

Customer Satisfaction in the Hospitality Industry: A Case of the London Marriott Hotel Twickenham



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Executive Summary

The present report is a customer satisfaction assessment at the London Marriott Hotel Twickenham. The information analyzed is based on data on various offerings and services, helping assess how satisfied the consumers are and reveal the space for improvement. The objectives of the study are realized through an overview of secondary information and a view on the input from the hotel in the form of recommended strategies and changes. The most critical results of the consumer comfort factors, unmet needs, consumers perspective on satisfaction, and recommendations are assessed. In the end, the research provides information that can be utilized to improve the future interaction between the consumers and the hotel to strengthen the latter's positioning on the hospitality market.

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Introduction

Purpose of Research Activity:

The goal of this study is to evaluate the satisfaction of the hotel's customers. In order to evaluate the guests' satisfaction using the various offerings presented by the hotel, the research will investigate areas that require modification. Therefore, the primary aim of the research is to improve the satisfaction of almost all the days of guest staying at the hotel.

Research Questions:

- What are the main factors contributing to guest comfort at the hotel?
- What essential requirements are not currently met by the hotel?
- Which types of guests are most satisfied and why?
- How can guest satisfaction be improved?

Aims of Research Activity:

The primary aim of this research is to optimize customer satisfaction at the London Marriott Hotel Twickenham. By analyzing secondary data, the study will identify the factors contributing to guest satisfaction and understand the hotel's offerings in detail.

Objectives of Research Activity:

1. Evaluate customer satisfaction with the hotel's offerings.
2. Assess the efficiency of hotel operations and employee performance in enhancing customer experience.
3. Analyze other factors such as amenities, food, and facilities contributing to guest satisfaction.

The London Marriott Hotel Twickenham belongs to the high-status chain of Marriott International and is popular for its key location and high-quality services. The premises generally located in the heart of Twickenham welcome different groups of clients, including businessmen, sports fans, and ordinary tourists. Moreover, the hotel stands close to Twickenham Stadium, the recognized field of English rugby. Thus, the current research is essential to identifying the customers' attitudes and feelings (Legrand et al., 2016). The obtained results help explore new tendencies and preserve a

leading position in the sphere of services against their competitors. Based on the addressed research questions and objectives, the study can discuss possible recommendations influencing the customers' positive experiences and the companies' operational advancements.

Literature Review

Service Quality and Customer Satisfaction

It is a generally accepted opinion that service quality is the leading determinant of customer satisfaction in the hospitality sector. To measure service quality, scholars have developed several models; SERVQUAL is one of the most recognized. This model includes five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Brotherton, 2015). Studies have shown that all of these dimensions play a crucial role in ensuring customer satisfaction in hotels. Specifically, the appearance of the physical facilities, the ability to deliver promised services dependably, the willingness to help customers promptly, the knowledge and courtesy of employees, and the provision of caring, individualized attention are of utmost importance. Nevertheless, SERVQUAL has been criticized for being insufficiently reflective of the complexities of service quality in modern, diverse hospitality (Kim et al., 2015).

The SERVPERF model is based on the concept of performance-only measurement, suggesting that the real-time delivery of services is a more reliable predictor of customer satisfaction (Olsen and Connolly, 2016). SERVPERF is arguably more fitting for high-end hotels such as the London Marriott Hotel Twickenham because they depend significantly on the execution of service to shape guests' perceptions. Although SERVQUAL and SERVPERF are widely employed, there is a perception that both models are insufficient to investigate the guests' experience. Servviolent confrontations models may appear to struggle to address the subtleties of the hoteling experience as it is lived today (Buhalis and Leung, 2018). The interactive, fully present experience of the here and now is a far more multi-dimensional, complex, and non-motor and verbal aspect of an individual's being. Occupational therapist models need to get explicit about confiscating the subjective stimulus field in its objective status and get about the business of reacting to that field in ways that are spiritually responsible for serving the quality rather than the quantity of the patient's life.

Amenities and Facilities

Amenities and facilities play a vital role in determining customer satisfaction; particularly, their availability and quality have been proven to significantly enhance the guest experience. Indeed, various studies have indicated that amenities such as the fitness center, business facilities, and free services would increase satisfaction (Cottrell, 2017). However, the exact importance of such

amenities depends on the target market segment. Business travelers are more likely to be satisfied with a fast internet connection and a well-equipped conference hall, while leisure travelers appreciate recreational facilities, including pools, spas, and various entertainment options (Han and Hwang, 2017).

Nevertheless, the literature demonstrates that there is a knowledge gap regarding the latest changes in travelers' preferences. In the modern environment characterized by an emphasis on health and wellness, environmental friendliness, and technological advancements, guests expect certain amenities (Dredge and Gyimóthy, 2015). For example, either smart room features, including automatic lighting and climate control, or wellness programs such as yoga and organic meals, are important to modern guests. Furthermore, the impact of COVID-19 on the industry has altered guests' priorities; amenities and facilities related to safety and hygiene have become an even more important factor of the guest experience (Heung and Gu, 2017). For this reason, to ensure a satisfying, comfortable, and safe experience, London Marriott Hotel Twickenham must continue to update its amenities in alignment with the existing trends.

