

BA(Hons) International Hotel Management

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Executive Summary:

This study's purpose is to assess and evaluate InterContinental Hotel Group PLC's (IHG) strategic position and strategic directions. The primary purpose of this study is to evaluate and provide feedback on the effectiveness of management's strategic choices for the company. The research will do more than just that, however; it will also recommend possible future strategic routes. This report was shaped by the results of an environmental assessment commissioned by InterContinental Hotel Group PLC. Intercontinental Hotel Group PLC's rapid growth may be largely attributed to the company's already sizable footprint on the global market, particularly in emerging countries. The growth of the hotel industry as a whole and the company's presence in these countries have both contributed to its success. These factors have contributed to the company's expansion. The introduction of new businesses might be to blame for the escalation of competition. However, the firm is making the most of its competitive advantage by emphasizing its special qualities. A number of frameworks, like as SWOT and PESTLE, are used to assess the external environment and provide a judgment on the company's strategic position. Research results from these studies augment those from the evaluation. While internal factors like the state of the firm's finances and the health of the economy are naturally more important, external factors like the state of the economy and the variety of other issues the company encounters must also be taken into account. The corporation must also continue with its expansionist objectives if it wants to maintain its current market dominance. However, in order to keep its current strategic position in the global tourism market and the hospitality industry, InterContinental Hotel Group PLC must work to expand the breadth and depth of the products it offers in order to defend itself against the challenge posed by the rising expectations of customers. It's feasible that InterContinental Hotels Group PLC will be able to build the brand image it wants if it offers guests a menu of environmentally friendly add-ons to choose from when they stay at one of their hotels. The hotel and tourism sectors are led by InterContinental Hotel Group PLC, a global leader. To ensure continued success and market dominance, companies may differentiate themselves from competitors by adopting environmentally sustainable practices. Two examples of this kind of behavior are composting and recycling. Customers who are more recently being targeted by InterContinental Hotels Group PLC

now have access to a selection of culinary alternatives that are healthful. Maximizing earnings is a top priority for InterContinental Hotel Group PLC, and this may be accomplished through enhancing efficiency and expanding operations. To maintain its present market advantage, the organization must continue honing the threshold skills and distinctive abilities that have made it successful so far. As an added precaution, the corporation should take the initiative to secure the accomplishment of record profits. These gains are essential for the development of the firm's financial resources, which in turn boost the efficiency and effectiveness of the firm's operations. There were 11,161 people working for Intercontinental Hotels Group in 2021, which is a decrease of 13.02% from the previous year. It is essential for the staff members of InterContinental Hotels Group PLC to have access to a facility that can give them with opportunities for off-the-job training in addition to the opportunities they have for on-the-job training. In the year 2017, malware designed to steal credit card and personal information is directed at the 1,200 hotels owned by IHG. In order for the InterContinental Hotels Group PLC to be able to apply a trustworthy information technology security solution throughout their whole operational management method, it will be necessary for the company to develop such a solution.

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Introduction:

International hotel management is concerned with the global administration of hotels, private estates, restaurants, resorts, and spas, as well as the management of the services associated with these enterprises. To fully assess the company's present competitive position in the industry, it is required to study both the company's internal and external surroundings. InterContinental Hotel Group PLC is one of the world's most well-known and recognized hotel corporations (IHG). The hotel establishments operated by the business represent more than a hundred different nations. In terms of room count, revenue, and market share, InterContinental Hotel Group is the world's biggest hotel corporation. Marriott International comes in second and Hilton Hotels comes in third. The company manages various hotel brands, including InterContinental Hotels Group and Hotel Indigo, to name just two. Hotel operations may be structured in a variety of ways, including franchises, under management, as completely owned subsidiaries, or as leased subsidiaries. As a result, the report will often use a number of suitable management approaches to examine the company's internal and external environments. Therefore, SWOT and PESTLE analyses will be used to evaluate the strategic strengths and weaknesses of InterContinental Hotel Group PLC's management. The goal is to assess the organization's strategic position and provide suggestions to help it maintain its competitive edge. Researchers may profit from a SWOT analysis by determining which facets of InterContinental Hotel Group PLC are effective and which require improvement. These are the pillars of your company's success, and they give you with a market edge. A PESTLE study contextualizes a company's strategy, brand positioning, growth objectives, and productivity threats. It might be useful for defining new product development and evaluating the viability of current goods and services.

