



OPERATIONAL ENHANCEMENT REPORT FOR WALDORF ASTORIA BEVERLY HILLS: GUEST SERVICES AND SUSTAINABILITY PRACTICES

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Executive Summary

This executive summary contains an overview of the consultancy report for the Waldorf Astoria Beverly Hills by outlining the overall problems affecting the hotel, the results of the strategic studies we conducted regarding the hotel, and the solutions created to improve the hotel's performance and satisfaction of the guests. Again, our aim is that those who make the decisions will not need to read this entire report to get the fundamental concepts that have guided Luxe Hospitality Consultants to the recommended strategies.

The operational tasks that affect Waldorf Astoria Beverly Hills' performance include the organisational factors that affect its capacity to offer luxury service that is characteristic of the hotel. Some primary concerns are variability in the delivery of customised guest services, especially during times of significant congestion; staff turnover problems that disrupt the development of quality service delivery, especially to returning guests; technology challenges that hamper operational productivity; and enhanced environmental management policies and procedures that are in variance with current legislation and guest expectations.

From the analysis, there is a clear realisation that uneven service delivery is directly proportional to increased occupancy, exerting pressure on existing human resources, and requires better training and development. They also need better technologies that trigger operational inefficiencies that the staff find difficult to overcome and sustain service delivery. Furthermore, even though the hotel is popular and engages in promotions, there is potential to expand the online advertisement. Finally, from the sustainability perspective, our data demonstrates that the hotel has several areas that do not conform to the increased ecological requirements that guests expect.

The performance and position of the hotel have been studied using tools like SWOT and PESTEL, with the findings that the factors that give the business a competitive advantage are brand image and upscale services. In contrast, the opportunities for its development are in staff management, technology adoption, and environmental responsibility. The gently uplifted competitive landscape within Beverly Hills and the constantly fluctuating global economy and regulatory industry also require proactive management to sustain the upscale position of the hotel. The following recommendations are made to the client:

- **Enhanced Staff Training and Development:** It is time to develop elaborate training initiatives to enhance performance aspects related to individualising a service offering and technical literacy.

- Technology Enhancement: Optimise current technology structures that pertain to the accommodation business and use artificial intelligence applications to improve the guests' experience.
- Targeted Marketing Initiatives: Increase and diversify digital media platforms for marketing initiatives, focusing on presenting special guests' experiences and using the hotel's branding affection towards luxury product offerings.
- Upgraded Sustainability Practices: Improve sustainability initiatives to increase conformance to legal requirements and guests' appetite for green hotels.

It is advisable to implement a phased approach whereby technological upgrading and training reforms will initially be tested on a pilot basis. The key processes in change management will be communication and engagement, because of which each person involved in the change process will be receptive and willing to embrace change. The practice of institutional training, feedback mechanisms, and pilot tests will ensure a smooth implementation of the new practices. Measurable outcomes include customer satisfaction will increase, staff turnover will decrease, and the organisation's effectiveness will increase as supported by short guest complaints and issue response time, greater occupancy, and increased revenue.

To conclude, the current organisational structure of the Waldorf Astoria Beverly Hills positions the hotel for sizable future increases in operational effectiveness and guest satisfaction. Following all these recommendations, the hotel should envision itself as a more innovative hotel within the competitive luxury hospitality market. Luxe Hospitality Consultants gratefully accepts the chance to participate in this project and is eager to help Waldorf Astoria Beverly Hills attain these main strategies.

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Introduction

The Waldorf Astoria Beverly Hills is a shining example of elegance among luxury hospitality brands. Situated at the crossroads of Wilshire and Santa Monica Boulevards, this hotel opened in 2017 and is a new generation of timeless legends that blend the unique spirit of Beverly Hills with world-class hospitality. The hotel offers 170 rooms and suites with floor-to-ceiling windows, advanced technology and interiors by Pierre-Yves Rochon and the first choice of today's cosmopolitan traveller (Waldorf Astoria, 2023).

Nonetheless, the **Waldorf Astoria Beverly Hills** stands in a great position and has prestigious offers to its clients; however, it faces some issues that challenge the organisation's high attitudes towards guest service management. In particular, the variation in the number of international guests has emerged as the major challenge in maintaining the required standard of delivery service. Since these variations stretch the staff to the limit in providing individual, high-touch service, guest satisfaction scores have come down (Freeland, 2021). Such ratings are important to determine the place's reputation, repeat customers and profitability.

