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CONTENTS

INTRODUCTION AND BACKGROUND 3

ANALYSIS 4

PESTLE and SWOT analysis 4

Brexit, Covid-19 and inflation impact 4

Recruitment, motivation and retention of the employees 5

Leadership skills development 6

Change management 7

Human Resources efficiency 7

Culture 7

EVALUATION AND CONCLUSION 8

REFERENCES 10

INTRODUCTION AND BACKGROUND

The Llandudno Pier Pavilion Theatre opened in 1886. The hotel and baths were completely renovated in 1901, designed by James Francis Doyle, and reopened in 1902 as the Grand Hotel. The new hotel had 158 rooms when it first opened, making it Wiles' largest hotel at the time. It currently has 162 rooms, a bar, two restaurants, banquet halls and a hotel. The Butlins, who purchased the property in 1981, continued to use it in the 'Adult Deviation' style they had used for various hotels. Grand Hotels Ltd. Butlins sold three of the hotels it previously owned and in 2004 Britannia Hotels became the new owners. In 1998, Butlins transferred ownership of the hotel to Grand Properties Ltd. The hotel chain, which includes The Grand in London, has been voted the worst place to stay in Britain for 10 consecutive years. Consumer protection group which, says Hotel Britannia, "should be avoided at all costs". The Grand Property is rated #53 of 53 hotels in Landon on TripAdvisor with approximately 700 "terrible" reviews. A 10-year plan for urban regeneration raises the status of hotels and proposes public-private partnerships for acquisition and operation (Yallop & Seraphin, 2020). Ryokan strives to improve the knowledge and skills of its staff to perform their duties competently and efficiently. Due to the challenges inherent in managing hotel and restaurant operations in key establishments, it is essential that all staff ensure that they have adequate training to complement their previous experience (Ahmad & Scott, 2019).

ANALYSIS

PESTLE and SWOT analysis

Political factors – Brexit can be an external factor that can affect the hotel.

Economic factors – inflation and its increase can be a factor that can affect the business.

Social factors – consumers behaviours as are constantly changing.

Technological factors – the technology advancement can be a factor that can bring advantages or minuses to the business.

Legal factors – the business has to take into account all the laws and regulations.

Environmental – it has to be a sustainable business, otherwise will face some issues.

SWOT analysis determined the fact that the hotel has an advantage of being a modernist designed hotel and restaurant and turned into a Victorian seaside theatre inside. Also, is adjacent to pier and is a huge attraction for the tourists.

Brexit, Covid-19 and inflation impact

Inflation in the UK started to recover in December, marking the start of a trend that is expected to continue this year. Consumers and businesses will pay more for goods and services due to pandemic measures, Britain's imminent exit from the European Union and economic recovery. According to the Office for National Statistics, consumer prices rose 0.6% year-on-year, following a 0.3% rise in November. The temporary relaxation of travel restrictions caused by COVID-19 has increased air and sea freight rates, while rising international oil prices have driven up fuel and clothing costs. Inflation has been below the Bank of England's 2% target since mid-2019 and has been close to zero as the economy continues to contract due to the COVID-19 pandemic (Dirani, 2020). However, in a statistical comparison, it may increase as the impact of pandemic emergency measures such as VAT cuts diminishes. Also, the new trade relationship between the UK and the European Union is not transparent. "We will be talking more about inflation in 2021 than in 2020," said Equals Group economist Jeremy Thomson-Cook. In 2020, "we haven't talked much about inflation." Businesses and supply chains have been disrupted by a variety of factors, including COVID-19 and Brexit. A poll of economists by Reuters suggests inflation will approach the Bank of England's 2% target by the end of the year. For example, Capital Economics

economists believe it will go up to 2.5%. [ECILT/GB] Despite the pandemic, the UK economy is 10% smaller than before. But analysts believe the Bank of England will not be under any pressure to start raising rates from record lows anytime soon. Pantheon macroeconomist Samuel Tombs said rising unemployment following the end of the government's job protection program in April should ease domestic inflationary pressures. That was Tombs' assumption. "(BoE) doesn't need to talk about the possibility of future rate hikes in the next two years," Tombs said. Based on the information above, we know that Brexit, COVID and inflation may have contributed to the failure of this hotel. But we know the country is moving in the right direction and the hotel management has to find a better way to deny it. In addition, the following should be considered (Harai, 2018).

Recruitment, motivation and retention of the employees

According to a survey conducted by the Society for Human Resource Management (SHRM) in November 2012, HR professionals believe that the most pressing HR challenge in 2022 is how to recruit the best employees. 59% of respondents ranked it as one of their top three problems, up from 51% in 2010. When the economy improves, it is normal for many people to look for new doors for business (Namasivayam, 2022). “When the economy is down and job growth is slow, employees are open to exploring alternative career options.

Posting jobs on job boards and social media platforms and using more established methods such as attending job fairs and sending promotional messages to generate interest are some of the thing’s employers should develop them in the current market to recruit qualified candidates. This is an example of an innovative strategy that the latest generation of workers are looking for jobs that allow them to maintain a healthy work-family balance. These employees also want the freedom to make their own decisions and influence the company. Businesses should actively pursue diversity as it can boost creativity and performance, as well as a sense of equality that encourages teamwork. Companies are struggling to fill professional positions due to a lack of technically qualified professionals (Oshins, 2017). Technology-driven and technology-enabled organizations are finding that despite high unemployment rates, there simply aren't enough people with the training and skills to fill professional jobs.

