



BRITANNIA HAMPSTEAD HOTEL

CONSULTANCY REPORT

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Executive summary

The Britannia Hotel Hampstead is one of the well-known properties in the Britannia Hotel Network, which is a well-known hotel chain. The London Zoo and Lord's Cricket Ground's near proximity to the hotel business in Hampstead make it easier for tourists to book hotel accommodations, which also gives the hotel a competitive edge. On the website Tripadvisor.com, users gave the location a rating of 3.8 out of 5 (Tripadvisor.com, 2022). This information demonstrates that guests are pleased with the hotel's location. The company's qualities are attributed to the availability of practical services such as air-conditioned rooms, lodging and boarding, restaurants, bars, and kitchens. This hotel can accommodate many visitors and is geared to organize enormous parties.

The hotel claims to have a wide range of services, but its poor customer service is the real problem. Due to this, the Britannia Hotel Hampstead's overall ratings on Tripadvisor.com and Booking.com are just 2.5 out of 5 and 4.8 out of 10, respectively. Because of the hotel's poor service quality, it is losing its customers and facing losses. Therefore, this report's objective is to conduct a methodical examination of the data by **Summit Consultancy Enterprise** to offer helpful advice and suggestions on hotel management.

However, environmental analyses of both the internal and external environments have been carried out before delving further into the actual issues by visiting the hotel. The Digital Economy Act 2017 is a piece of legislation that was put in place primarily to protect data privacy, uniformity, and clarity in how hotels share personal information, according to the political factor of PESTEL analysis. In addition, a significant political factor affecting the Hampstead Britannia hotel is the skills gap in the workforce brought on by Brexit. Second, the recession and the Covid-19 pandemic are two economic factors that have a negative impact on the hotel. There is also increased competition. The third social factor affecting the hotel industry is the propensity of consumers to search for hotels online. Fourth, while the use of social media and the internet by customers is a technological factor, the hotel industry's trends toward reducing energy, water, and food waste are some environmental factors that are having an impact on Britannia Hotels' long-term sustainability. Finally, the operation of the Britannia Hampstead hotel is impacted by a variety of laws and permits from local governments. The SWOT analysis is also used to evaluate the internal

business environment. According to the analysis, the location, customer facilities, accessibility to tourism operations, availability of many rooms, event spaces, and ideal hotel layout are some of the hotel's strengths, whereas employee turnover, poor customer service, and outdated interior design are some of the company's weaknesses. Britannia has the opportunity to invest in the renovation of the hotel and the expansion of the hospitalization space. Finally, the hotel faces threats from negative media coverage, online customer reviews, and increased competition.

The hotel claims to have a wide range of services, but its poor customer service is the real problem. First off, feedback from recent hotel stays at the Britannia shows that customers have serious reservations regarding the hotel's amenities, cleanliness, room comfort, quality, services, and overall value. Second, the hotel's policies regarding visitors are abhorrent. For instance, smoking is permitted throughout the hotel. Third, the hotel requires major cash for renovations. The plumbing fixtures, according to customers, are very rusty and have a bad impact on guests' health. Fourth, the Britannia hotel network in the UK has received a lot of negative press, and this has had a significant influence on the Britannia hotel Hampstead. Customers' impressions of the Britannia Hotel are being negatively impacted by this comment. Finally, the management of the workers at The Britannia Hotel Hampstead is appalling.

Based on the relative importance of the tasks, the problems have been ranked. Prior to ranking them, however, the objectives, plans, actions, and control of the hotel's activities were established using the SOSTAC model, a strategic management instrument. The following table ranks the activities according to their relative importance:

- Eliminating housekeeping inefficiencies raising the bar, holding housekeeping training sessions, issuing warnings to disorganized workers, and rewarding motivated workers.
- Increasing employee efficiency by using new cleaning equipment and supplies.
- Use strong guest behavior policies to bring discipline to the hotel.
- Eliminating defective interior amenities by locating problematic areas and refurbishing them.
- Renovating the hotel's outdated lobby and reception area.

- To upgrade the ventilation system in hotel rooms where there aren't enough windows for air movement.
- Implementation of a reputation management strategy to avoid bad media attention and poor customer reviews online.
- Employees should receive prizes, compliments, and other perks from management.
- To improve employee retention, prioritizing hiring new staff and offering flexible scheduling to reduce work stress.
- prioritizing setting up training sessions to attain improved performance of the workforce.

Following the identification of the concerns, a plan of action was developed to outline the specific issues to be addressed. The action plan is as follows

No.	Problems	Desired outcome	Time Scale	Completion Date	Planned Budget
1	Inefficient Room service	Customer satisfaction and loyal customer base.	1 month	January, 2023	£20,000
2	Lack of advanced cleaning machinery	Increased employee performance.	2 months	February, 2023	£30,000
3	Unstrict implementation of guest behavior policies	Disciplined customer base.	2 months.	February, 2023	£7,000
4	Too few windows in the hotel rooms	Better customer health	3 months	March 2023	£25000
5	Faulty interior amenities	Customer satisfaction.	6 months	June 2023	£70,000
6	Old-fashioned lobby and reception	The increased aesthetic value of the hotel	6 months	June 2023	£75000
7	Negative Media coverage and reviews	Positive customer reviews and organic positive media coverage	1 year	December, 2023	£20,000
8	Less importance of an employee's mental wellness.	Increased employee performance	2 months	February 2023	£20,000
9	Employee turnover	Better employee retention	2 months	February 2023	£30,000
10	Untrained employees	Increased employee performance	2 months	February 2023	£20,000

This is a one-year plan with varying timelines based on the requirements of the jobs. It will be

simpler to fulfill the organizational goals of attracting and maintaining guests, as well as altering customers' negative impressions of the hotel if the plan is adhered to correctly and employee engagement and motivation are maintained

Introduction

A hotel consultant is a specialist who is in charge of carrying out various methods that assist hotels in luring in new business as well as keeping existing clients (Werner, 2015).