Luxe Hospitality Consultants is a leading luxury hotel consultancy firm mandated to produce this report. The consultancy was established in 2010 with the understanding of helping luxury hotels and resorts to optimise their performance and guest services. The company is based in New York City, and our team includes over fifty employees, including ex-hotel managers, data analysts and strategic consultants focused on the luxury market segment. The consultancy involves the use of research information in conjunction with practical industry knowledge from our experts to create approaches that are both creative and executable (Mbilinyi et al., 2012). It has a history of providing insightful solutions to various issues facing prestigious hotels and turning them into opportunities that benefit the hotel and its clients.

Therefore, to address the challenges the Waldorf Astoria Beverly Hills faces, this report will incorporate various analytical tools to analyse problems and provide appropriate strategic solutions. Our strategy for executing the PESTEL framework involves evaluating the factors outside the hotel industry that may impact its operations – political changes in international travel policies and technological changes in hotel management systems. A broader analysis of the environment can then be used to determine macro-environmental factors that may affect the delivery of the services. At the same time, the continuation of the SWOT analysis will help

examine the internal conditions of the hotel. The strengths include Marriott's international recognition, but the weaknesses include the existing differences in the quality of services. Analysing such internal factors makes it easier to plan for changes that will affect areas of most significance to the guests.

Finally, The TOWS matrix will be applied to integrate ideas from the two tools, the PESTEL analysis and the SWOT analysis, which will help match organisational strengths to external opportunities and threats to opportunities by identifying actionable countermeasures. This strategic alignment is expected to strengthen the hotel's competitive advantage by improving these factors of production: operation, staff, and customer relations.

The result of this consultancy will be a series of strategic solutions that will help elevate service delivery and guarantee that this hotel meets the expectations of Beverly Hills and other international guests. This report will outline these recommendations, and a clear plan will be outlined for their implementation to rekindle operational success and guest satisfaction. In this way, we have defined the purpose and tasks of the consultancy for the assignment and presented the concepts we will use for our strategic evaluations and conclusions.

Analysis

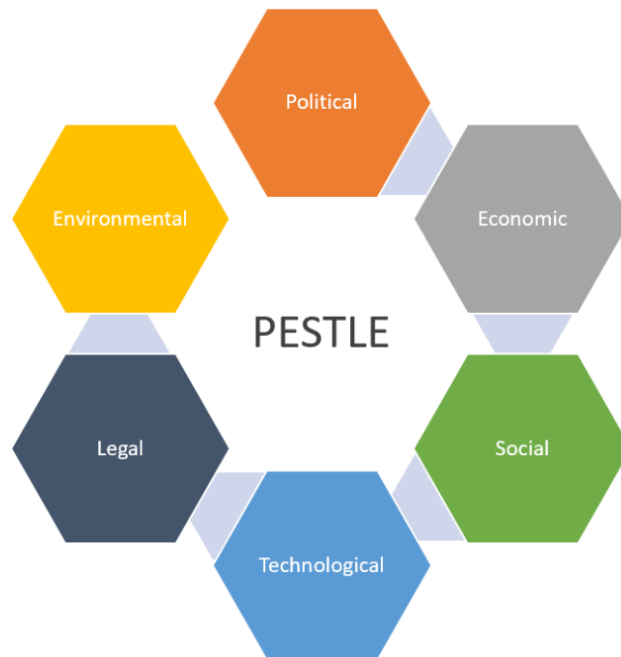
Issue identification and impact

Issue	Impact
<i>Inconsistency in Personalised Service</i> The problem of service differential emerges, especially when the occupancy rate is high and the personnel need help to deliver the hotel's exceptional approach. This is evident from the guests' responses on guest review sites, Independent rating and review sites, social media and guest surveys (Shabardina, 2020). Several complaints refer to delays in service and	If the kind of feedback that guests have given the hotel in the last year is looked at, then there is the contribution of unsatisfactory service delivery since guests returning was reduced to 7% less than before. Furthermore, a study of the aspect yielded from online reviews demonstrates that while the positive permutation was up by 8 percent in one year, the negative disposition affiliated with service "chased away" 12% memory of the hotel's well-known reputation for excellence and stabbed the hotel's Net