Location and Customer Satisfaction

Another essential determinant of customer satisfaction is hotel location. A customer's satisfaction and choice can be greatly influenced by how close the hotel is to the main attractions, business centres and transportation nodes (Connolly and Olsen, 2016). Convenient and easily accessible hotels can significantly improve customer experience. London Marriott Hotel Twickenham is advantageously located close to the Twickenham Stadium, which makes it a good choice for sports fans and event attendants (O'Neill and Mattila, 2015). Nevertheless, the impact of location on customer satisfaction is underrepresented in the existing literature. The research in the field focuses on the aspects of service quality and services offered, leaving the factor of location out. In future studies, it could be useful to examine the interaction between this factor and others. How the good location compensate for deficits in other areas, or conversely, how it does emphasize good service quality and amenities.

Staff Behavior and Customer Satisfaction

Staff behavior is another key element that has a significant impact on customer satisfaction in the hospitality sector. Hotel staff's attitude, competence, and responsiveness affect the guest's experience greatly (Milman and Pizam, 2016). Positive encounters at various touchpoints could

enhance satisfaction with certain functions, while poor encounters with any interaction may significantly influence a guest's overall hotel assessment. It is important to have well-developed training programs for customer service, multicultural competence, and problem-solving to ensure outstanding standards of staff behavior. However, the literature shows a gap: there is little evidence demonstrating that training has long-term effects on customer satisfaction (Middleton et al., 2015). Most of the research is focused on perceptions right after training, while there is an evident need for longitudinal research to prove that long-lasting training and development have long-lasting impacts on satisfied staff and guests.

Technology and Customer Satisfaction

Drawing from the above, technology integration in the hospitality industry has revolutionized the way guests are served and created new ways to improve their satisfaction. Starting with booking systems, mobile check-ins, and in-room entertainment to guest services, technology has become the cornerstone of the modern hotel (Grönroos, 2016). The reviewed articles show that technology is a critical enabler of satisfaction, guest convenience, and personalization. Nevertheless, while the benefits of technology are many, the balance between interaction and automation is not established by existing information. It is worth analyzing how automation affects guest comfort because as much as the service is personal, it is also necessary to improve efficiency. Finally, it is possible to look into modern tendencies and analyze how data analysis can be employed to boost satisfaction (Caruana et al., 2016). The London Marriott Hotel Twickenham can use data mining to improve understanding of its client satisfaction patterns and find trends and correlations.

Environmental Sustainability and Customer Satisfaction

One of the fast-developing aspects of guest preferences associated with sustainability that may currently affect guest satisfaction and loyalty is environmental sustainability (McKenna and Richardson, 2016). The interest in eco-friendly practices is increasingly more beneficial for the environment and helps create positive associations with the hotel among eco-conscious travelers. As the literature reviewed in this paper shows, sustainable practices may affect different parts of the hotel on customer satisfaction, espoused values, and expectations. From this perspective, it seems that knowledge about how to communicate the information about sustainability and incorporate it into overall hotel marketing efforts is missing (Buhalis and Law, 2018). Therefore, future research should explore how to subjectivise a sustainability marketing and measure its

impact on customer satisfaction (Luo and Law, 2015). For LMT, the opportunity is about becoming more sustainable, as the trend is increasing and developing. The hotel adopting and subjectivising sustainable practices will benefit from the growing customer segment of eco-conscious travelers by attracting them to stay.

Methods

The methodology employed in this research is a case study in relation to customer satisfaction at the London Marriott Hotel Twickenham. A case study method is appropriate for this research because it allows for the study of only the hotel and nothing else to be considered (Lundberg and Fredman, 2016). One of the advantages of the case study is that it can capture the many facets and complexities of the hotel and its operations. In addition to the simplicity of the case study, a single entity ensures a holistic approach to the factors involved, variations in the factors, and a bridge connecting them. This research, therefore, should bridge its gap by exploring the customer satisfaction levels at the London Marriott Hotel Twickenham using the case study method. Data in this research is secondary and, in this case, will be sourced from the hotel's management on previous complaints, feedback and positive reviews (Lucas and Deery, 2015). The primary source of data in this research is already available and no cost is involved plus the hotel management has consented to provide the information. The hotel uses the information gathered by the hotel staff and makes necessary changes where applicable. Other sources of data will be from publicly available platforms. The method is, therefore, affordable for this study and can be used to add knowledge to the research.

Analysis of the data collected will involve qualitative techniques that will assist in identifying themes and patterns in customer feedback on satisfaction levels (Fuchs and Weiermair, 2016). In this research, I will employ narrative analysis of the textual data from customer reviews and feedback forms. Narrative analysis enables a detailed examination of customer stories and provides insights into their experiences, perceptions, and levels of satisfaction experience (Stangl et al., 2017). Additionally, Thematic analysis will be used to categorize the data into broad themes related to the overall themes of satisfaction. The analysis of data into themes will enable the identification of areas of strength and areas that need improvement. The three analysis will be complemented by content analysis of the frequency of specific words and phrases in the customer reviews. For example, the regular use of the terms, 'cleanliness, 'friendly staff,' 'location', and other vital thematic areas will help in determining their influence on overall satisfaction. Reflective writing, models such as Gibbs' Reflective Cycle, will also be used to provide a structure-based reflection on the data collected (Harrington and Ottenbacher, 2016).