This report's objective is to conduct a methodical examination of the data to offer helpful advice and suggestions on hotel management for the famous Britannia Hotel Hampstead. The hotel's location, room count, age, customer feedback, and any recent management-related issues are all described in the first portion of this report. Additionally, the current state of the Britannia Hotel Hampstead is examined using two analytical techniques. SWOT and PESTEL analyses are what they are called. The hotel's operational improvements are covered in more detail in the second portion of this report. The overview of the findings and conclusions on various aspects of hotel administration is offered in table format in the third section of the report. Finally, this report will include an action plan with a budget and recommendations.

Britannia Hotel Hampstead is facing various problems recently. For example, inefficiency in the investment of renovation, weak customer rules and regulations, employee hiring and retention, housekeeping issues, negative brand image, and negative customer reviews. Because of these issues, the company is losing its customers and facing losses (Ahmed, and Scott,2014). These issues will be analyzed by SWOT and PESTEL analysis. PESTEL analysis can be used to define its current position in the competitive market and assess the viability of already-available goods and services. It helps to understand the business, the competition, and the clients, which is beneficial. The SWOT analysis, on the other hand, can be used to determine a company's competitive advantage, room for expansion, and areas of vulnerability. The company's prospects and potential risks can be determined with the aid of this simple tool (Whitaker, 2011).

Scope and analysis

Hotel Background

Britannia The Hampstead hotel is a short walk from Hampstead village. This hotel in Camden, near London Zoo, includes designer boutiques, continental café bars, and restaurants, the famed Primrose Hill, and a roundhouse music venue (Chaffe, 2018). The Hampstead Britannia hotel is within two miles of other notable attractions such as Lord's Cricket Ground. The Britannia Hampstead Hotel's 135 rooms all offer TVs, trouser presses, a complimentary newspaper, and tea/coffee-making amenities. Wi-Fi is offered for free in all public places (Britannia. UK, 2022).

Even during the Covid-19 pandemic, the hotel undertook commendable measures. The hotel emphasized on enhanced cleaning, social distancing measures, staff training, and awareness. In addition, the hotel provided complementary sanitizers to its guests (Kilgore, 2020).

The Britannia Hampstead Hotel is close to all main transportation hubs, providing convenient access to London's famed attractions such as The London Zoo and Lord's Cricket Ground. Wembley Stadium and Arena are approximately half an hour away on the Jubilee line, making this a popular hotel in London for football, concert, and event fans.

The hotel claims to offer a variety of amenities, but it has major customer service problems. **First of all**, Recent feedback on hotel stays at the Britannia indicates that guests have severe complaints about the hotel's amenities, cleanliness, room comfort, quality, services, and overall value. **Second**, the hotel's rules and regulations for guests are appalling. For instance, smoking is not strictly prohibited in the hotel. **Third**, the hotel has faulty interior amenities and outdated interior design. **Forth**, the Britannia hotel chain in the UK has got massive bad reports in the media, and the impact of that bad media coverage is huge on Britannia hotel Hampstead. **Lastly**, The Britannia Hotel Hampstead has a terrible approach to staff management. Poor workforce management procedures are causing Britannia to have greater rates of employee turnover (Kopp, 2022).

PESTEL Analysis

To understand the current competitive situation of Britannia Hotel Hampstead, a PESTEL analysis is required. The PESTEL analysis is given below:

Factors	Impact
Political Factor	• The implications of the Digital Economy Act 2017. • Skill gaps in the hotel workforce because of limits on immigration because of Brexit.
Economic Factor	• Intense competition in the UK's low-cost hotel sector. • Similar services are provided by several brands, but at lower costs.
Social Factor	• Customers seek more affordable hotels with better services in the current environment. • They are exposed to a variety of information on hotel amenities, guest experiences, and costs due to the availability of the internet and social media (Ramuni, 2021). • Customers are now using Airbnb to locate the best lodging options within their price range. • The worldwide recession and the Covid-19 pandemic have changed customers' attitudes toward spending on hotel stays (Portes, 2022).
Technological factor	• The most popular methods hotel owners may employ are social media, like Facebook, and smartphone apps, • Hoteliers are also cautious about Fast spreading news because of the internet (Riddle, 2020). • Social media has made the news accessible and updated constantly
Environmental factor	• Hoteliers have introduced sustainable techniques to maintain their services' environmental friendliness. For example, reducing energy, water, and food waste (Jayaweera, 2015). • Hotels are avoiding using any environmentally damaging chemicals.
Legal Factor	• A number of permits are necessary for a hotel to function.