impersonal treatment, disregarding that the hotel occupies a luxury category.	Promoter Score (NPS) right in its heart (Guagno, 2017).
Staffing Challenges The challenge of staffing also persists in getting and keeping competent staff due to stiff competition for human resources in the employment market in Beverly Hills. Opportunities include high competition: the luxury service sector requires extraordinary qualifications, including high competence in languages and cultural differences, which still need to be improved (Ahmad and Scott, 2014).	A high staff turnover of 20% is common in the hotel and has raised operating costs as it spends fifteen percent more to recruit and train new employees than in the prior year. As it is, some of this fresh blood may have a partial reproductive capacity of the hotel, and this turnover affects service delivery (Mbissey, 2015).
Technological Integration in Service Delivery: Although the hotel has employed highly advanced technological devices like a smart system for adapting room settings according to the guest's preferences and an application to facilitate fast service orders and other related technicalities, integrating those technologies has been challenging (Jayawardena et al., 2013).	It has been mostly blamed on technicalities and inadequate training, making guests feel the devices could be more utilised. According to general feedback, a typical customer experiences showcasing around 20% of the recipients experiencing a problem with the said services is normally likely to put the finger on the common negative feedback (Omogi, 2021).

Pestle analysis

The PESTEL analysis will explore external factors impacting the hotel, connecting each element directly to the hospitality sector and its operational challenges.



Source: (Christodoulou and Cullinane, 2019).

Political

The hotel is located in a politically stable area that continues to embrace tourism and business travel. But visa policies and requirements and international travel policies, especially those within strategic source markets, affect guests' flow. It must be noted that the political landscape regarding immigration could put some foreign travellers off a little (Arif and Hossin, 2016).

Economic

There is a significant relationship between the economic environment and what is spent on luxury. Though the economy of Beverly Hills is comparatively rich, providing the infrastructure of luxurious hospitality services, certain factors like instability in the foreign exchange rates or any recession on a world platform would lead to a decrease in the number of international travellers or expenditure (George, 2021).

Social

There is the continued enculturation of luxury by opting for personal enigmatic experiences. Today and tomorrow, people staying at such fine establishments no longer ask for quality but look for

personalised service and products that they prefer (Chaleunsouk, 2017). Other social factors affecting service design include changes towards more sustainable and ethical travel choices.

Technological

Every aspect of technology entails guests developing new expectations regarding convenience and customisation. Smart rooms, mobile check-ins, use of technology and AI are the new norms that guests expect from the hotels. However, these need constant updates and training to contain the necessary features to meet users' needs and functions smoothly (Šošková, 2016).

Legal

The hotel's labour costs are higher than in most other areas because of California's high minimum wages and accrued employee benefits. Non-adherence to these laws raises the cost of operation, although the same is crucial for operating legally (Martei, 2019). Also, health and safety requirements have increased due to emerging issues with the spread of infectious diseases.

Environmental

Environmental factors play a major role in this case since California's sustainability regulations are very strict. Some of the measures include a plan for practicing maximum safety to lower the literature carbon footprint, practicing efficiency in waste management, and water conservation, which may affect the operations and costs of the hotels (Bertozzi et al., 2020).

Positive performance analysis

Despite these challenges, the Waldorf Astoria Beverly Hills excels in several key areas:

- **Luxury Amenities and Facilities:** Other impressive objects of the hotel, with the spa, fitness centre and gourmet restaurants, are also approved by the highest results today. These facilities conform to and often surpass the luxury services hosts offer, making a core input to hospitality satisfaction (Phillips et al., 2017).
- **Brand and Marketing Excellence:** This brand is considered valuable, as it affects guests' awareness and drives demand. Marketing techniques that portray appropriate hotel services and prime location successfully create awareness among the new clientele and repeat clients (Panno, 2020).

This great review shows the essential strategic issues that the Waldorf Astoria Beverly Hills faces regarding operations to execute the strategic objectives and the areas in the organisation perform exceedingly well (Nazarian et al., 2017). To sum up, different approaches that will be used to address the above issues will be critical in improving the quality of a guest experience to sustain the hotel's reputation in the competitive luxury market.

Swot analysis

The strengths and weaknesses of the hotel, and the opportunities and threats present to it are analysed through swot analysis below.