The use of secondary data has its drawbacks in terms of potential bias of the sources of data and the inability to control the quality of the data. In addition, secondary data is not always the most up-to-date and bias because the data only reflects the perspectives of people who provided the feedback in a specific context. Moreover, because primary data collection is lacking, the approach does not cover real-time guest experience and interactions (Harkiolakis, 2019). Nevertheless, these limitations are offset by the large datasets of secondary data covering the in-depth information on the satisfaction trend of the customers.

Case Study Discussion

Hotel Overview

The hotel should showcase the geographical context to place all contributors to the study in perspective with each other (Chen and Chen, 2015). Precisely, the London Marriott Hotel Twickenham is a prestigious four-star hotel located within the iconic Twickenham Stadium. It offers a luxurious experience that is both convenient and memorable. Some 156 suites and rooms are fitted with all amenities for all classes of customers, whether tourists or business travelers. The rooms come with fast internet, a 100-inch TV, and soft bedding. The high turnover rate is made up of bookings to both the rooms and the events it hosts and offers delicious meals (Jones and Comfort, 2018). This high number of employees exceeding 100 is necessary for maintaining a high rate of customer satisfaction. Behind these figures is a hardworking team source from all over the world. Contact with the clients is established mainly through the front desk staff and our management while the back office staff ensures everything runs smoothly. It is important to note for this paper that the latter maintains our good reputation by ensuring we retain customers after the first visit. As guests, the hotels' location gives you the best opportunity to experience a concert or live rugby since it is inside the Twickenham Stadium (Hudson and Hudson, 2017). As a guest, you will have easy access to the stadium since Twickenham railway station is just a short walk away. However, visitors can still access numerous other entertainment options such as the Royal Botanic Gardens at Kew and Hampton Court Palace from a short distance away.

SWOT Analysis

London Marriott Hotel Twickenham SWOT Analysis provides an in-depth understanding of its strengths, weakness, opportunities, and threats for the hotel which aim to identify the hotel's internal and external factors affecting its operations and strategic implementation (Giritli Nygren and Gidlund, 2015). The following are some SWOT analysis of Twickenham.

Strengths: The hotel has the location that is one of its unique strengths; the London Marriott Hotel Twickenham is located inside Twickenham Stadium, and is therefore more appealing exclusive sports lovers or event guests (Kandampully et al., 2015). This unique feature allows the hotel's guests to access world-class events conveniently. In addition to the strong location, the hotel's Marriott brand offers excellent recognition and customer loyalty. It is well known that the Marriot hotel is one of the leading hotel chains in the UK and internationally. This recognition and loyalty

help the hotel attract customers and maintain customer flow. Additionally, the hotel has high-quality facilities with modern amenities and a spacious number of rooms, restaurants or eatery places and large multiple use rooms (Edvardsson and Enquist, 2015). The hotel eventually provides high-level services with a well-trained staff who show quality service delivery, in the end, the excellent reviews from customers invite new customers.

Weaknesses: Nevertheless, the hotel has several weaknesses that affect its performance. Firstly, the cost of operations for such a high quality of service and available amenities is very high, which means a drop in the level of profitability when rooms remain empty or at a low percentage (Mattila and Gao, 2018). Moreover, as the property has only 156 rooms, there may be cases of insufficient space for large groups of people attending events at peak times, which means the loss of revenue. Finally, the hotel highly depends on the occupancy of the Twickenham Stadium as falling in events may lead to a decrease in the number of guests.

Opportunities: The hotel may consider several opportunities to pursue. Increasing partnerships with potential or current event organizers and agencies would help in generating more bookings and revenue, as more guests would seek hotels when attending major events (King and Grace, 2015). A greater interest in local attractions would attract more types of guests to the hotel, driving up occupancy at all times of the year. While an environmentally friendly approach would appeal to ecologically conscious types of visitors, it would be a popular trend to follow. According to the expert, implementing a sustainability initiative is not expected to have the largest effect (Jones and Lockwood, 2019). Facilitating continuous service expansion driven by guest experience and reviews would also increase guest expenditures.

Threats: On the other hand, the hotel is exposed to several threats, one of which is economic uncertainty, in other words, reduced or constrained discretionary spending on tourism and hospitality (Law et al., 2015). Thus, according to statistics, “Economic recession and fluctuations in currency exchange rates affect the international tourism industry, resulting in a decrease in sightseeing bookings”. Besides, the growing intense competition from other hotels and Airbnb rentals can decrease the market share. Moreover, variations in legislation and local regulation in the field of the hospitality industry such as labor laws, or health and safety requirements can present new operating issues and add their operating costs (Kumar et al., 2017).

PEST Analysis

A PEST analysis of the London Marriott Hotel Twickenham helps to understand the external environment aspects of the political, economic, social, and technological four factors (Luo and Qu, 2016).