	• Hotels like Britannia must adhere to several trade-specific laws.
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According to political factor analysis, there are but a few of the political variables that could impact the Britannia Hotel Hampstead. The Digital Economy Act 2017 is legislation that was put in place primarily to safeguard data privacy, uniformity, and clarity in how the public sector shares personal information (Evans, 2018). Hotels that provide free Wi-Fi hotspots are covered by this regulation. If visitors to Britannia violate this legislation while using the hotel's internet connection, the hotel will ultimately be held liable and may face having their internet connection turned off by the service provider (French, 2018). Second, the UK hotel sector is concerned about the new government immigration plans. Limits on immigration because of Brexit ignore the problem of a skills gap in the UK's hospitality industry (Ali, 2021). In addition to operational positions like chefs and bartenders, a shortage of management abilities has been noted (Filimonau, and Mika, 2019).

According to the analysis of the economic factors, Britannia is currently facing intense competition in the UK's low-cost hotel sector, particularly in London. Similar services are provided by brands like La Gaffe, London Marriott Hotel, Corus Hotels, Wellington Hotel, GLH Hotels, EasyHotel, Travelodge, and Premier Inn, but at lower costs. Some of these brands also provide extras like better room services included in the room price, better catering services, etc. Currently, Travelodge is offering accommodations at a discounted rate (Hestling, 2019). Like the Premier Inn brand, their rooms are family-friendly and come with most extras for free.

In the case of social factors, customers seek more affordable hotels with better services in the current environment. They are exposed to a variety of information on hotel amenities, guest experiences, and costs due to the availability of the internet and social media (Ramuni, 2021). Additionally, users are now using Airbnb to locate the best lodging options within their price range. Also, the worldwide recession and the Covid-19 pandemic have changed customers' attitudes toward spending on hotel stays (Portes, 2022).

In the case of technological factors, Hotels now need to take into account new media that the internet has brought about. The most popular methods hotel owners may employ are social media, like Facebook, and smartphone apps, but they must also be cautious about Fast spreading news because of the internet (Riddle, 2020). Social media has made the news accessible and updated constantly. Any occurrences near the hotel can be reported in a matter of minutes, shared online

by thousands, and given to media sources in a matter of seconds for article writing. Because it happens so quickly, hotel owners are powerless to stop it (Sigala, 2018).

Direct environmental influences on the hotel business are possible. In recent years, hoteliers have introduced sustainable techniques to maintain their services' environmental friendliness. For example, hotels can take action to reduce energy, water, and food waste (Jayaweera, 2015). A lot of hotels have already avoided using any environmentally damaging chemicals. The development of a hotel is directly influenced by the local environment. The customers may feel uneasy checking in if the air and water are contaminated and the hotel does not adhere to cleaning standards and environmental rules (Paul, 2021).

At last, legal problems with hotels are numerous. First of all, a number of permits are necessary for a hotel to function and provide a standard range of services. For instance, if food is prepared and served in a hotel's restaurant, the environmental health department of the local government is required (Halloran, 2021). Additionally, hotels like Britannia are obliged by law to have licenses for the selling of alcohol, television broadcasting, and special treatment. Second, local authorities must sanction marriage and civil partnership ceremonies (Harris, and Reynolds, 2014). Finally, hotels like Britannia must adhere to several trade-specific laws. For example, laws governing lodging and visitors, alcohol licensing, food sanitation and safety, food waste, duty-paid tax stamps for spirits, smoking bans, gambling regulations, and employment laws (Robinson, and Picksley, 2022).

SWOT Analysis

The SWOT analysis for Britannia hotel Hampstead is as follows

Strengths	Weaknesses
• The proximity of the London Zoo and Lord's Cricket Ground to the hotel • The accessibility of practical amenities such as air-conditioned rooms, housing and boarding, restaurants, bars, and kitchens.	• employee turnover in the company through poor workforce management practices. • outdated interior decor and poor space planning. • Poor customer service.

• The accessibility of tourism operations. • The availability of a large number of rooms, large event spaces, and an appropriate hotel setup.	• The performance level of the hotel industry is being impacted by a decline in business profitability over time.
Opportunities	Threats
• In the London neighborhood of Hampstead, there is more room for hospitalization. • New business development opportunities available to tourists from abroad.	• Some of the city's top hotel chains fiercely compete with the Britannia hotel (Garcia, 2019). • Negative media coverage and online customer reviews.

