology can lead to short-term inconveniences; a close timeline during the off-peak times will reduce the effect on operations (McIntyre et al., 2023). The upgrades should be implemented, and the staff trained to avoid service loopholes.

Recommendation 4: HR and Culture- Staff Retention, Wellbeing and Development Programme.

Issue Resolved The turnover and burnout in operation departments, which led to inconsistencies in service provision and high labour expenditures (Mendis, 2025).

Strategic Recommendation: Implement an extensive staff retention and development programme (wellbeing, career growth prospects and formal onboarding).

Implementation Plan:

The hotel ought to initiate a multi-tiered programme consisting of mentorship programmes, wellbeing seminars, and frequent performance check-ins (Tay, 2022). There should be a well-designed role ladder in terms of housekeeping, F&B and front-desk, which will provide employees with specific opportunities of promotion (Eibschutz and Gholamrezanezhad, 2022). Besides, a better onboarding system ought to minimise turnover during the initial stages and enhance engagement at the first day.

Resource Requirements:

- HR consultancy support
- Training modules for supervisors
- Wellbeing programme facilitation
- Development of progression pathways and evaluation criteria

Estimated cost: **£50,000** annually for programme rollout and maintenance.

Expected Outcomes:

- Lower turnover and reduced dependence on agency labour
- Higher staff morale, productivity, and loyalty

- More consistent service delivery across departments (Hyde and Bagdan, 2021)
- Long-term cost reductions through reduced recruitment expenses

Risks and Mitigation:

HR programmes may require some time to realise (Mogatusi, Takalani and Gupta, 2025). Gradual introduction and short-term victories (e.g., wellbeing efforts) can also be used in order to maintain the momentum and illustrate initial value.

Change Management Strategy (Kotter's 8-Step Model)

The 8-Step Model created by Kotter offers a systematic and convenient model that can be adopted in the hotel setting, which is multi-departmental (Rajani, Heggde and Kumar, 2022). The model makes operational, digital and cultural changes to be implemented in a coordinated and sustainable manner.

1. Create a Sense of Urgency

The initial stage will be the creation of a broad awareness of the necessity to change. The top management should emphasise the dangers of carrying on with the current practises that include deteriorating guest satisfaction, technological failure and rising emissions (Januszek et al., 2023). With actual operational data, responses of the guests and comparisons with the industries, the leaders can easily illustrate the competitive challenges and operational inefficiencies that the hotel currently has to deal with (Geminarqi and Purnomo, 2023). Through the transparent presentation of these challenges, the staff will have a higher possibility of viewing change as a necessity and not an option.

Build a Guiding Coalition

An effective and cross-functional team of leaders should be formed to spearhead the process of change. This group ought to have department heads of housekeeping, F&B, front desk, IT and HR as all the areas where the proposed changes would impact will be represented (Chze et al., 2021). The coalition will be a single leadership organisation that will plan, communicate and monitor the initial progress (Du et al., 2024). Their combined effect will minimise the departmental silos and foster cooperation within the hotel.

Create a Strategic Vision and Initiatives.

It must have the vision of operational excellence, digital reliability, and people-first culture (Ka Yan and Chan, 2025). The efforts will be in line with the suggested strategies and will position the change as a process toward service uniformity (Harrison et al., 2021).

Communicate the Vision

Goals and progress will be strengthened by regular staff briefings, newsletters, and department meetings (Challagundla and Peddavenkatagari, 2024). The vision will be embedded using visual aids like posters that show new standards.

Remove Barriers

In this phase, training is offered, systems updated, workflow enhanced, and cultural resistance is overcome (Alkaf et al., 2021). Such obstacles as role ambiguity or inadequate processes should be done away with in an orderly manner.

Generate Short-Term Wins

Implement early success like enhanced breakfast process, faster room preparation or effective staff recognition programmes (Maia and Junior, 2021). Counting and glorifying these victories gains momentum.

Sustain Acceleration

With the results coming in, the hotel must invest more in training, coaching and technology and the results should be continuously improved within the departments (Ayodeji, Emmanuel and Olajiire, 2021).

Introduction of Augmented Approaches to the Culture

The last phase entails inculcating the new standards, work processes and behaviours into daily practises (Ottenbacher et al., 2025). The cultural values should be reinforced by performance reviews, recognition, and feedback loop, which will guarantee permanent change.

Measuring Success

To monitor progress effectively, clear and quantifiable performance indicators are required:

- **Housekeeping Turnaround Time:** Reduction in room cleaning time and increased punctuality for check-in readiness (Gibbs and Kharouf, 2022).

- **Guest Satisfaction (NPS):** Targeted improvements in areas relating to cleanliness, speed of service, and digital experience.
- **F&B Service Times:** Decrease in average wait times during breakfast and peak periods (Widianto et al., 2021).
- **Staff Turnover Rate:** Tracking reductions in annual turnover across key departments.
- **Mobile Check-in Adoption:** Higher usage rates and fewer digital key failures.
- **Event Feedback Scores:** Improved ratings from conference and event clients.

Monthly dashboards and quarterly reviews will provide accountability as they will be constantly monitored to identify areas that will need additional improvement (Harif, Nawaz and Hameed, 2022).