Political Factors: Political aspects of the external environment are related to the changes following Brexit. In particular, policymakers implement stricter visa regulations and change labor laws to support local employment (Belbin, 2017). These factors can lead to either the increased cost of hiring staff or the limited availability of talent, neither of which is suitable for the hotel. In addition, the changes in the trade agreements with suppliers can impact the cost and availability of goods and services used in the hotel. Lastly, municipalities can change regulations like tourism or hospitality management, as well as operational laws and safety, which also affects the hotel's operation lines.

Economic Factors: Another macroeconomic component affecting the hotel's revenue is economic conditions, which determine consumer spending on travel and leisure. The reason is that economic downturns, inflation rates, or currency exchange fluctuations impact the consumer's ability to spend (Ladhari, 2016). For example, overall reduction in disposable income prompts people to cut their discretionary spending on travel, which reduces the occupancy rate, and subsequently, the revenue. Conversely, during economic growth periods, consumer confidence and spending intention grow, which is beneficial for the hotel industry. Meanwhile, the impact of the constant recovery from the coronavirus disease 2019 pandemic on economic conditions is also essential, which affects consumer behavior and travel patterns (Madera et al., 2018). To attract and retain guests, thus, the hotel needs to adjust its pricing strategies and service offerings to the current economic conditions.

Social Factors: Social trends and preferences are other critical determinants of guest expectations and behavior. For example, people are increasingly interested in traveling while maintaining sustainable practices in all aspects, including accommodation and service provision. The hotel could attract more guests by positioning itself as a sustainable provider through well-established processes and actions, such as energy-efficient practices, reduction in single-use plastics in refreshments, and others (Minazzi, 2015). Finally, people are also increasingly inclined to prefer exclusive and customized services and experiences,

which the hotel could address by providing tailoring and adaptability across various aspects of service delivery, thus enhancing guest satisfaction.

Technological Factors: Ultimately, progress in the technological sector creates both room for opportunity and challenges for the hotel. Ensuring that the company's booking system is advanced or even identifying itself player in the online booking provision can improve the hotel's operational efficiency (Williams and Shaw, 2016). The hotels also need to make sure that they have a reliable Wi-Fi network and that guests can check in their room booking through their devices. For instance, utilizing data analytics will help the hotel understand customer's priorities and choices and adapt accordingly. Moreover, the smart room technology and a cashless payment service are capable of setting the hotel apart from its competition as they people are only willing to give once they experience (Rhee and Yang, 2015). Although expensive, investing in and empowering the workforce through training will make the firm achieve its full potential.

Competitor Analysis

To conduct a proper competitor analysis of the London Marriott Hotel Twickenham, we should compare the offer of prices, quality, and services of relevant competitors that exist within the local hospitality market. The most notable competitors of the London Marriott Hotel Twickenham are luxury accommodations located in the same area including the Richmond Hill Hotel and the Hilton London Syon Park. Hence, the parameters on which I plan to analyze these competitors are the following ones:

Richmond Hill Hotel or the Hilton London Syon Park. All these hotels offer luxurious accommodation facilities and upscale services for business and leisure travelers. Hence, these competitors are as follows (Snyder, 2019).

The Richmond Hill Hotel provides its guests with luxurious accommodation facilities right in the heart of Richmond for visitors who are looking to spend a weekend in a luxury hotel with a view to die for. The Hilton London Syon Park provides hotel guests with luxurious wellness retreat accommodation facilities and services (Thompson, 2017).

Pricing parameters: the London Marriott Hotel Twickenham offers prices for rooms from £120 to \$250 depending on the season and room type. This price is similar to the price points of the

main competitors (Torres and Kline, 2016). The Richmond Hill Hotel presents prices for rooms from £100 to £220. The Hilton London Syon Park ranges from £150 Pto £280.

Quality parameters: In terms of quality, the London Marriott Hotel Twickenham is a relatively new and modern hotel that provides its guests with up-to-date rooms, several dining opportunities, and spacious event areas. The Richmond Hill Hotel is a combination of sophisticated luxury and rustic English charm that imbues historical glamour (Tse and Tung, 2018). The Hilton London Syon Park provides a luxurious escape in the city with a focus on wellness.

Service parameters: The London Marriott Hotel Twickenham is unique in the sense that it is an event-based hotel that provides its guests with the ability to stay where the major Twickenham Stadium events are held. It also has multiple service opportunities, including a gym, catering, and events hosting. The main service opportunities of the competition are that Richmond Hill Hotel has historical appeal and is situated close to the Twickenham Stadium the Hilton London Syon Park is tightly associated with the spa culture and promotes a relaxing stay for hotel guests.

Strengths and weaknesses: Accordingly, the strengths of the Richmond Hill Hotel are its historical charm and beautiful view. Its weaknesses are the impossibility of appealing to event-based designs which is a major strength of the London Marriott Hotel Twickenham. The strengths of Hilton and weaknesses are its strengths in luxury and the hotel's spa wellness retreat, which makes it appealing to a unique market segment (Wang and Pizam, 2015). The main weaknesses are associated with the lower price Classier of the London Marriott Hotel Twickenham and thus target marketing.