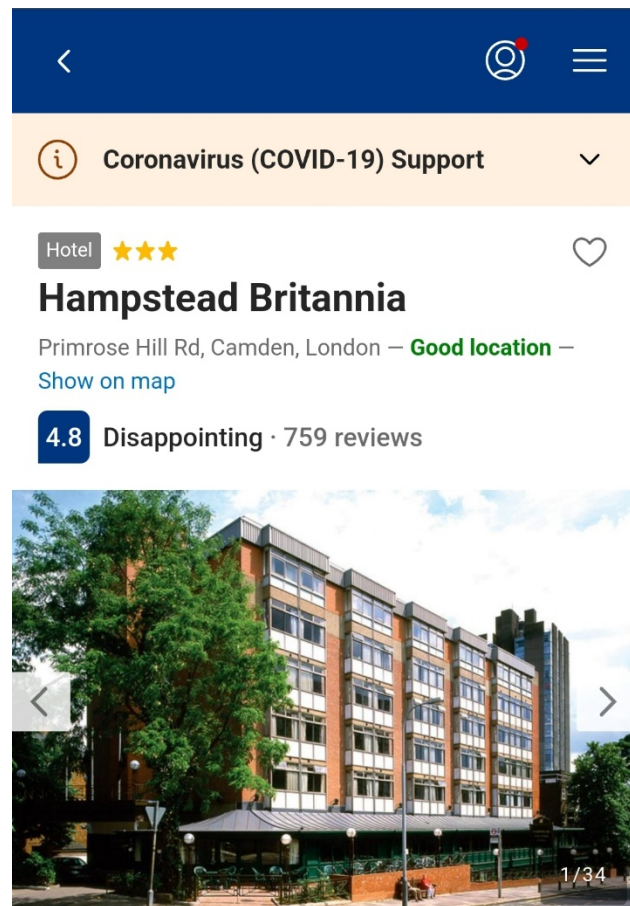
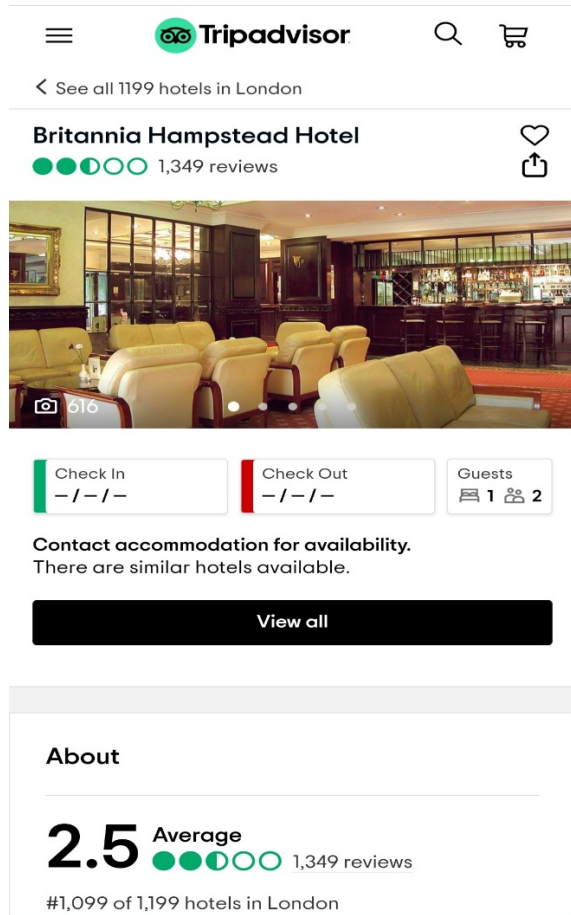
According to the SWOT analysis, the Britannia Hotel in Hampstead has advantages in terms of location, amenities, and management. The proximity of the London Zoo and Lord's Cricket Ground to the hotel sector in Hampstead is making it easier for tourists to book hotel accommodations. The business's strengths are attributed to the accessibility of practical amenities such as air-conditioned rooms, housing and boarding, restaurants, bars, and kitchens. The accessibility of tourism operations is giving the company another positive edge. The optimum operations of the marketing function are handled by the information management department through the application of several strategic marketing approaches (Lu, and Tabari, 2019). A further benefit is the availability of many rooms, large event spaces, and an appropriate hotel setup. However, the hotel also has certain disadvantages. They are employee turnover in the company through poor workforce management practices. outdated interior decor and poor space planning, and poor customer service. The performance level of the hotel industry is being impacted by a decline in business profitability over time. On the other side, the hotel has the chance to increase hospitalization and build a trained workforce. In the London neighborhood of Hampstead, there is more room for hospitalization. As one of the most multicultural cities in the world, London receives a lot of tourists who come for vacations, picnics, educational opportunities, travel, living, and employment (Krishnan, 2020). Also, new business development opportunities are available to tourists from abroad through the use of trained, productive labor in day-to-day operations and increased investment in remodeling (Gray, and Liguori, 2011). However, the business also

confronts some significant risks, such as tough rivalry and unfavorable media attention. In Hampstead, the hospitalization program is much broader. Due to this, the city has a thriving hotel industry that serves to amuse tourists from around the world. It is encouraging the growth of various hotel sectors. Some of the city's top hotel chains compete with the Britannia hotel (Garcia, 2019). At last, negative media coverage and online customer reviews present threats to the business.

Main Body

Positively, the Britannia Hotel Network is a well-known hotel chain, and the Britannia Hotel Hampstead is one of its well-known properties. Tourists can more easily book hotel accommodations thanks to the London Zoo and Lord's Cricket Ground's proximity to the hotel industry in Hampstead, which also gives the hotel a competitive edge. Customers rated 3.8 out of 5 for the location on the Tripadvisor website. From this data, it can be understood that customers are satisfied with the location of the hotel. The availability of useful services including air-conditioned rooms, housing and boarding, restaurants, pubs, and kitchens is credited with the company's qualities. This hotel is equipped to host sizable gatherings and can accommodate lots of guests. But a subpar management system and a lack of investments are linked to unfavorable elements (Chand, 2010).