Scope & analysis:

SWOT analysis: InterContinental Hotel Group PLC

Maintaining its position as the hotel industry's dominant player is essential for InterContinental Hotels Group PLC. InterContinental Hotels Group PLC employs a SWOT analysis as a basis for its strategic choices.

Factors	Impact
Strengths:	• Global presence: IHG is one of the most successful organizations operating in its industry and has expanded its operations to one hundred countries throughout the world (Ken, 2016). During their fiscal year 2021, InterContinental Hotels Group achieved \$1.39 billion in revenue (S. Lock, 2022). It is estimated that there are around 278 thousand rooms located in a variety of settings throughout the globe (Ihgplc, 2022). Some of the most important hotel brands that it owns and runs are The InterContinental, Hotel Indigo, Holiday Inn Resort, Holiday Inn Club Vacations, EVEN Hotels, Holiday Inn, Holiday Inn Express, Staybridge Suites Hotels, HUALUXE, Kimpton, Crowne Plaza and Candlewood Suites Hotels (Globaldata, 2021). • Financial structure: InterContinental Hotels Group PLC has been continuously successful over the last five years and has accumulated large earnings reserves that may be utilized in the future to finance major expenditures. As of 2019, InterContinental Hotels Group is valued around \$2.08 billion (Gowrea, 2018). The hotel business opened more hotels in 2017 than in any year since 2009, setting records in both the Americas and Greater China (Gowrea, 2018). The total gross profit for Intercontinental Hotels Group in 2021 was \$2.421 billion, which is an increase from \$2.193 billion in 2020. This is an 18.68% increase from before (Gowrea, 2018).

	• Effective organizational culture: InterContinental Hotels Group PLC employees come from all over the globe and represent a diverse spectrum of ethnic and cultural identities, bringing fresh ideas and ways of thinking to the firm. InterContinental Hotels Group PLC employs professionals with suitable expertise and certifications (ibisworld, 2021). The creative teams of InterContinental Hotels Group PLC have helped the firm to create unique solutions and grow into previously untouched markets. It has always had significant success in entering undeveloped markets. • Social Media presence: On social media sites such as Facebook, Twitter, and Instagram, the InterContinental Hotels Group PLC has amassed a following of more than one million users (StudyCorgi, 2020). These are the top three social networking sites in terms of the number of users from every region of the world.
Weaknesses:	• Research and development activity: In the previous two years, InterContinental Hotels Group PLC has not performed market research in the markets it serves (Edrawsoft, 2021). Although InterContinental Hotels Group PLC spends more in research and development than the average hotel chain, it invests far less than a few of competitors whose unique products have given them a major market edge (Ivy panda, 2021). • High employee turnover: In 2021, Intercontinental Hotels Group had 11,161 employees, a 13.02% reduction from the previous year (Macrotrends, 2021). InterContinental Hotels Group PLC has a higher employee turnover rate than its competitors. This suggests a rise in employee turnover, which has led to an increase in expenditures for employee development programs.

	• Weak IT security: 1200 hotels owned by IHG were attacked with malware designed to steal credit card information, which resulted in the theft of cardholder names, card numbers, internal verification codes, and other guest information (Kastrenakes, 2017). • Controversies: IHG has been involved in several issues in the past. In 2013, there was a worldwide boycott effort against the company due to its plan to establish a five-star hotel in Tibet (Gowrea, 2018). It was also accused of engaging in price manipulation and violating hygienic norms. These scandals negatively harmed the brand's reputation.
Opportunities:	• Growth in global market: There are now several flourishing niche markets. The selling of commodities in different locations is an opportunity for profit for InterContinental Hotels Group PLC (Ken, 2016). As soon as the agreement with SAMHI is finalized, 2000 rooms in India will be rebranded as Holiday Inn Express hotels. IHG plans to build 300 hotels in China over the next five years. • Product diversification: In 2020, the food and beverage business generated 13% of InterContinental Hotels Group Plc's total revenue, while other services contributed 15% (IHG PLC, 2020). To that end, consider if there is opportunity for some additional food and beverage alternatives. • Ecommerce: Marketing activities may now benefit from more specific client data as a consequence of technological advancements. The online retail industry has grown in both popularity and sales (Kastrenakes, 2017). As a consequence, it's clear that a growing number of consumers are making online purchases. InterContinental Hotels Group PLC generates a consistent income stream by building and operating profitable online retail stores (Gowrea, 2018).