Table 1: Swot analysis

Strengths	Weaknesses
High Brand Recognition Luxury is the key feature associated with the name Waldorf Astoria, which automatically creates a competitive edge in attracting clientele from abroad who are always searching for quality and super-luxury brands or products (Martinez, 2017).	Service Delivery Inconsistency In busy periods, they cannot maintain the quality of their services, resulting in diverse customer complaints and satisfaction indicators (Luo et al., 2017).
Prime Location The hotel is centrally situated in the city of Beverly Hills; it is in a strategic position in that it is in close contact with shopping malls, some of which are taste~ shopping malls, entertainment and cultural points of interest, and many businesses both locally and internationally attracting businessmen and women as well as tourists (Kuo et al., 2016).	High Staff Turnover A high employee turnover rate is experienced in Beverly Hills due to stiff competition from other organisations, leading to constant employee training and associated costs (Ogbeide et al., 2015).
Superior Amenities	Technological Challenges

Services such as a famous spa, a swimming pool with a skyline view, and premium restaurants and bars make a hotel stand out from other hotels and make guests more satisfied.	While increasing guest satisfaction through IT solutions, technical difficulties and integration issues periodically influence service disruption (Doherty and Lew, 2020).
Effective Marketing Marketing communication is another successful element that uses both digital and traditional promotional tools to sell the hotel services and its exclusive services to consumers and sustain high organisational occupancy (Barreto and Mayya, 2022).	Regulatory Compliance Costs Pursuing business in California also entails high compliance risks because strict legal and environmental measures inhibit margin profits.

Opportunities	Threats
Expanding Luxury Travel Market The recent trend of the rise in luxury travel, as more and more people prefer to travel in comfort and style from one country to another, offers an opportunity to develop share by presenting customer-orientated and personalised services and products regarding industrial visitors (Huh et al., 2019).	Economic Volatility The downturn in the world economy, possibly in its main international markets, may mean fewer luxury trips, thus affecting stay occupancy and revenues.
Technological Advancements Adopting emerging technologies, including artificial intelligence and the Internet of Things, for adaptive settings of rooms and services may	Intense Competition Beverly Hills has many luxurious hotels; thus, the competition in the location is immense, hence the constant need for improvement and outstanding customer service.

improve both effectiveness and client satisfaction (Shin and Jeong, 2022).	
Sustainability Initiatives Establishing sound environmental policies can create a pool of customers who strictly prefer environment-friendly services, which can be attributed to the growing demand for eco-tourism (Goryushkina et al., 2016).	Regulatory Changes New laws that may be applied to employees and the surroundings may alter how a business runs and cause higher expenditures (Richard, 2017).
Strategic Partnerships Local-boutique partnerships can encompass services unavailable to the average guest, thus creating a competitive advantage over similarly situated hotels, such as the mutually developed shopping deal or a limited art show (Japutra and Situmorang, 2021).	Health and Safety Concerns There can be continuous changes in nature and patterns of crises that influence travel and hence require business model changes in operation and marketing initiatives.

TOWS Analysis

Maximise (Utilising Strengths to Capitalise on Opportunities)

Technological solutions can help the Waldorf Astoria to improve its already excellent brand image and outstanding services. Incorporating AI, particularly personal assistants and room adaptability, will serve the rising trend of individualised administrations in the luxury segment (Kansakar et al., 2019). When incorporated discreetly into the range of guest services, the hotel can build additional competitive advantage and drive greater satisfaction and loyalty. Given the centrality of the location and relatively strong sales promotion, the hotel should develop niche relationships with luxury Newcastle brands and cultural attractions (Nam et al., 2021). With such partnerships, guests could be presented with innovative, personal services, including custom shopping sessions with fashionable dresses or cultural tours representing Beverly Hills's best.

Minimise (Using Strengths to Counteract Threats)

A crisis such as the current recession substantially increases the likelihood of an interruption to luxury consumption (Saleh and Zohry, 2022). To minimise this sort of risk at the Waldorf Astoria, there is a need to increase the marketing campaign. Based on the brand's strength and strategic marketing initiatives, focusing on providing reliable exclusive services to the hotel to ensure high occupancy rates and guest loyalty despite a downturn is a good focal point for future development. Focusing on the hotel's untouched and elegant experience will keep targeting new and repeat customers regardless of the existing economic turmoil affecting real estate (Lappas et al., 2016). The hotel operates in a highly regulated market, so legal and environmental changes must be anticipated and addressed. The hotel should consider as a strength the fact of adhering to high standards and the following initiatives combating sustainability and labour unfairness in all advertisements.