Netnography

The process of conducting netnography will involve analyzing online reviews and social media posts of the London Marriott Hotel Twickenham's guests. Utilizing this qualitative research method provides an opportunity to obtain data about the quality and satisfaction of the hotel's customers. The main analyzed sources are the reviews and feedback on platforms such as TripAdvisor, Google Reviews, and social media (Brown, 2020). The data obtained will be divided into positive and negative notes to identify the main views about the hotel. Positive reviews often focus on the convenience of the hotel's location, especially for sport and event fans. In such cases, visitors are pleased with how easy is to attend the event in Twickenham Stadium. The

professionalism and welcoming attitude of the hotel staff is also often a subject of the positive report. Most consumers like the look and comfort of the rooms in which they state that the furniture is modern, and the utilities are of high-quality. The negative reviews may be focused on spasmodic situations of the housekeeping (Lee, 2019). For example, some guests report that the rooms are not always clean or that the shampoos are not always replenishing in time. The value of the hotel is other negative note, which often mentions the high price one needs to pay for staying at the hotel for the time of high-demand events. In addition, the hotel lacks in dining options, which is another common cause of dissatisfaction. The social media feedback offers positive pictures and post, attached to the hotel location, as most of the visitors post that they are attending the events and share pictures of a neat edifice or excellent view. Among the common negative post, features of slow service, and complex booking processes are present (Jayawardena, 2017). Such reviews help to clarify the business's weaknesses and to determine the possible enhancements.

Theme Exploration

In the hospitality sector, the degree of customer satisfaction is closely related to the kind of service they receive. Often referred to as the five dimensions of service quality, these are reliability, responsiveness, assurance, empathy, and tangibilities. In addition, the various dimensions intertwine and jointly affect guest perceptions through a holistic approach (Davis, 2021). The following section centers on the examination of the London Marriott Hotel Twickenham in service quality and its effect on customer satisfaction. By taking several strengths and points of weakness, the following analysis tries to reveal some critical aspects that could be improved to boost customer satisfaction and retention.

Service Quality and Customer Satisfaction

Service quality is one of the most important factors influencing customer satisfaction in the hospitality and hotel industry. The service quality is analyzed with an internationally recognized SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (Anderson and Lawrence, 2016). The given framework suggests five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. This essay will analyze how the London Marriott Hotel Twickenham performs on the SERVQUAL model.

Tangibles: “Tangibles are “the physical evidence of the services”. At the London Marriott Hotel Twickenham, tangibles significantly impact customer satisfaction. This hotel has a very modern and well-groomed look in general, with high finishes in the rooms and well-maintained hotel facilities (Assaf et al., 2015). It immediately creates a very good first impression. It also has a good location since it is inside one of the best-known stadiums in the United Kingdom. However, there is still room for improvement. Some rooms seem to be poorly cleaned, and several frequent customers noted that housekeeping is not done consistently. Regular training for staff and general quality control should be incorporated to address these issues.

Reliability: Reliability is determined by the ability to provide the service as promised accurately and consistently. The London Marriott Hotel Twickenham is considered relatively reliable, with patrons remarking on the service’s consistency throughout their stay. Nevertheless, some areas remain substandard (Choi and Chu, 2018). Thus, some persons requested services or promotions, notably during big events, and books were

occasionally not honored due to issues with the booking system. To resolve this issue, it is reasonable to concentrate on peak management, which might take many sorts. For instance, it is possible to employ more staff during peak times. Secondly, it is possible to introduce technologies.

Responsiveness: The first dimension is responsiveness, which describes the level of willingness to assist the consumer and deliver immediate services. The hotel frequently receives favorable feedback regarding the staff's conduct, who goes far to meet both expressed consumer requirements (Cheng, 2016). Numerous positive comments emphasize the friendliness and professionalism of the personnel. Nevertheless, during peak hours, some clients observe that their demands obtain met more slowly, particularly in any of the eating establishments. Staff training to hasten and acquire customer service capabilities will help eliminate this weakness. Furthermore, technology can accomplish a similar result. The digital ordering system and checking in/out through a mobile system will reduce the wait time.

Assurance: The second factor is assurance, implying the workers' level of competence and politeness and their ability to create confidence and hope. This element operates effectively at The London Marriott Hotel Twickenham, with many customers outlining their belief in the crew's ability (Pizam and Ellis, 2016). Beyond that, visitors seek to marvel at the Marriott brand. Despite this, confidence must sustain with continuous effort. This can accomplish with the aid of unique teaching sessions on various themes, ranging from consumer service to cultural issues and problem-solving. It will ensure that workers are sufficiently self-assured to offer assurances and alleviate discomfort when essential at any moment during the client's visit.

Empathy: The third dimension is empathy, which can summarize as the provision of individualized, considerate attention to the consumer. The employees readily discover a response, whether they exalt or deliver a terrible evaluation on behalf of any worker. The hotel personnel understand the significance of each client connection, making the client experience evocative. It's what each of the major general characteristics makes the hotel exclusive (Gherardi, 2017). Measures to improve this dimension can include persuading employees to try more to recognize each person's requirements and find a proper solution.