Threats:	• Strong competitors: The Marriott, Wyndham, and AccorHotels groups provide the most important levels of competition for the InterContinental Hotels Group Plc. The Hilton, Hyatt, and Choice groups present additional degrees of competition for the InterContinental Hotels Group Plc. • Global economic crisis: The global financial crisis and economic lockouts had a significant effect on InterContinental Hotels Group Plc. During the first quarter of 2020, the company faced considerable losses (Gowrea, 2018). Additionally, it had to downsize its employment in many other countries. Issues relating to the macro environment have the potential to impede the success of any enterprise (S. Lock, 2022). Widespread price reductions have come from increased competition. If InterContinental Hotels Group PLC does not adjust its price properly, it risks losing market share and income. • Environmental factors: InterContinental Hotels Group Plc's operations have had a major impact on pollution levels and biodiversity loss due to poor waste management and pollution control (Lock, 2019). With their massive volumes of garbage and carbon dioxide emissions, hotels are a major contributor to climate change. Both energy and water use are excessive.
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PESTLE analysis: InterContinental Hotel Group PLC

The PESTEL framework is very beneficial to both strategic decision-making and environmental consciousness. When performed correctly, a PESTLE study may provide light on the wider picture of a company's strategy, brand positioning, growth objectives, and threats such as pandemics that impede productivity.

Factors	Impact
Political factors:	The bulk of InterContinental Hotel Group's hotels and resorts are located in countries that have experienced both political stability and turbulence in the recent past, making political issues the most essential feature in the administration and operations of the company (Farooq, 2019). Like any other sector of the economy, the hotel chain InterContinental Hotel Group benefits from a stable political climate. The growth of InterContinental Hotel Group in politically stable nations is a primary strategic priority.
Economic factors:	According to Capobianco et al. (2021), as a result of the recent worldwide economic downturns faced by a number of nations, some local firms have shuttered. Discretionary income and company activity are both decreasing. Furthermore, smaller hotel enterprises lack the infrastructure of their bigger competitors. Fortunately, underperforming hotels may rely on the dependable infrastructure of InterContinental Hotel Group. As a result, the economic downturn had a significant impact on InterContinental Hotel Group. According to Koushik, Higbie and Eister (2012), Even while the economy is showing indications of revival, it will be some time before growing discretionary incomes allow for an increase in luxury expenditure.
Social factors:	According to King (2008), by creating a range of products tailored to certain markets and customer subsets, hotels industry is following the tenets of market differentiation and niche marketing. In the United Kingdom, for instance, it is widely encouraged that the young and old take part in social and cultural events (Sweetstudy, 2021).

	Each day, guests are treated to a highly acclaimed exquisite and lavish environment in addition to entertainment options including social and cultural events. Because of this, the firm is placing its bets in areas where the culture and population are conducive to business.
Technological factors:	InterContinental Hotel Group depends significantly on their web presence to operate their company. Therefore, technology is essential to its accomplishment (Business.comcast, 2018). The profitability and efficiency of the firm's operations rely heavily on the current level of information technology; as a result, the corporation invests heavily in research and development. The business model relies heavily on technology (Blogspot, 2015). Sales, purchasing, marketing, management, and operations are just few of the company functions that have been significantly impacted by technological advancement (Attala, 2019). Therefore, InterContinental Hotel Group will only invest in regions with inexpensive technological access.
Legal factors:	Legal concerns are crucial to the establishment and sustainability of a business. InterContinental Hotel Group is required to comply with the laws of each country's legal system (Farooq, 2019). InterContinental Hotel Group is a multinational enterprise that must comply with the business law laws of each country in which it operates. InterContinental Hotel Group may only establish businesses in nations where doing so is legal.
Environmental factors:	As a consequence of the deteriorating status of the environment and the growth of innovative technology, businesses have adopted new ways to recycling and waste management. According to Klimas (2014), recycling has essentially become the standard in some regions of the nation. In addition, InterContinental Hotels Group PLC's operations in or near large cities must use comprehensive waste management practices (Wisse, 2020). To preserve their metropolitan regions, a number of nations have implemented

	stringent waste management laws. Certain countries promote investment in renewable technologies by providing tax credits and other incentives (Wisse, 2020). Therefore, InterContinental Hotels Group PLC is able to make long-term investments in sustainable energy.
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Main Analysis:

Issues 01: Environmental sustainability issues

Issues:

The hotel industry is largely to blame for the global pollution crisis. Eco-friendly practices in hotels are, therefore, more important than ever. Recent research Leyva and Parra (2021) indicates that the hotel industry accounts for 21% of tourism's harmful effects on the environment. The hotel industry's contribution to pollution and inadequate waste management has had far-reaching implications in terms of the environment and biodiversity (Oakley, 2021). The hotel industry's massive carbon dioxide emissions and garbage accumulation contribute to the global warming calamity. Overuse of both water and power is also a problem. 61% of guests on Booking.com are looking for green holiday choices (Booking.com, 2021). In order to lessen their influence on the planet, 83% of tourists are looking for environmentally friendly transportation solutions (Green Key, 2021). Seventy-six percent of vacationers want to reduce their water use and 69 % want to cut down on their carbon footprint while they're away (Green Key, 2021). A second study found that 73% of travelers would rather stay at a hotel that made an attempt to reduce its environmental effect than at a hotel that made no such effort (Agoda, 2021). This white paper from Operto claims that eco-friendly hotels may charge up to 75 % extra per night (Agoda, 2021).

Necessary management strategy:

By adopting and implementing sustainable business practices, the InterContinental Hotels Group PLC may reduce its carbon footprint and become more ecologically friendly. InterContinental Hotels Group PLC's can give its guests with a great experience at a hotel that is aligned with their values and expectations by making sustainable decisions, especially as people become more concerned about climate change and the environment.

- Reduce plastic use: It is anticipated that the production of plastic would rise by 60 % by the year 2030 and will treble by the year 2050 (Quinones, 2021). The InterContinental Hotels Group PLC should buy less disposable plastic goods including straws, cups, and silverware. As a result, the business will save money.

According to Yilmaz, Kim and Ko (2021), switch to alternatives that are less harmful to the environment and can be recycled or reused, such as bamboo straws.

- Utilize non-toxic, eco-friendly cleaning products: The InterContinental Hotels Group PLC may utilize environmentally friendly cleaning products. They are healthier for individuals and the environment. If non-toxic cleaning products are utilized, guests with chemical sensitivity are less likely to experience unpleasant responses (Wilson, 2020). Items with a low environmental impact and a small carbon footprint will be attractive to InterContinental Hotels Group PLC.
- Compost waste: Tonini, Albizzati and Astrup, (2018) research stated that, composting food scraps may help in the fight against global warming since they account for about 8% of greenhouse gas emissions. When composted, simple food wastes such as banana and orange peels, vegetable scraps, tea bags, and coffee grinds may enhance the soil of flower bed or garden. Before InterContinental Hotels Group PLC to begin composting, its current waste collection systems must be modified. The composting facility at the InterContinental Hotels must be placed in a dry, shady area. Begin building the compost pile by layering green (food scraps, garden detritus) and brown (dry leaves, newspaper, wood chips) items together (World Wildlife Fund, 2020). To deter rats, InterContinental Hotels Group PLC must guarantee that the top layer is brown. Remember to wet and cover the compost. InterContinental Hotels Group PLC may use a solution of sugar water, ammonia, and beer to speed up the process.
- Let guest engage on sustainable journey: The InterContinental Hotels Group is installing waste separation facilities at all of its properties in an attempt to encourage guests to separate their trash and promote environmentally responsible behavior. Upselling is one method InterContinental Hotels Group PLC attempts to get customers to join its green endeavor. The principle of upselling transcends spa services and accommodation upgrades (Oakley EN, 2021). Additionally, it is an excellent instrument for enhancing the corporate identity of InterContinental Hotels Group PLC. To ease the process of customizing and delivering upselling incentives, hotels may elect to use upselling software like Oaky.

- Support local producers and vendors: The InterContinental Hotels Group PLC has made a smart move by including domestic producers and vendors into its supply chain (Oakley EN, 2021). They'll be able to help the neighborhood out and have far less of an impact on the natural world.

Issue 02: Staff training program

Issues:

IHG's worldwide workforce is comprised of employees from more than one hundred different nations. The number of people working at Intercontinental Hotels Group decreased by 13,02% from the previous year's total of 14,057 to 11,161 in 2021 (Macrotrends, 2021b). In 2020, Intercontinental Hotels Group had a total workforce of 12,832 employees, representing an 11.11 % decrease from the previous year's total (Macrotrends, 2021b). It's possible that problems with the company's communication, support, and culture are to blame for the high turnover rate. IHG has had an intranet called Merlin that connects all of its hotels worldwide since a few years ago (S. Lock, 2021). To keep its employees informed of any hotel-specific developments, IHG has built a single platform that gives real-time business information. Hotels owned by InterContinental Hotels Group (IHG) and Best Western International may also utilize IHG's Amadeus PM PRO property management system (S. Lock, 2021). It helps businesses like restaurants, bars, and gift stores with reservations, sales, catering, and POS. The lack of diversity in InterContinental Hotels Group PLC's development strategy has a chilling effect on staff satisfaction.