The hotel claims to offer a variety of amenities, but it has major customer service problems. Therefore the overall rating of Britannia Hotel Hampstead is only 2.5 out of 5 on TripAdvisor (TripAdvisor, 2022) and 4.8 out of 10 on Booking.com.



Picture 1: Customer ratings on Tripadvisor.com and Booking.com (2022)

Analysis of the problems

The problems are described and analyzed below:

First of all, Recent feedback on hotel stays at the Britannia indicates that guests have severe reservations about the hotel's amenities, cleanliness, room comfort, quality, services, and overall value. **Most guests reported that the motel stank and needed to be cleaned.** The hotel is in disrepair, making it challenging for staff to maintain it clean. Customers don't consider staying there for a long time as a result. Customers rated 2.9 out of 5 on the cleanliness on the TripAdvisor website. The primary cause is subpar housekeeping services. In order to provide proper housekeeping services to rooms, hotel workers are not strictly controlled. Long work hours, low pay, a hostile relationship with authority figures, and lack of sufficient training make them feel unmotivated to perform to their full potential (Chen, Cheung, and Law, 2012). Additionally, the Britannia Hotel employs untrained, unqualified workers. The hotel is very outdated and offers

subpar indoor amenities. For instance, the bathroom's tiles, rubs, and other fixtures are very rusty and have fractures and cannabis in them. These problems enable hotel rooms to get cluttered and dirty quickly, which makes it difficult for staff to clean them (Zaba, 2019).

There are some ways to fix this issue. The first and best one is to raise the bar for housekeeping. The hotel can maintain cleanliness while increasing productivity, utilizing new technologies, and cutting unnecessary costs due to improvements in processes and protocols. Training sessions that are held frequently can encourage a culture of adherence to cleanliness standards. Additionally, training demonstrates to staff members how to handle cleaning agents and tools safely. In order to prepare technique or equipment demos, supervisors can spot-check work and use these evaluations. During professional development training, staff members can learn about their crucial position as hotel ambassadors, which is essential to delivering excellent guest experiences. Thirdly, cleaning supplies need to be modernized. Like vacuums, laundry machines, and floor polishers, housekeeping equipment can become outdated due to technological advancements. (Chiang, and Hsieh, 2012). Every day, housekeeping personnel should check the equipment and note any wear or damage. Supervisors can also plan routine maintenance and schedule equipment replacements (Denvir, and McMahon, 2010). Before considering revisions, the checklist should be examined to make sure it covers all necessary tasks. Time can be saved by grouping related jobs together or rearranging the tasks in a way that will increase guest happiness and revenue over time.

The second is to remodel the hotel and remove any subpar interior amenities. This step will ease the burden on the staff during the cleaning process.

Second, the hotel's rules and regulations for guests are appalling. For instance, smoking is not strictly prohibited in the hotel. Customers claim that the hotel's lax smoking rules result in piles of cigarette ends and ashes on the floor. Also, they complain about the drug's smell and unwanted noise.

Setting rules and regulations about behavioral standards and penalties for disruptive behavior is the answer to this issue (Figueroa, 2014). These written policies can also assist in communicating any local laws that visitors may need to be aware of while visiting, including those governing the consumption of alcohol in public, the treatment of visitors' luggage and personal belongings, the payment of visitors' bills, drug policies, noise control, pet policies, hazardous goods policies, property damage policies, management-guest relations policies, mask requirements for public

transportation, and general local laws. The hotel management must post "no smoking" signs at the hotel's entrances. They should watch out to prevent smoking inside smoke-free areas (Marie, 2021).

By making early contact and keeping in regular contact with a visitor during their whole trip, the policies may be explained. Management should send a welcome email with a reservation confirmation and some travel advice as soon as they make a reservation for their stay. Additionally, green advertising in hotel rooms can be utilized to convey guest conduct guidelines. Here, obtaining the visitor's willing engagement in sustainable activities through the development of a persuasive message is the objective (Manaktola, and, Jauhari, 2007).

Third, the hotel needs significant refurbishment funding. Customers claim that the plumbing fixtures are extremely rusted, which negatively affects the visitors' health. Additionally, tiles, rubs, and other fixtures in the bathroom show signs of cracks, along with uncomfortable beds, and old and dirty carpets, bad smells. The Britannia hotel in Hampstead has too few windows, which may cause the guests to suffocate (Hossain, 2017). The interior decor of the lobby, and reception, are quite dated and need extensive remodeling. As result, Customers rated 2.8 out of 5 on the services on the Tripadvisor website.

To address this issue, Britannia Hotel must make renovations that take into account guest preferences and address any issues with internal facilities. Who is the best firm to do the renovation depending on the hotel's goals and budget is one of the first things to think about (Hassanien, and Baum, 2012). Second, when it comes to hotel renovations, planning is crucial. Instead of dividing up the hotel's resources, management may consider assigning one person to be solely responsible for the project. This will create a point of contact to handle any issues that may emerge and ensure that the building business stays on task (Hua, Chan, and Mao, 2011). Third, every project member must understand exactly what is expected of them and by when for the project to be successful. Failure to manage management's expectations of the engaged team might result in unexpected delays and financial overruns because this is the glue that keeps the process together (Wang, and Chen, 2012).