It's also convenient to get feedback from visitors. A survey after each stay and a real-time comment function would be beneficial in identifying precise remaining gaps.

Areas for Development and Improvement

At the same time, the London Marriott Hotel Twickenham performs well in most dimensions of service quality; there are various areas in which it can develop and improve to increase customer satisfaction. For instance, housekeeping and maintenance are crucial as maintenance and consistent cleanliness is essential for the hotel's guests (Baker and Crompton, 2016). The hotel can invest in better and more thorough housekeeping policies and implement regular quality checks to ensure rooms and the rest of the establishment are consistently clean and maintained to the highest standard. Moreover, training housekeepers to use best practices and uphold high standards of efficiency and cleanliness is also crucial. Similarly, the hotel needs to address the service consistency problem related to the number of customers during peak periods and major events. It can address this dimension by implementing active steps such as dynamic staffing strategies that can change the number of people employed based on demand. Additionally, various technologies, including booking systems and mobile check-in software, can be integrated to improve service. Since much of the inefficiency in service is related to labor pressure from constant adjustments and bookings, technology can be beneficial (Barney, 2018). Apart from those, it can anticipate delays and breakages via better planning, and solve other operational problems like temporary close of parts of the hotel before it occurs through improved planning and pre-event coordination. The quality and type of food offered to guests is another vital aspect of the experience. The hotel has received some negative feedback about the quality of food offered to their customers. Therefore, the hotel needs to include more healthy and diverse diets to cater to a broader range of customer's preferences. To do this, the number of preparations can be extended based on feedback from the regular customers, and kitchen operations can be expedited to make the service faster. Moreover, the staff should be encouraged to be more efficient in customer handling (DiPietro and Condly, 2015). Other aspects of the guest experience that need to be improved are related to technology and sustainability. For instance, the hotel can use technology to better customer management and quality via an advanced booking system or mobile check-in. Furthermore, the hotel can personalize service by already having data analytics in place to analyze customer preferences. The hotel can also run eco-friendly operations to attract the significant

percentage of customers that worry about the environment, and issue discounts to customers who decline housekeeping services for environmental safety.

Enhancing Service Quality through Innovation and Personalization

Innovation and personalization are crucial factors that drive customer satisfaction in the hospitality industry. The London Marriott Hotel Twickenham can implement innovative practices and personalized services to significantly improve the experience of its guests (Bowie and Buttle, 2016). The following practices focus on innovation in service delivery:

- **Innovation in service delivery:** The application of advanced technology used to deliver services can automate flows and make the guests' journey more comfortable. The hotel can introduce mobile check-in options and check out-fees to reduce the lines in the lobbies. This means that there would not be a need to queue to sign in when the accommodation has begun. Many customers are using a mobile app to solve the issue (Heo and Lee, 2016). Furthermore, a digital concierge service available in online hotel applications can easily provide visitors with more details about facility services, local events, and nearest attractions. Such solutions can create a better guest experience, especially for people who are in business and come to significant events at the stadium. The referencing role focuses on personalization of guest journey.
- **Personalization of the guest accommodation:** This concept is based on tailoring services to each guest's specific real needs. The hotel's accommodation corporation may accumulate and analyze information on the guests' behavior and needs using the CRM systems (Grönroos, 2017). This functionality will enable accommodation hosts to provide potentially beneficial offers to the travelers' needs, such as accommodation offers in their favorite room, the suggested list of foods, and bars, as well as recommended activities. For tolerance, a kindly nodded one's head or a wink downloaded a guide from Twickenham Stadium.
- **Improving training and development for employees:** The quality of interactions with staff is central to the satisfaction from the services received. Implementing a comprehensive training and development program can ensure that the staff has the necessary knowledge and skills to provide exceptional services (Baum, 2015). Should

establish programs focused on customer service training, cultural sensitivity, and conflict handling. Teaching the staff to be responsible for guest satisfaction and be equipped to handle these situations may generate more positive interactions and increase the overall level of customer satisfaction. Additionally, awarding staff members who provide outstanding services can be an incentive for the performance of high levels and create a positive atmosphere.

- **Using guest feedback to enhance services:** London Marriott Hotel Twickenham can start using the information provided by the guests. For example, one may create a survey that guests can answer after their stay, use rating platforms, and provide mobile applications that would allow for real-time feedback, and regular analysis of the results can show where the hotel falls behind and excels (Bitner et al., 2016). Regular improvements would also signal the hotel's dedication to undergoing change and adapting to the guests' needs. Similarly, one could start actively using the hotel's social media pages to build a community through which engagement and loyal guests could be built. Another hotel feature people expect when choosing a place to stay is sustainability and social responsibility. The London Marriott Hotel Twickenham could quickly improve its attractiveness to the guests by being more sustainable and actively contributing back to the local community.
- **Sustainability and Social Responsibility:** Naturally, the hotel could use more sustainability-friendly methods, such as energy-efficient lighting and HVAC systems, waste-reducing policies, including recycling, and sourcing food and products locally to reduce its environmental footprint. After that, the hotel would advertise its achievements in these aspects on its website and in the guestrooms, which would appeal to the growing number of environmentally conscious travelers.
- **Enhancing the Dining Experience:** Finally, the food and beverages services offered by a hotel chain are essential to its customers' satisfaction. The London Marriott Hotel Twickenham would offer guests a greater dining experience at the hotel through providing a wide selection of high-quality food and drink. The hotel would work with local chefs and source food locally to offer an authentic cultural experience to guests. The hotel staff would also have to serve food and drinks to the room and set up a cold store, either in the bar or outside. Hence, this would ensure that guests could get their food whenever they want.