Necessary management strategy:

Employees get a comprehensive understanding of their roles and responsibilities, as well as the knowledge and skills necessary to carry them out, via training. Workers' morale will rise as a result, and the InterContinental Hotels Group as a whole will benefit from higher productivity. Thus, InterContinental Hotels Group HR management team need to ensure both On the job training and Off the job training facility for their employees.

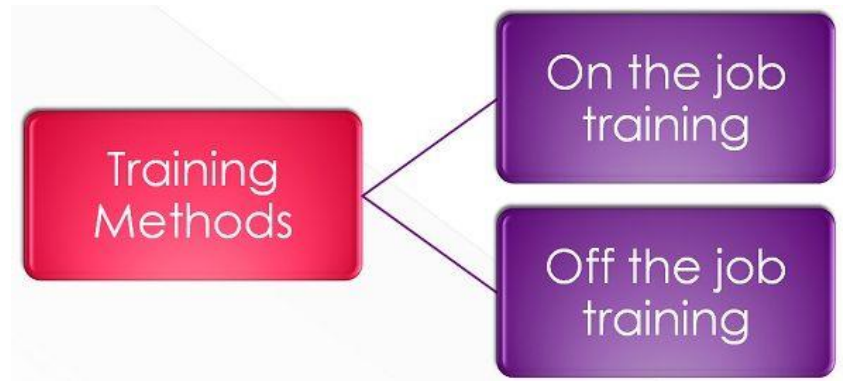


Figure 01: Training method (Surbhi S, 2015)

On the job training process:

InterContinental Hotels Group may offer its hospitality staff the opportunity to participate in on-the-job training so that they may get the necessary education without having to take time away from their duties (Indeed, 2021). InterContinental Hotels Group staff members may gain in knowledge and effectiveness if they were provided with more information regarding on-the-job training and exposed to applicable instances.

- **Job rotation:** Job rotation is a kind that takes into account the learner's likely transience in terms of occupation. The InterContinental Hotels Group trainee might learn valuable skills from his trainer or supervisor while he performs different job duties (Agarwal, 2012). While this is a standard approach to training managers for general management roles, trainees may alternatively be rotated between tasks in a workshop setting. The method teaches students to recognize and appreciate the difficulties faced by workers in a variety of fields. Job hopefuls rotate through several roles, from clerical to administrative to cashier to management, to get a feel for what it's like to work in each department.
- **Coaching:** Coaching is the process of helping an individual or a team acquire and hone the knowledge and skills they need to reach their full potential. The teacher is called a coach, while the pupil is called a coachee (Park, Lim and Lee, 2021). The trainee may get feedback and suggestions for development from the InterContinental Hotels Group supervisor. The trainee often helps lighten the coach's burden by taking over some of the coach's responsibilities.

- Practice simulation: According to Arco and Millett (1996), an employee participates in practice simulation training by going through a course that simulates potential real-world circumstances. In many fields, including medicine, it is standard practice for workers to practice an approach in a simulated setting before applying it to a live patient (Arco and Millett, 1996). In addition to training new employees, InterContinental Hotels Group plans to utilize practice sims to help train and develop the skills of current employees by giving them experience in a variety of settings.

Off the job turning process:

Off-the-job training is a kind of education in which workers study about their profession or the most recent developments in their industry at a location other than their place of employment (Indeed, 2021). This kind of training enables workers to do their duties more effectively. The objective of providing InterContinental Hotels Group training in an off-site location is to offer staff with a stress-free learning environment. Few of the strategies are:

- Audio-visual: The InterContinental Hotels Group may use a number of audio-visual modalities in formal classroom training, including but not limited to lectures, debates, and the seeing and listening to of documentaries, television programs, and films (Agarwal, 2012). This kind of training is often used in business to teach individuals who interact directly with customers how to treat them with the highest respect and civility.
- Case studies: InterContinental Hotels Group trainees get a situation or topic relevant to their profession in the form of a case study using the case studies technique (Saif M, 2019). In other words, they acquire a written report of a previously occurring real-world occurrence. The pupils are then expected to evaluate the situation and write up their findings. Then, instructors analyze the advantages and disadvantages of each solution in order to improve trainees' decision-making skills.
- Role playing: Trainees take on roles and act out scenarios to better understand the learning principles (Hr Help board, 2020). InterContinental Hotels Group may

allow trainees to play out a crisis scenario in which they must react without previous training or preparation. A role-playing game requires participants to adapt fast to changing surroundings and behave as they would in real life.