Develop (Addressing Weaknesses by Leveraging Opportunities)

Maintaining a proper staffing system has long been challenging, resulting in poor service quality. In this respect, the hotel needs to establish staff development training programs to enhance career progress and staff satisfaction (Song et al., 2021). These programs can then be matched to the newest technological enhancements such that the staff is more gratified with their career mobility and informed on new systems and guest relations. In this way, proposed changes in service delivery will enhance service quality and simultaneously cut down turnover, thus responding to one of the main technological opportunities by solving a significant operational problem (Abbas et al., 2023).

Avoid (Preventative Strategies for Weaknesses and Threats)

Some of the disadvantages likely to be encountered include The high operational cost experienced due to the many compliances that need to be met together with the frequent training of the staff. The hotel needs to implement planned strategic management of costs, which should be cut to achieve efficiency while maintaining the quality of the services that must be provided. By optimising procurement functions, increasing energy utilisation efficiency, and leveraging technology in implementing repetitive functions, the hotel may bring down expenses to concentrate on key features of their guests (Köseoglu et al., 2016). This strategic focus will be useful in dealing with threats from economic decline and changing regulations that affect the hotel's operations and profitability.

Recommendations and Change Management

The following recommendations are provided to Waldorf Astoria to address its issues:

1. Staff training and development

The first recommendation is to build training methodologies to provide better individual service provision and technology skills. The purpose is to improve service homogeneity and quality, maintain employee retention, and appropriately use the introduced technologies (Okechukwu, 2017).

- **Development of Curriculum:** Involve hospitality training professionals in choosing a curriculum that will involve customer relations, proper handling of crises, and training related to technology used at the hotel.
- **Regular Training Sessions:** Organise a monthly workshop to ensure that all staff is abreast with new developments in the line of practice. These should comprise drama and other active learning strategies to increase participation (Neupane, 2015).
- **Performance Reviews:** It is important to recognise customer service skills and technology use during a set date for performance appraisal to identify areas of training needed to improve performance while offering incentives for enhanced performance.
- **Mentorship Programs:** Organisational commitment is necessary to encourage new employees to learn from experienced employees in the company.

2. Technology enhancement

AI should be deployed to improve guest satisfaction and enhance the organisation's efficiency. The purpose is to gain efficiency in the processes, minimise mistakes in providing services to guests, and make guests' experiences as pleasant as possible (Bilgihan and Wang, 2016).

- **Selection of Technology:** It is crucial to approach other business spheres and find suitable technology providers with special AI solutions relevant to the luxury hotel environment, such as room automation, individual overseeing of guests, and data management (Yang et al., 2021).
- **Pilot Program:** The first concept is to start the implementation in a few departments or sections within the hotel to evaluate the effect of the technology. This way, feedback from the staff and guests can be sought to make the relevant changes.

- **Staff Training:** At the same time as the technology implementation, offer staff development to all the front-line and support staff to embrace the new technology system.
- **Integration with Existing Systems:** New technologies will be designed and implemented to complement the existing hotel management system for efficient use and data exchange (Nam et al., 2021).

3. Marketing initiatives

It is recommended to use advertising to publicise unique selling propositions and the luxury brand. The goal is to drive guest acquisition from other segments, ensure that such guests return for more visits, boost the room occupancy factor, and build brand loyalty.

- **Campaign Development:** Purchase marketing strategies for tourist products like custom spas, heritage, and cuisine promos, starting with a marketing campaign that presents the hotel's distinguishing features. Create high-quality, visually appealing stories in print and electronic media (Kasliwal and Agarwal, 2016).
- **Digital Marketing Focus:** Expanding the range of digital marketing approaches, more focused on popular and trending approaches such as SEO, getting into paid social media advertising and partnering up with more travelling bloggers and travel bloggers with a luxury lifestyle aesthetic to reach a more diverse audience (Singjai et al., 2018).
- **Guest Engagement:** Those guests who have been to your facility before must be put on an email list to be sent reminders of new services, upcoming events as well as new offers.
- **Measurement and Adjustment:** With the help of analytics tools, monitor how a marketing campaign performs regarding engagement, conversion and overall return on investment. As a result, performance data need to be incorporated into adjustments for optimal results (Wan et al., 2017).

4. Sustainability practices

The following exciting measures should be implemented to increase environmental sustainability standards to meet the guests' expectations and the regulatory requirements. The purpose is to raise the hotel's environmental performance, appeal to buyer segments interested in the environmental issue, and meet the environmental standards, thus increasing the operational efficiency and the company's image.