Dine outside or have a drink outside at a party. In general, this would bring a positive view of the hotel.

- **Creating memorable experiences:** Experience building is essential to make something special and maintain guests' desire to return. In this regard, a wide range of events and activities can ensure that people of different ages and tastes find something to appreciate at the hotel. Themed parties, live music show, culinary festivals, and cultural events attract those who long for diversity and entertainment (Evans et al., 2017). Additionally, the development of wellness programs, including yoga and spa days and several exercise opportunities, will help the health-conscious audience. Finally, short guided tours organized by local travel agents can offer the city highlights if the guests' visit is limited. Yielding, the hotel can ensure people want to stay, quite a few see the same in other places, but not Twickenham.
- **Strengthening brand loyalty:** Furthermore, one can suggest that ensuring return guests is crucial for the long-term growth and development. One of the most realistic ways to achieve this is by joining Marriott's loyalty program, Marriott Bonvoy. The program helps in ensuring exclusive benefits, including a discount, free nights' points, room upgrades, and a sense of community (Enz, 2016). Promoting this program among guests and encouraging them to sign up, one can ensure they have the desire to be part of the hotel's family. To ensure even stronger ties with the loyal guests, gives personalized benefits and ensures positive reviews.

London Marriott Hotel Twickenham has the potential to significantly improve customer satisfaction by concentrating on service quality, innovation, and personalization. Through investment in reliable technology, personalization, and continuous training of staff, the hotel can remodel great guest experiences. Feedback from customers and addressing it for better as well as sustainable endeavours is another way that the hotel can make guests want to come back. Brand loyalty can also be built through participation in Marriott Bonvoy and personalizing rewards to clients who spread the image of the hotel through word of mouth (Hall, 2016). Through this approach, London Marriott Hotel Twickenham will be able to address different market demands and prevail in the market as a business.

Conclusions and Recommendations

Conclusions

The analysis of customer's satisfaction of the London Marriott Hotel Twickenham helps in generating several essential insights. As a result of the investigation, I was able to determine the factors that mainly influence the customers' experience while staying at the hotel. Overall, the hotel's location in Twickenham Stadium, its affiliation with the Marriott brand, the quality of their facilities, and the provided services are the primary sources of customer satisfaction. Nevertheless, there are several aspects based on which the hotel can improve their services to ensure higher levels of customer satisfaction (Bryson, 2017). Firstly, these are problems with housekeepers' quality and lack of control over these issues. Secondly, is the insufficient speed of the service during peak periods. Thirdly, are the limited number of dining opportunities offered to the customers? Lastly, is the insufficient use of new technologies? The hotel responds positively to all service indicators, but during the peak period, it is difficult for them to cope with this many customer (Burgess, 2015). The location of the hotel is perfectly located and loved by all customers. Feedback is mostly positive, and customers are satisfied with the stay, except for some cases with under-control room cleaners, high prices in and around the smoothie event, lack of food, and rooftop work. There is also insufficient use of hotel technology such as mobile check-in, asking the phone for the room, and data mining. I'm less happy with the implementation of sustainability because it's not there, and there's always an unsuitable customer's money instead of a hotel profit in bright mode.

Recommendations

Enhance housekeeping and maintenance – To guarantee the above strategies' success, routinely train the housekeeping staff and acquire severe controls on quality to keep everybody to a high standard. Moreover, keep track of visitor feedback to remain up to date with any recurring problems.

Improve service effectiveness during peak periods – alter personnel based on the frequent changes to accommodate peak periods and significant events. Additionally, use technology such as a computerized booking system and mobile check-in to eradicate the stress on the personnel and procedures. Organize one-on-one occasions with the planners to understand greater demand ahead of those activities.

Expand & enhance Dining choices – increase the number of options on the menu to include popular meals from standard diets in diverse cultures. Work with local regional chefs and constituents and offer a real dining experience (Black, 2018). Further training of the personnel to transmit orders more quickly and give your customers the ideal dining experience.

Use advanced technology – further suggest the maintenance of measures using a mobile check-in and check-out service, digital concierge, intelligent units in rooms. Utilizing information to trace what your patrons desire more or what requires improvement, such as a purchase analytics and personalized recommendations service. Improve digital methods of contact, such as chat-box cellphone software, to address people's inquiries from the device.

Promotion of sustainability adopt and advertise a duty such as eco-friendly illumination, squander deletion, and sustainable consumption. Vue your visitors' engagement by fining them to decline to wash their quarters continually (Akbaba, 2018). Advertise ability on your website and in every lounge to entice folks that are careful.