Issue 03: Product diversification

Issues:

Diversification is a strategy used by businesses to increase profitability and sales volume by introducing new products. Diversification may occur on a commercial or organizational level. In 2020, food and beverage generated 13% of InterContinental Hotels Group Plc's total revenue, while other services contributed 15% (lhgplc, 2022). This demonstrates the importance of InterContinental Hotels Group Plc diversifying their product offerings for their target clientele.

Necessary management strategy:

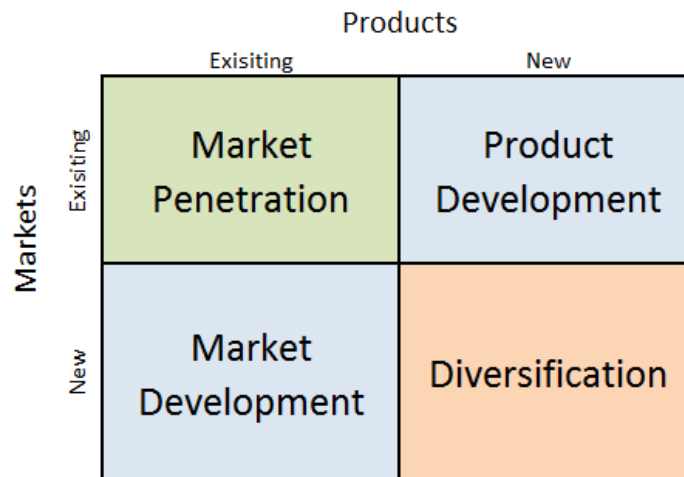


Figure 02: Ansoff matrix (Dudovskiy, 2022)

Another prominent general approach for gaining an advantage over the competition is diversification. InterContinental Hotels Group PLC has to enhance their product line in their food and beverage segment to achieve its growth. Thus InterContinental Hotels Group PLC needs to employ a diversification method to differentiate its goods and services from the competitors. The company, which has a good reputation in the market, distinguishes its goods to reduce competition from comparable items. To differentiate itself from its competition, the InterContinental Hotels Group PLC spends much in marketing, advertising, and celebrity endorsement (Dudovskiy, 2022).

It is essential for InterContinental Hotels Group PLC to consistently invest in research and development, particularly to stay up with market advancements and client preferences.

The InterContinental Hotels Group PLC has the right to change or enhance current goods in order to present guests with a greater range of new and interesting options. This will result in an increase in product sales and total consumption. As demand grows, the worldwide market for plant-based proteins is expected to climb from \$12,2 billion in 2022 to \$17.4 billion by 2027, from \$12,2 billion. According to a 2019 study by The Economist, 25% of persons aged 25 to 34 in the United States identify as vegan or vegetarian (Nrc.canada.ca, 2019). According to the food-centric website Chef's Pencil, the number of individuals interested in becoming vegans will soar in 2020 (VegNews, 2021). As a global hotel business company, InterContinental Hotels Group PLC stands to gain if it can position itself to capitalize on this trend. In an attempt to attract customers, InterContinental Hotels Group PLC might provide vegan choices.

Issue 04: IT security issues

Issues:

It is possible for firms in the hotel and tourist industries to see a rise in revenue if they use Internet technology in a planned way. IHG has come under assault from malware that steals credit card information and other personal data from visitors at its 1,200 hotels (Sharp, 2017). As a consequence of this, the InterContinental Hotels Group PLC has to devise a reliable information technology security system so that it may be used throughout their whole operational management procedure.