- Identify quantifiable targets for improving water and energy efficiency and waste minimisation. Ensure those goals are specific and achievable for certain operations within the next five years, like a 20% reduction in energy use and zero waste (Kim et al., 2019).
- Use efficient energy management technology, such as energy-efficient bulbs, efficient energy-generating bulbs, efficient heating and air conditioning sources, and energy-efficient gadgets. Determine whether installing solar panels or any other type of renewable energy is viable.
- Both comprehensive recycling systems should prominently be implemented and the prudent reduction of single-use plastics or use of biodegradable/reusable alternatives within guestrooms and dining services (Wan et al., 2017).
- Use LEED or Green Key Eco-Rating to indicate the levels of environmentally friendly initiatives to the public.
- Provide sustainable amenities and food and beverage services together with companies to enhance the sustainability strategy.

RACE Framework application for Waldorf Astoria Beverly Hills

RACE Framework is applied and is important to the recommendations to ensure the consumers' or guests' acquisition, retention and visibility.



Source: (Chaffey, 2023).

Table 2: RACE Framework application for Waldorf Astoria Beverly Hills

Plan	Set measurable goals and visions on those aspects such as the use of social networks or website traffic. Some KPIs include receiving 20% website hits within a given period, enhancing the social media fans by 25% in the same time frame and ensuring 10% direct bookings within the same period (Murphy et al., 2018). Design a comprehensive and integrated Digital Marketing Mix plan concentrating on Professionalism. There should be quality and Content of Messages and Stories that reflect the concept of luxurious experiences and facilities of the Hotel (Nilashi et al., 2019).
Reach	Optimise the site's content with several keywords to identify luxury tourists and travel Beverly Hills and high-quality hotel services. Getting a better placement for keywords in search engine listings for the selected words is important.

	Have blog posts and travel guides and create videos to get hold of the potential clients. Some of the titles include “Staying in Style in Beverly Hills”, “Sights to See if You are Staying at the Waldorf Astoria Beverly Hills”, “Exclusivity: Things That Are Designed for Your Convenience if You are Staying at the Waldorf Astoria Beverly Hills”. Promote by searching its relevant audience and advertising on Instagram, Facebook, and, more specifically, Linked Into people from the high-income group interested in travel. There should be compelling pictures of Images and Videos of the facilities in the Hotels the rooms, and special occasions (Al-Ghossein et al., 2018).
Act	Make sure the site can be professionally navigated across both the big screen of a computer and the small screen of a smartphone: easy-to-navigate sites, well-defined buttons encouraging clients to act, and a simple booking system. Use response Options- feel free to comment, ask questions, or participate in Q&A sessions or a virtual live tour of the hotel (Adamczak et al., 2019).
Convert	Create customised offers and packages based on user behaviour and past bookings. For example, offer returning guests a loyalty discount or bundle experiences like spa treatments and fine dining. Send targeted email campaigns with limited-time promotions, exclusive events, and seasonal discounts. Highlight amenities that set Waldorf Astoria apart, like the spa, rooftop pool, and proximity to high-end shopping (Veloso et al., 2019).
Engage	Develop a loyalty program to incentivise repeat stays. Reward loyal guests with points that can be redeemed for upgrades, spa services, or complimentary dining experiences (Forhad et al., 2021). Monitor online reviews on TripAdvisor, Google, and social media. Respond to positive and negative reviews to show attentiveness and commitment to guest satisfaction.

Change management strategies

In addition to the specific initiatives of staff training, technology improvement, marketing activities, and changes in sustainability programs, change management approaches must be used. Here's how Waldorf Astoria Beverly Hills can manage these transitions:

Communication Plan: It is important to raise an awareness campaign on change that includes the staff and management, the partners, and even the guests regarding the changes made, the reasons why such were undertaken, and the benefits that are expected as an outcome of such changes (Nieves and Segarra-Ciprés, 2015). To eliminate confusion, deliberately repeated messages via more channels, such as during staff meetings and internal newsletters on the company's intranet.

Stakeholder Engagement: Consult the organisation's relevant people early enough to get their endorsement for the changes. This may be in meetings for evaluating performance and discussions with management and environmentalists on practices concerning sustainability (Doppelt, 2017).

Training and Support: Organisations should train their staff intensively on new technologies and processes to overcome these issues. Provide support during the actual implementation process and as needed, especially after the implementation phase.