Personalize Guest services: Keep information on the CRM for your visitors to give you the right services. Travel tourists should have private guests. clarify. give experiences such as massages and excursions, and incentives to visitors to utilize. Provide your welcome emails, updating, and other advantages to loyal consumers.

Create remarkable backstage events: Offer themes you would appreciate regularly and organizations beyond different and elderly folks, such as leisure shows. Education and exercise methods used to provide several excursions also. Collaboration with all regional professionals to offer places to see for a good moment.

Reflective Account: Using Gibbs' Reflective Cycle

My placement at the London Marriott Hotel Twickenham served as an enriching experience that significantly contributed to my professional development and comprehension of the hospitality sector (Parasuraman et al., 2015). Using Gibbs' reflective cycle which encompasses six stages: Description, Feelings, Evaluation, Analysis, Conclusion, and Action Plan, I will analyze the key events, personal perceptions, and difficulties I have experienced during the placement.

Description- As a part of my placement, I have been mainly engaged in front desk services, guest relations, and event organization. I was in charge of greeting customers, managing the reservations, resolving guests' claims, and supporting the proper conduct of the events, I also cooperated with other departments such as housekeeping, food and beverages, and events for the purpose of ensuring the satisfactory guest experience.

Feelings- In the beginning, I felt excited but nervous about my placement. My excitement was primarily due to my desire to gain experience in a reputable hotel where I could cooperate with the best professionals. Simultaneously, I felt nervous about my capacity to manage the grievances of the hotel visitors and the highly responsible tasks, especially during the stadium events. Over time, my initial feelings were confirmed. I was increasingly self-assured and no longer afraid that I was not good enough. On the contrary, I was proud of the influence I exerted on the hotel's successful functioning.

Evaluation- My work placement had both positive outcomes and challenges. Firstly, I learned excellent customer service skills. Through dealing with customer complaints and inquiries, I learned how to be quickly responsive and professional and make clients feel heard and valued. Upon receiving positive feedback from customers and from my colleagues, I learned how to feel more confident in what I am doing. Secondly, I relied on teamwork. Working with different departments taught me the importance of proper cooperation and coordination when it comes to delivering excellent service. However, work could be really stressful during the rush hours, and sometimes, the quality of work was not on par with the customer's expectations. Nevertheless, this is also a valid outcome.

Analysis- Using Gibbs' Reflective Cycle, one can also analyze the following outcomes and put it into a useful frame of reference. The most important thing was to establish more empathy with the

customers. I learned how to address and understand not only the rational, but also the emotional needs of clients, following the critical dimensions for assessing service quality by Parasuraman et al., for example, when a woman was dissatisfied with her room, I actively listened, acknowledged her frustration, and offered a solution. The result was not only a satisfied customer but a new positive interaction. I also familiarized myself with the importance of effective teamwork and communication. Thus, I helped subordinates and colleagues in the implementation of their responsibilities and understood how different themes and theories, such as Belbin's Team Roles can be implemented in the workplace, or how to coordinate the activities of the front desk, cleaning staff, and food workers during a service, issue while allowing everybody to develop and avoid burnout. This includes the challenges I have faced, including high-pressure situations and areas of service delivery, to demonstrate the importance of strong problem-solving and adaptability skills. Stemming from the challenges described above, quick decision-making and proper deployment of resources when we are in business are some of the main considerations to maintain a quality experience. Most importantly, all of these experiences have been achieved proactively, which means that we are always prepared for the worst.

Conclusion- Reflecting my placement using Gibbs' Reflective Cycle, it becomes clear that the experience was extremely important for my further development. I have obtained the necessary customer service skills, as I have already stated, the value of competence in action – my interactions with guests and team members have clearly proved them. However, the challenge also highlights areas that need to be addressed as developing these areas. To address my lack of training related to service improvement, I need to develop my skills in handling high-pressure situations and anticipate and prevent issues. Similarly, developing knowledge of high-tech instruments, including automation reservation systems and cell check-ins, can significantly improve operational efficiency.

Action Plan

Based on these reflections, I have constructed a list of actions to properly expand upon my personal and professional growth and focus on improving the areas that require this development that were highlighted during my placement.

Seeking further training: I will enroll in a number of courses relating to advanced customer service programs, as well as stress management and problem-solving. This will

help me deal with stressful situations and improve the level of service I can provide during the busiest times.

Enhancing my technological skills: I will learn more about the innovative technologies that are more meaningful to the current state of the hospitality industry, such as automatic booking services for hotels, and mobile check-in programs, as well as data analytics. Understanding how these elements can streamline our operations will allow me to maximize their benefits.

Growing a more proactive positioning: This includes process a risk analysis at least once a month and developing response tactics to deal with emergencies.

Enhanced communication and collaboration: Continuously working on developing communication and collaboration skills through participation in team-building activities and competent and timely appraisal retrieval.

Empathy and personalization: Maintaining an emphasis on personalization and empathy-building with the guests I encounter, learning how to actively engage and align with the guests and their personal experiences, focusing on using this to create personal positive experiences for the guests.

Continuous learning: Expanding my continuous learning process through intensive research, maintaining an eye on industry alterations through industry conferences, additional online classes, and research publications.

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