Necessary management strategy:

If InterContinental Hotels Group PLC wants to survive, it must guarantee that its cybersecurity system can avoid, detect, and counteract growing security threats and difficulties. Consequently, a possible method would be

1. Assess new security threats: The first step in developing a good data protection plan is to conduct a cybersecurity risk assessment. With the use of this research, new threat sources and events, security weaknesses, and their effect on InterContinental Hotels Group PLC may be recognized (Arnold, 2020).
2. Conduct security awareness training: Workers at InterContinental Hotels Group PLC pose a threat to safety if they violate security protocols or make thoughtless mistakes. Employees might unintentionally do harm to the company by divulging passwords, visiting phishing sites, or moving sensitive data to an insecure cloud or USB drive (Weise, 2017). A lack of proper security knowledge at hotels is made worse by the high turnover rate often seen in the industry. New recruits and temporary employees at InterContinental Hotels Group PLC may benefit from management's provision of orientation materials and periodic reminders on compliance with applicable cybersecurity rules.
3. Establish employee activity monitoring: The InterContinental Hotels Group's management must be able to discover security flaws quickly. In order to identify the circumstances surrounding hostile employee action, forensic investigators must utilize session data as proof of security breaches or an audit trail during forensic investigations (Cluley, 2017).

4. Control third-party activities: The management of InterContinental Hotels Group must be able to monitor the activity of contractors with access to sensitive data and systems. IT administrators are also responsible for verifying the identification of external users, evaluating external behavior, and discovering security breaches (Ejiaku, 2022).

5. Faster response: It would be difficult for a hotel to discover security breaches by studying user behavior manually, given that staff members often work at different hours of the day and night (McCord, 2021). To keep threat detection and reaction times low, InterContinental Hotels Group's IT administration may configure real-time alerts for suspected user activity or use software that allows servers to respond automatically to assaults.

Findings & Results:

Issues	Research findings	Justification
01: Environmental sustainability issues	According to Leemans and Solecki (2013), Standard approaches for achieving sustainability in a project include economizing on energy and materials, making use of renewable resources that are free of charge, and cutting down on waste. Stead (2018) research added that, SDG technique is continuously put into place, it has the potential to have a large and long-lasting impact on a hotel's bottom line. Reducing operating expenditures and waste may have this effect. Restaurants may be able to lessen their detrimental impact on the environment and become more environmentally responsible if they take steps to address issues such as sustainable agriculture, carbon footprint, supply chain shortening, food waste, packaging, water and energy consumption, and recycling (UNDP, 2021).	It is possible for InterContinental Hotels Group management to pave the path for a more secure future for their businesses as well as for the earth as a whole by recognizing the environmental issue and making the decision to solve it by getting rid of inefficient and superfluous hospitality components.
02: Staff training program	Human resource management nowadays places a premium on training as a strategy of reducing employee turnover (Ignite, 2019). This is because of the upsurge in	InterContinental Hotels Group's upper management believes that training and development are an investment in its workers' professional progress that will pay

	enthusiasm, output, and contentment in the workplace that follows effective training. According to Armstrong (2018), the goal of training is to provide people with the knowledge and skills they need to perform their duties successfully. Superior customer service may have a significant influence on a company's ability to attract new clients and retain existing ones.	dividends in the form of improved productivity, efficiency, and output. Increased output at the InterContinental Hotels Group may be traced directly to the company's emphasis on staff training. Training and development will help InterContinental Hotels Group recruit and retain top talent while also increasing employee happiness and morale, increasing productivity, and increasing profitability.
03: Product diversification	According to Bowen and Sleuwaegen (2017), diversification of products is a crucial component of hotel firms' development plans. Diversification helps hotels to preserve their existence via assured profit margins, economic and financial sustainability, and, in certain instances, a dominant position in the hotel services market. Hutzschenreuter and Horstkotte, (2012) research added that, product diversification is a risk-management strategy used by businesses to expand into new markets and industries and boost profits. This may be achieved by diversifying new	It has been speculated that improving food menu in InterContinental Hotels Group will help health conscious consumers to get access to nutritious meals, or taking other steps to promote healthier diets, might increase the success of a variety of wellness programs. InterContinental Hotels Group may healthy menu options highlight the vegan food options for their consumers as their innovative way of product diversification strategy.

	products and services and targeting new customers in new markets.	
04: IT security issues	According to Wainstein (2020), Hotel booking and payment systems are common targets for distributed denial of service attacks. Solid information security makes it simpler to keep the trust of the public, customers, and business partners (Roarforgood, 2020). Make sure that sensitive information can be accessed quickly and safely. reduce the potential for information to disappear, be corrupted, or be stolen. The evolution of technology has had and will continue to have a significant influence on the way hotels function and how their staff interact with guests.	In 2017, spyware stealing credit card and personal information is aimed at IHG's 1,200 hotels (Osborne, 2017). InterContinental Hotels Group PLC needs to provide a reliable IT security solution for their whole operational management process.