Forth, the Britannia hotel chain in the UK has got massive bad reports in the media, and the impact of that bad media coverage is huge on Britannia hotel Hampstead. For example, Britannia is named the worst UK hotel chain for the tenth year in a row and the news is widespread

by all the UK news portals like The Guardian, Express & Star, The Mirror, The Telegraph, Wales Online, etc.

Britannia named worst UK hotel chain for tenth year in a row

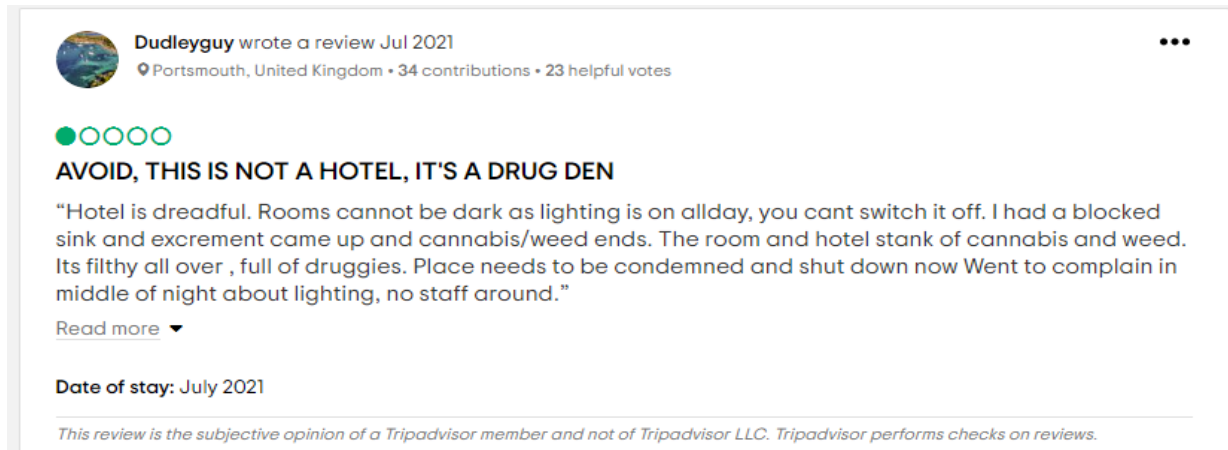
Which? survey places the group firmly at the bottom, with 'dire, drab and smelly' rooms, while Premier Inn retains top spot in spite of price rises



📷 Britannia's Adelphi in Liverpool was once the city's flagship hotel. Photograph: Jim Allan/Alamy

Picture 2: The Britannia hotel chain in the UK has got massive bad reports in the media (Source: The Guardian)

Also, in recent online research, almost 4,500 hotel stays were used, and respondents were asked to score their stays at 35 different chains in 10 different categories, including cleanliness, bed comfort, meal quality, and value for money. Britannia received a 56% customer satisfaction rating from customers, highlighting complaints made by visitors about anything from hygiene to mold, broken toilets, and a shortage of hot water (Booking.com, 2022). This feedback is creating negative perceptions about Britannia hotel in the minds of customers.



Picture 3: A negative review on Tripadvisor.com (2021).

In this case, the solution is to work on reputation management (Amin, 2021). The main focus of managing a hotel's reputation online is keeping an eye on and influencing how the establishment is seen. It includes monitoring review websites, posting and interacting on social media, improving the searchability of the hotel's website, and much more (Barreda, and Bilgihan, 2013). Additionally, the management should respond personally to each review, both positive and negative, exemplifying a straightforward but efficient method of hotel reputation management.

Secondly, to avoid negative media coverage, the hotel management should focus on improving customer service. For example, modern amenities, customer value, friendly housekeeping service, etc. (Jones, and Siag, 2010).

Lastly, The Britannia Hotel Hampstead has a terrible approach to staff management. Poor workforce management procedures are causing Britannia to have greater rates of employee turnover. The management of the Britannia Hotel does not prioritize increasing staff wages or other forms of remuneration (Baum, and Devine, 2007). The significance of an employee's mental wellness is negligible. Additionally, extended workdays at the office irritate employees. Employees also allege that the company exhibits partiality and has bad management. Additionally, the staff lacks the necessary training for effective work. As a result, they are unable to provide customers with a smooth experience (Brotherton, 2012).

The business can take a few actions to address this issue. First of all, similar to how they treat their clients, hotels should also treat their staff well. Making improvements like upgrading the cafeterias for staff, and financial compensation would boost morale and work conditions. Employee

socialization activities should be natural and memorable to foster a sense of community and belonging (Jackson, 2018). By taking attention to employees' preferences and incorporating that information into meaningful, individualized actions, managers and leaders may demonstrate their concern for their workforce. (Justice, 2016). Secondly, both managers and leaders need to support the importance of learning. Beyond the technical training needed for their professions, developing employees as individuals and professionals send a message to them that they are appreciated (Wang, 2016). High-potential individuals are also kept interested and pushed in their work through training and development. Although hiring a corporate training organization to help with employee development might be expensive, the high caliber of instruction and possibility for effective learning is frequently worth the cost (Okumus, and Hemmington, 2010). Third, managers and leaders need to consider employees' specific preferences for praise, rewards, and recognition (Millar, 2021).