The biggest concern is that the process of retaining former employees is more difficult than in the past. As people look for jobs that reduce risk during tough economic times, companies sometimes need to offer more benefits or incentives to attract and retain employees. Employers must identify their most valuable employees, from new hires to senior management, and then implement appropriate organizational procedures to retain them. Employers should consider additional benefits such as performance-based pay increases, employee empowerment initiatives, flexible work hours, telecommuting, or technological advancements to ensure a happy workforce (Gree, 2021).

HR professionals are constantly working to create an atmosphere where employees are motivated. HR ensured that team members had regular opportunities for constructive criticism and praise. A company manager's job is to inspire employees and help them reach their full potential. HR professionals are responsible for identifying what motivates a company's employees and incorporating it into a reward or compensation system. HR is also responsible for identifying the causes of staff turnover and finding solutions to any problems found.

Leadership skills development

According to the SHRM survey and PricewaterhouseCoopers survey in 2010, one of the most important human resources issues is leadership development, with the percentage of respondents concerned about this aspect increasing significantly, from 29% in 2010 to 52% in 2014. Due to the rapid maturation of the workforce, many HR teams are beginning to recognize the potential of creating personalized progressive models and are focusing more on preparing future frontiersmen (Collings et al., 2020). As the company matures and expands its operations, educating future leaders has become a key focus. Employee retention also improves for successful companies that invest in leadership development.

When asked why they leave the company, employees often cite poor management as the main reason. They also want to have a more active leadership role in decisions that affect their work, which may require more training. Unfortunately, it can be difficult for companies to raise the funds necessary for strong growth and employee leadership training and development programs.

Change management

Turnover in management presents new challenges for individuals and boards as they often focus on training and developing HR professionals. The WFPMA concluded: "Perhaps this is why human resources are recognized as the most important issue when trying to move an organization forward." Dirani et al., 2020). More training may be required to develop additional change management capabilities.

Human Resources efficiency

How can there be room for improvement without the right tools to monitor HR performance? Like others in the industry, this challenge requires the ability to quantify outcomes that will have a profound impact on Exchange organizations and leaders. According to the WFPMA, "Using metrics to measure performance is the start of a shift from viewing the role of HR as a purely managerial function to viewing the HR team as a true strategic partner of the organization." The beginnings of a shift away from seeing the role of HR as simply a management role is evident in this shift. The next section shows that survey respondents believe organizational effectiveness will be a key issue for HR in the future, reiterating HR's important role as a strategic partner to executives. And as this global coalition points out, while HR departments have traditionally focused on measuring their own performance, it's now clear that they can add value to organizations by measuring how effective the company is as a whole. This change is important because it means that instead of counting the number of employees, we can now calculate the long-term return on investment (ROI) of collective and individual employment (Stewart and Brown, 2019). This new method considers "bad" and "good" sales in addition to the total cost of employee turnover. It goes beyond the simple quantification of income.

Culture

Whether that performance is measured by customer satisfaction, how many employees show up for work, how safe it is, how many products it makes, or its stock price, research shows that an organization's culture affects performance. The

organizational culture is actively developed by the personnel department. A company can outperform its competitors financially if it has a good position and a good company culture. The best workplaces attract the best people who share values and priorities and have lower turnover than the competition. They are able to provide outstanding customer service, enabling them to create unique products and services that contribute to their overall financial success.

All aspects of the hiring process, including finding, selecting, and retaining candidates, are influenced by the critical interaction between the hiring process and culture. Identity is determined by a person's cultural level. It all depends on who they are and what they have to offer. In general, it is impossible to dictate to them at all. Most people can pick up a new skill quickly if they have the time to learn. Despite its importance, most companies pay little attention to culture. Recruiting new employees and actively supporting organizational culture has been shown to significantly improve employee retention and performance (Bratton et al., 2021). Ultimately, it directly or indirectly affects the growth and profitability of a company.

HR services must change to address recruitment, retention, motivation, leadership development, company culture and other issues. By outsourcing some or all of these tasks, companies can take a strategic approach to addressing these challenges while growing their business cost-effectively.

EVALUATION AND CONCLUSION

Brexit, COVID and inflation have contributed significantly to the decline in hotels. However, the country's economy is improving and there is room for improvement in hotel management, especially in terms of staff, which has a significant impact.

The hotel room is dirty and gives the impression that the HR department does not supervise the staff properly. This highlights the importance of restructuring departments and selecting new leaders who are qualified and experienced. There is also an urgent need to employ a large number of people, especially in the fields of environmental protection and sanitation. Newly appointed management teams should focus on the above considerations to effectively manage their workforce. Effectively addressing the second major challenge facing human resource management requires viewing leadership development as an important strategic project. HR professionals must provide the structures, procedures, tools and attitudes necessary to select and

develop the organization's best future leaders. HR professionals face challenges in this scenario. “Globally, leadership development is identified as an important strategic initiative for retaining the right people, enabling organizational culture to support internal performance to achieve market position and preparing managers to take on leadership roles in the future. WFPMA “Ensures long-term viability. of the organization," he says. "Globally, leadership development has been identified as an important strategic initiative for retaining the right people."

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