Pilot Tests: It is first advisable to implement trial-scale experiments in selected hotel regions (Rahimi and Gunlu, 2016). When these plans and strategies are actualised, it creates a controlled setting in which the management team can see problematic areas before they manifest themselves in the marketplace.

Phased Rollout: Make the changes in phases rather than in instances. This phased approach enables management of the extent of change and minimising business disruptions. It also enables post-mortem analysis and correction of performance in phases to be gleaned from early phases (Lai and Wong, 2020).

Change Champions: Recruiting, socialising, and enthusiastically endorsing the change initiations among the hotel staff. These individuals can assist their fellow man in seeing the advantage of changes and the new ways of working in a certain organisation through different processes or technological advancements.

Measurement of Success

To evaluate the effectiveness of the implemented changes and ensure they deliver the desired outcomes, it's important to establish clear metrics for success:

Guest Satisfaction

Guest satisfaction surveys and feedback collection methods for the areas that the changes have impacted. Even though for most businesses, customer satisfaction is an obvious goal, sustainability can be seen as an enhancement of delivery services, engagement from the guests on different sustainable practices, and a better guest experience (Fraj et al., 2015).

Employee Feedback

Employees should be asked to complete short surveys now and then concerning the new training programs, different technologies, and shift schedules. Supervise employee satisfaction and staff attrition rates to determine the effects of new changes for workers on the job.

Operational Metrics

Measures of operating performance, e.g., energy and water and waste management, should be measured and the extent to which new technologies are being used. These measurements allow the comparison of the effectiveness of sustainability undertakings and technological upgrades (Buhalis and Mamalakis, 2015).

Financial Performance

The company's financial position must be analysed to establish the effect of marketing undertakings and operational changes on revenues and expenses. Some of these are trends such as changes in occupancy rates, the number of rooms sold per day, the revenues gained per room sold daily, and return ratios about marketing and technology investments (Krizanova et al., 2019).

Compliance and Certification Achievement

For sustainability initiatives, it is important to measure success by a hotel's capacity to achieve and sustain environmental accreditations. Another measurement parameter that should be considered is compliance with regulatory standards (Zavattaro et al., 2015).

These change management strategies and success measurement tools are helpful for the Waldorf Astoria Beverly Hills to understand that the suggested changes are achieved and have positive impacts on the guests and the hotel's internal organisation.

Budget and Cost Considerations

- Approximately \$50000 is planned for the first preparations for the new training programs, including the fee for outside trainers and the preparation of such materials. It is estimated that \$20,000 will be required yearly on annual repeated costs for normal sessions and other program revisions.
- Converting new AI introductions and replacing old systems might start from \$100,000 to \$200,000. These technologies' annual maintenance and support could cost \$30,000 (Okumus et al., 2017).
- Developing a full-scale, integrated new campaign for marketing hotel services focusing on its special attractions could cost approximately \$80,000 in the first stage. Maintaining such endeavours with constant and extensive digital marketing and guest interaction may cost approximately fifty thousand US dollars annually.
- Upgrades to energy-efficient systems and the establishment of comprehensive waste management and recycling programs are estimated to require an upfront investment of around \$150,000. This also includes costs for obtaining sustainability certifications and implementing water-saving fixtures (Leung, 2019).
- The one-time setup for these initiatives costs \$380,000 to \$480,000, and the annual expense would be around \$ 100,000. This is a large investment. However, this endeavour is essential for the current competitive positioning of the hotel and its compliance with numerous trends and expectations of customers.

Potential Benefits

The investment in these initiatives is expected to yield significant benefits:

- Enhanced Guest Satisfaction: When the training is better and new technologies are introduced, these areas are more likely to bring greater guest satisfaction, then, in turn, good reviews and more return business (Chan et al., 2017).

- **Brand Strengthening:** Through investment in sustainability and deploying sophisticated marketing strategies, the hotel will build a better, recognised, and attractive brand to a cross-section of the market (Veloso et al., 2019).
- **Operational Efficiency:** Raising the efficiency of processes through the application of new technologies and optimisation of work will lead to a decrease in costs in the future and an enhancement of both speed and quality of services.
- **Employee Retention:** Effective training and proper working conditions mean the staff will be happier to stay, cutting the long-term costs of high turnover.
- **Regulatory Compliance:** Improving sustainability standards will help meet strict environmental standards to enjoy tax exemptions while possibly avoiding fines (Rahimi and Kozak, 2017).
- **Revenue Growth:** All these measures aim to improve total guest satisfaction and organisational efficiency, resulting in improved occupancy and revenue.