Strategic Analysis

A well-known and commonly used model for marketing and business planning, such as developing a comprehensive marketing strategy or enhancing individual channel strategies, is the SOSTAC marketing model (Turner, and Hesford, 2019). The SOSTAC model for Britannia Hampstead hotel is described below:



Figure 1: SOSTAC model for Britannia Hotel Hampstead.

1. **Situation:** Currently, the hotel has got numerous problems such as cleanliness issues, terrible employee management, old interior design, faulty interior amenities, weak guest and employee behavior policies, online negative reviews, and negative media coverage.

2. **Objective:** To resolve the issues within 1 year so that, the hotel can change customers' negative perceptions and gain new customers.
3. **Strategy:** to work on the renovation, employee training and compensation plan, adaptation of new technologies, raising cleanliness standards, improving, and communicating guest behavior policies, etc (Mirza, 2017).
4. **Tactics:** preparing an action plan, allocating the budget, monitoring improvements, and controlling unwanted incidents (.).
5. **Action:** Allocating responsibilities and funds to different departments, and ensuring all actions result in maximum success.
6. **Control:** Setting ideal standards, monitoring the results, and measuring the success of all processes (Moreno, and Tajeda, 2019).

Findings and Results

The Britannia Hampstead Hotel has a number of favorable qualities, as the report notes in the scope and major body sections, and as a result, it has gained favor with clients. However, it has a lot of issues with some of the departments. Below is a summary of findings and recommendations about different departments.

The Housekeeping Department

Problems and Findings	Solutions
Inefficient Room service: Unclean beds and bathrooms, dirty carpets, lack of clean towels, uncomfortable beds, bad smells, cannabis, and rude behavior from staff.	• To raise the standard for housekeeping within 15 days. • 3 housekeeping training sessions that are held frequently to encourage a culture of adherence to cleanliness standards within 1 month. • Identifying un-oriented and rude employees within 1 week and warning them. • Supervisors should plan routine maintenance and schedule equipment replacements within 15 days. • Motivating employees to raise their performance by providing psychological and financial employee benefits. •
Lack of advanced cleaning machinery	• Identifying the areas that require modern machinery and cleaning equipment and estimating budgets within 1 month. • Cleaning supplies need to be modernized. Like vacuums, laundry machines, floor polishers, etc. within 2 months.

One of the most significant and deciding elements in the modern hospitality industry is hotel cleanliness. Travelers will undoubtedly be more impacted by the cleanliness and hygienic standards than ever before, which implies that the hotel's reputation is also on the line (Pawirosumarto, Sarjana, and Gunawan, 2017). That's why the housekeeping department should focus on the negative aspects of housekeeping services. Such as inefficient room service, faulty interior amenities, and the lack of advanced cleaning supplies and types of machinery.

The Front Office Department

Problems and Findings	Solutions
Unstrict implementation of guest behavior policies: weak governing the consumption of cigarettes, illegal drugs, and alcohol in the hotel, the treatment of visitors' luggage and personal belongings, the payment of visitors' bills, drug policies, noise control, pet policies, hazardous goods policies, property damage policies, management-guest relations policies.	• Setting rules and regulations about behavioral standards and penalties for disruptive behavior according to government laws within 1 month. • Making early contact and keeping in regular contact with a visitor via mail, calls, and staff assistance during their whole trip, the policies may be explained (Neupane, 2015). • Green advertising in hotel rooms with Eco-friendly papers to convey guest conduct guidelines within 2 months.

For the strict implementation of guest behavior policies, the front office department should emphasize on setting penalties and guidelines. In addition, they should communicate the guidelines via email, calls, and a green marketing approach.

Maintenance Engineering Department

Civil engineering, maintaining the grounds and swimming pools, mechanical maintenance, including heating, ventilation, refrigeration, and air conditioning, as well as electrical systems and appliances, audiovisual equipment, firefighting and prevention tools, quick fixes, painting, and patching, etc. are some of the department's key projects (Noone, and McGuire, 2011).

Problems and Findings	Solutions
The Britannia hotel in Hampstead has too few windows	• Fixing the ventilation problems in all rooms within 3 months

Faulty interior amenities: Rusty and broken tiles, tub, and other fixtures. Dumps in the wall.	• The first priority is to identify the rooms with faulty interior facilities and to send the requirements to management (Singh, 2013) within 1 week. • Fixing the problems at the first sight with the available supplies as much as possible within 15 days. • Completing the renovation within 6 months.
The interior decor of the lobby, and reception, are quite dated	• Planning the new design and preparing a budget within 15 days. • Hiring an interior designer company within 1 month. • Completing the renovation within 6 months.

To fix the problems of interior amenities, outdated interior design, and ventilation problems due to too few windows, the maintenance, and engineering department must identify the rooms with severe problems and work on the issues. In addition, a new interior design company should be hired to take over the lobby and reception renovation.

Marketing department

Problems and Findings	Solutions
The Britannia hotel chain in the UK has got massive bad reports in the media, and negative reviews online.	• Appointing 2 digital marketers within 1 month. • Monitoring review websites • Posting and interacting with customers on social media, • Improving the searchability of the hotel's website, • Improving customer service by focusing on renovation, and housekeeping services.

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The impression of Britannia hotel Hampstead can be improved by working on reputation management, hotel renovation, and high-quality customer service.