Cost Evaluation

The recommendations have been formulated keeping financial feasibility. Hilton London Bankside is located in the 5 star-premium segments in London where the quality operation investment cannot be ignored as a way of remaining competitive (Ali et al., 2021).

- **Lean Housekeeping Redesign:** £25,000
- **F&B Workforce Planning & Technology:** £40,000
- **Digital Infrastructure Upgrade:** £60,000
- **Staff Retention & Development Programme:** £50,000 annually

These expenses are not excessive taking into consideration the size of the hotel, its clients, and the revenue capacity (Nguyen et al., 2022). The investments will provide operational efficiencies as well as strategic long-term benefits, which will out-weigh the initial expenditure (Carpio, Apollonio and Acevedo, 2021). The returns will be created out of better guest satisfaction, staff retention, and service consistency in terms of brand loyalty, repeat booking, and operational wastage.

Action Plan

Action Plan Table for Hilton London Bankside

No.	Problem	Solution	Desired Outcome	Time scale	Completion Date	Estimated Budget
1	Inconsistent housekeeping standards	Implement Lean housekeeping workflow redesign, standardised procedures, and quality-control checks	Faster room turnaround, consistent cleanliness, reduced guest complaints	3 months	Month 3	£25,000
2	Slow and inconsistent F&B service	Introduce predictive workforce planning, cross-training, and digital ordering tools	Reduced waiting times, improved table turnover, increased guest satisfaction	4 months	Month 4	£40,000
3	Digital check-in and mobile key failures	Upgrade Wi-Fi infrastructure, enhance system integration, and train staff in digital troubleshooting	Reliable mobile check-in services, reduced front desk congestion	5 months	Month 5	£60,000

4	High staff turnover and burnout	Develop staff wellbeing and career progression programme; strengthen onboarding	Higher retention, improved morale, stronger service consistency	6 months	Month 6	£50,000 annually
5	Event service bottlenecks	Improve cross-department scheduling and coordination using digital event management tools	Smooth event setups, higher event satisfaction, increased repeat bookings	3 months	Month 3	£20,000

Narrative Summary of Implementation Sequencing

The action plan implementation is presented in a rational and easily manageable order with minimal disturbance to the operations of the hotels and as much impact as possible being experienced early. The first priorities are based on stable operations and housekeeping and event organisation should be improved first (Amoako, Caesar, Dzogbenuku and Bonsu, 2023). These departments are observable instantly by the visitors and directly influence the level of room preparedness and the quality of events, which makes them the perfect candidates to give early wins. Both the initiatives will be completed within the first three months.

At the same time, the work on the improvement of efficiency of F&B services will start (Aman-Ullah et al., 2022). Since this department determines a significant percentage of guest interactions especially on breakfast and events, early optimisation of staffing, workflow technology will assist in stabilisation of service delivery.

The digital transformation aspect that involves modernization of the mobile key system and Wi-Fi networks will take off as basic operational enhancements are in progress. This will provide the staff with the capacity and understanding to assist technical changes (Grobelna, 2021). By the end of the fifth month, these renovations will ensure that Hilton London Bankside aligns its brand with that of digital innovation as planned by Hilton.

The staff retention and wellbeing programme shall be implemented in a period of six months to enable culture to be adopted gradually (Anabila et al., 2022). This lengthy period will guarantee that training, changes and career pathways are ingrained. Together, the sequencing of these efforts help the hotel to gain momentum, seal the short-term service loopholes and continue organisational growth over the long term.

Conclusion

This consultancy report has singled out some key operational issues at Hilton London Bankside that are currently compromising the service consistency, employee welfare and overall satisfaction of guests (Kanyama, Nurittamont and Siripipatthanakul, 2022). Five major problems were identified through careful examination and they included lack of consistency in housekeeping services, inefficiencies in the food and beverage department, poor digital check-in and mobile key service performance, high turnover and burnout rates among staff and bottlenecks in event service delivery. All these problems threaten the image of the hotel, its performance, and its positioning in the competitive luxury hotel market in London.

The evidence-based solutions that are recommended in this report provide effective approaches that can be used to ensure that these challenges are dealt with as a whole (Arici, Cakmakoglu Arıcı and Altinay, 2023). Hilton London Bankside can achieve a considerable impact on the guest experience, as well as the stability of the internal operations by integrating the practices of Lean housekeeping, optimal planning of F&B workforce, reinforcing the digital infrastructure, and investing in the overall staff development and wellbeing. The suggested event coordination enhancements further support the ability of the hotel to draw and provide quality corporate and social functions to support the increase in revenue over the long run.

These suggestions are backed by the Kotter model of change management and offer a systematic channel through which the performance in operations can be changed and the staff

involved and the culture aligned all through the process (Azhar et al., 2024). The use of clear performance indicators to measure the progress will also help the leadership team to monitor the progress, maintain momentum, and accountability in various departments.

Hilton London Bankside is also in a good position to take advantage of these strategic interventions. The hotel has a good base to build on with its strong brand, highly desirable location and the already established guest appeal (Limna, 2023). Adopting the improvements suggested, the hotel will be able to improve its competitive edge, improve customer retention and enhance high performance culture that will lead to long-term success.

Lastly, we wish to express our heartfelt thanks to Hilton London Bankside to have given us a chance to contribute to its current quest of operational excellence. We are anticipating positive changes due to these efforts and further success of the hotel in the London hospitality industry.

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