Action Plan:

Number	Problem	Solution	Desired outcome	Time scale	Completion date	Planned budget
01:	Environmental sustainability issues	Green maintenance, service, logistics, and product and supply strategies are fundamental to the sustainability of a hotel. Reduced waste, power savings, and water savings are the primary selling features.	InterContinental Hotels Group PLC might achieve its desired brand image by offering a menu of eco-friendly add-ons to guests. The InterContinental Hotels Group PLC should reduce its usage of single-use plastics. In addition, they must avoid substances that contribute to air and water pollution.	3 months	30/04/2023	£5000
02:	Lack of staff training program	Offer Both On the job training and	The staff of InterContinental Hotels will see	3 months	30/04/2023	£5000

		off the job training facility for the employees.	an increase in their sense of self-assurance, which may result in an increase in productivity and a reduction in employee turnover.			
03:	Lack of product diversification in food & Beverage	Introduced healthy food option for consumers. Vegan food can be a great option.	The enhancement of InterContinental Hotels' market target customers who are more likely to eat healthy food items would be facilitated by the incorporation of plant-based food products into the hotels' menus.	3 months	30/04/2023	£5000
04:	IT security issues	The InterContinental Hotels	InterContinental Hotels Group PLC can better	3 months	30/04/2023	£5000

		Group PLC must build a trustworthy information technology security solution that can be used across their whole operational management process.	protect its networks and users' private information with the help of a solid cybersecurity strategy.			
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Recommendations:

- InterContinental Hotels Group PLC may be able to achieve the required brand image by providing customers with an array of eco-friendly extras. It is imperative that InterContinental Hotels Group PLC decreases its use of single-use plastics. It is possible for InterContinental Hotels Group PLC to enhance its waste management procedures and incorporate sustainability into its business operations (Agoda, 2021). It will facilitate the organization's ability to deal with environmental stress.
- A high level of cross-cultural intelligence may make it easier for a corporation to see the consequences of globalization as opportunities rather than threats when the workplace is diverse. Using its employees' creative thinking skills, InterContinental Hotels Group PLC is able to minimize workplace stress, boost employee morale, and bring innovative new products to market (Agarwal, 2012).
- To better capitalize on the potential presented by developing market sectors, product diversification methods should be enhanced (Booking.com, 2021). This will enable the company to effectively manage activities associated with the creation of new products. InterContinental Hotels Group PLC may find that serving vegan meals is a great option.
- By maintaining the effectiveness of its IT system, InterContinental Hotels Group PLC is able to provide superior customer service. InterContinental Hotels Group PLC is able to harness its highly developed and effectively integrated information technology (IT) infrastructure to create cutting-edge innovations.

Conclusion:

The great majority of InterContinental Hotel Group PLC's endeavors have been productive. The firm has also retained its global hotel networks, which it employs to deliver a variety of services. The company's success may be traced back to its principal commercial and operational approach. However, a lot of things influence the strategic operations of the company. Internal and external environmental factors influence the management and operations of InterContinental Hotel Group PLC. The company has maintained its competitiveness while confronting external hurdles. To increase its market competitiveness, the organization must assure the execution of its key plans and the optimum use of its central strengths. By offering environmentally friendly additions to its visitors, InterContinental Hotels Group PLC may be able to establish the brand image they want. If InterContinental Hotels Group PLC wants to continue in business, it has to use a lot less plastic that is only useful once. It would be simple for InterContinental Hotels Group PLC to enhance waste management and greener operations. The group will be able to withstand external pressures better as a result. Employees with high levels of cross-cultural intelligence are more needed when there is a varied workforce. In turn, this may encourage companies to focus on the advantages of globalization rather than its dangers. Because its staff are creative problem solvers, InterContinental Hotels Group PLC has been able to lower stress, increase morale, and introduce new, cutting-edge goods to the market. Businesses need to diversify their product lines better if they want to capitalize on the rising number of customers in emerging nations. As a result, the corporation will find it simpler to oversee the processes involved in producing new goods. Giving vegan choices to its customers may be something excellent for the InterContinental Hotels Group PLC to accomplish. Due to its dedication to maintaining a strong IT infrastructure, InterContinental Hotels Group PLC is able to provide excellent service. In order to produce innovations that completely alter the game, InterContinental Hotels Group PLC makes use of a highly developed and integrated IT infrastructure.

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