Human Resource Department

Problems and Findings	Solutions
Less importance of an employee's mental wellness.	• Motivating employees by inspiring, and commending them. • Showing small sweet gestures. • Treating everyone equally.
Employee Turnover Issue: Extended duties, long work hours, and poor time management	• Appointing 10 new employees within 2 months • Creating a flexible work schedule within 1 month • Arranging the "Best employee of the month" program
Unoriented, and untrained staff	• Organizing 3 technical training sessions within 2 months.

To improve the employee management system, the management must work on employee motivation by praising, rewarding, and recommending them. Also, ensuring healthy work schedule and arranging training program will boost company's overall performance.

Action Plan

The action plan for Britannia Hampstead hotel is given below:

No.	Problems	Solution	Desired outcome	Time Scale	Completion Date	Planned Budget
1	Inefficient Room service	Raising the standard for housekeeping, 3 housekeeping training sessions, warning un-oriented employees, equipment replacements, and motivating employees with rewards.	Customer satisfaction and loyal customer base.	1 month	January, 2023	£20,000
2	Lack of advanced cleaning machinery	Purchase and application of modern cleaning types of machinery and supplies.	Increased employee performance .	2 months	February, 2023	£30,000
3	Unstrict implementation of guest behavior policies	Setting strict policies and implementing them by communicating via green advertising, posting, Email, and phone calls.	Disciplined customer base.	2 months.	February, 2023	£7,000
4	Too few windows in the hotel rooms	Improving ventilation system	Better customer health	3 months	March 2023	£25000
5	Faulty interior amenities	Identifying faulty areas, and renovating them.	Customer satisfaction.	6 months	June 2023	£70,000
6	Old-fashioned lobby and reception	Renovation	The increased aesthetic value of the hotel	6 months	June 2023	£75000

7	Negative Media coverage and reviews	Reputation management by appointing two digital marketers, improved housekeeping service, and renovation.	Positive customer reviews and organic positive media coverage	1 year	December , 2023	£20,000
8	Less importance of an employee's mental wellness.	Providing rewards, praise, and other amenities.	Increased employee performance	2 months	February 2023	£20,000
9	Employee turnover	Appointing new employees and providing a flexible schedule	Better employee retention	2 months	February 2023	£30,000
10	Untrained employees	Arranging 3 training sessions	Increased employee performance	2 months	February 2023	£20,000

Recommendations

Numerous problems have been identified, along with their answers, based on the earlier investigation. However, not all the problems are equally crucial. Therefore, it's crucial to rank each work according to its significance and prioritize each one. The actions that must be taken by the hotel to win over customers by resolving their complaints are as follows:

- Housekeeping inefficiencies can be eliminated by raising the bar, holding housekeeping training sessions, issuing warnings to disorganized workers, and rewarding motivated workers (Nasution, and Mavondo, 2008).
- To increase employee efficiency, current cleaning equipment and supplies should be purchased and used.
- To strengthen discipline at the hotel and prevent any form of unwelcome incident, strong guest behavior policies should be established and put into practice by communicating via phone calls, emails, postings, and green advertising.
- In order to improve client happiness, defective interior amenities should be eliminated by locating problematic areas and refurbishing them.
- To give the Britannia hotel a more appealing appearance, the hotel's outdated lobby and reception area need to be renovated. More guests will visit the hotel as a result of the renovation.
- To upgrade the ventilation system in hotel rooms where there aren't enough windows for air movement.
- Management should implement a reputation management strategy by hiring two digital marketers and improving customer involvement in order to avoid bad media attention and poor customer reviews online. The administration should also prioritize refurbishment and better housekeeping services.
- Employees should receive prizes, compliments, and other perks from management. These actions will aid in raising customer satisfaction and employee productivity.
- To improve employee retention, management should prioritize hiring new staff and offer flexible scheduling to reduce work stress.
- The administration should prioritize setting up training sessions to attain improved performance of the workforce.

Conclusion

The Britannia Hampstead hotel, which has a great reputation for its location, ability to host large events, and excellent restaurant, pub, and room amenities, commissioned this consultancy report. Our Summit consultant organization has found several difficulties that need to be resolved after being given the chance to be selected as the consulting firm to address the current and potential concerns of this hotel. The London Zoo and stadium are close by, giving the hotel a great geographic advantage (Smith, 2022). Customer reviews praise the company's great restaurant service and event management system. However, this hotel is struggling with ineffective remodeling spending, lax customer rules and regulations, personnel hiring and retention concerns, cleanliness problems, a poor brand reputation, and unfavorable client evaluations. These problems are causing the business to lose clients and incur losses (Sriyam, 2010).

To assist the management in prioritizing tasks, the refurbishment and service development plan has been introduced in this report. Customers are extremely dissatisfied with the hotel's cleanliness and cleaning issues, so improving these services is given top attention. The fixtures and dumps can then be repaired earlier, which will make a pleasant impact on the guests' thinking. Staff must be chosen based on their abilities, outlook, and enthusiasm to address any human resource-related problems. It's also crucial to guarantee the contentment of the current workforce, therefore encouraging praise and rewards will help to keep employees motivated (Sisley, 2017). Finally, a reputation management system should be updated to prevent bad press for the business.

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