The budget mentioned above is a proposal that should help the hotel transition to a new chapter of growth while consolidating its place on the market as a prime luxury spot for guests worldwide, offering only the highest levels of services.

Action Plan

Table 3: Action Plan

No.	Problem	Solution	Desired Outcome	Time Scale	Completion Planned Date	Budget
1	Inconsistent personalised service during peak times	Enhance staff training and development programs	Improved service consistency and guest satisfaction	6 months	30/06/2024	\$70,000
2	Outdated technology	Implement AI-driven tools for operational efficiency	Streamlined operations and	1 year	30/11/2024	\$230,000

	impacting service efficiency		enhanced guest experience			
3	Ineffective marketing reaching potential guests	Launch targeted marketing campaigns to promote unique experiences	Increased brand visibility and higher occupancy rates	3 months	28/02/2024	\$130,000
4	Non-compliance and guest demand for sustainability	Upgrade environmental sustainability measures	Compliance with regulations and appeal to eco-conscious guests	9 months	30/09/2024	\$150,000
5	High staff turnover	Revise staff shift patterns and improve working conditions	Higher employee satisfaction and reduced turnover rates	6 months	30/06/2024	\$30,000

Description

New elements of the training program of the service department will bear more intensive themes of Personalized Service, Crisis Management, and Technology. Hence, this comprehensive approach was hoped to improve guest satisfaction so that any experience which the guest has at the Waldorf Astoria is appropriate to this luxurious hotel. It will implement new AI solutions to provide more choices for modifying a guest room and engaging automation in repetitive procedures. This technology is to be first introduced in a pilot fashion so that a solution, if any, to any problems incurred is possible (Fraj et al., 2015). New advertising campaigns will be created, primarily online, with the participation of opinion leaders and other tourist attractions that can be found in the hotel. These campaigns are used to make their hotel more famous and help attract more customers and visitors. Ways that effectiveness will be anchored include implementing efficient energy systems and undertaking water conservation and waste management programs (Lai et al., 2020). These measures aim to decrease the hotel's ecological footprint and make it more attractive to guests concerned with ecology. Due to the problem of high staff turnover, the hotel

will rework the correct staff opening hours so that staff members are available during rush hour without feeling exhausted. This will require negotiation with staff members about arriving at convenient working schedules.

Conclusion

To conclude, this consultancy report for Waldorf Astoria Beverly Hills has comprehensively evaluated the problems and issues in this hotel business concerning its operations following a comprehensive series of SWOT and PESTEL analyses. Personalisation of services has been inconsistent, with notable issues such as staffing and the need for technology upgrades as key areas that require attention for improving the guest experience and streamlining operations. As for these challenges, we have proposed strategic actions and measures in staff training and development, technological incorporation, marketing promotion, environmental responsibility, staff working time regulation, etc. These recommendations are aimed at building on the hotel's existing assets, managing its disadvantages and creating the right environment for capturing upcoming opportunities in an increasingly competitive future luxury hospitality environment.

The precise nature of these strategies is outlined in the proposed action plan that highlights how these strategies shall be implemented, the timeline and the cost towards this end so that each initiative is accomplished and outcomes evaluated consistently. The following are key components of this plan: increasing training to improve service quality, implementing the use of artificial intelligence to improve guests' experience and service delivery, developing new marketing strategies to attract more guests, effective implementation of measures to ensure enhanced environmental compliance to recommend standards and guests' expectations, and redesigning shift schedules to retain and satisfy the employees.

Before wrapping up this report, it is a pleasure for the Luxe Hospitality Consultants to thank Waldorf Astoria Beverly Hills for the opportunity to be part of this fabulous hotel's success story. This has been a productive and enlightening symbiosis for us because it helped reveal important things about the global luxury hotel market and us as researchers. The recommendations outlined in the present work will solve the existing operational problems and create the necessary preconditions for Waldorf Astoria Beverly Hills to become even more successful and resistant. We are excited about the potential of further working with Waldorf Astoria Beverly Hills, as the hotel faces new challenges and evolving demands of clients. To this end, the strategies proposed

above should be put into practice to the optimum level thereby translating into significant rating lapses over the guests, internal coordination efficiency and brand equity. Once again, we are glad for this chance and looking forward to the potential of a continued contribution to the luxury hospitality segment of Waldorf Astoria Beverly Hills.

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