



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week One

*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*

www.uwtsd.ac.uk



International Hotel Management



Organisational Consultancy *Introduction* *BMIH6005*

Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

You should attend every class and have a private space to work so that you can concentrate fully on the lesson.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please. -Use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC—No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

This and all sessions will be recorded so that you can watch it again

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Why is this important?

- This is a Full Time University course and as such the University definitions of engagement and decorum apply as they would in a physical classroom.
- Your Cameras must remain 'On' for the duration of the session in order to ensure equal engagement and for your lecturers to observe your full attendance of the session which is a condition for student loans/maintenance to be authorised.
- You should be using a **desktop or laptop device** with a camera, speakers and a microphone so that you will be able to engage in the session on equal footing with your classmates.
- You will be asked to share your screen and "present" your work, access documents, engage in writing activities use websites and create presentations which are either difficult or impossible on a phone.

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Getting the most out of the module

- **Please join the lecture at 9.15am.**
- Please join **using a computer or laptop**, if you do not have a computer then please contact me immediately.
- **You should not be attending lectures using a phone or tablet during lectures.**
- Camera's are expected to be on throughout the lectures including registers, when asking or answering questions or during group work.
- If you are unable to join a lecture or may need to leave the lecture early due to a mandatory appointment then please notify me by email **before** the lecture.
- You should not join the lecture from work, doctors appointments, hospital visits or anywhere else where your focus may be impaired with other distractions.
- If you join late and miss the register being taken then you will be marked as absent.
- You must engage with the lectures and your fellow students in order to get the most out of this module.
- **Failure to comply with the values and standards may risk being withdrawn.**
- Remember that if there are any concerns there is support available



Aims of the module

- The aims of the module on organizational consultancy in hotel to provide a comprehensive understanding of the consultant's role in the hotel industry, develop essential consulting skills, promote ethical awareness, demonstrate the strategic impact of consultancy, foster strong client relationships, offer practical experience, enhance critical thinking abilities, and support students' professional development as effective and ethical consultants in the hospitality sector.

Outcomes of the session

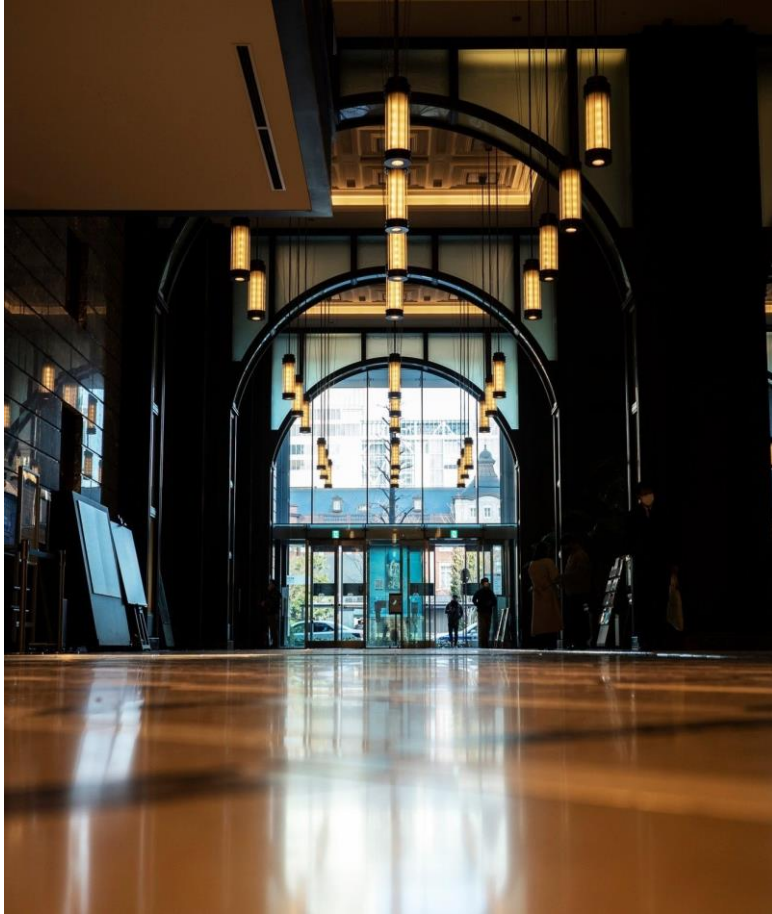


- Understanding the Role of Organizational Consultants in the Hospitality Industry
- Importance of Consultancy for Hotel Management
- Ethical Considerations in Organizational Consultancy

Introduction

The Hospitality Industry and Consultancy

- The hospitality industry includes hotels, restaurants, resorts, and other related businesses.
- Consultants play a crucial role in helping hospitality organizations navigate challenges and improve operations.



Definition of Organizational Consultancy

Organizational Consultancy is a process where external experts analyse and advise organizations to improve their performance. In the hospitality industry, this involves assessing operations, customer service, and employee training to enhance overall efficiency and guest satisfaction.





Roles of Organizational Consultants

- 1.Advisor:** Providing expert advice and recommendations.
- 2.Problem Solver:** Identifying and addressing organizational issues.
- 3.Change Agent:** Assisting in implementing changes within the organization.
- 4.Facilitator:** Guiding the organization through strategic planning processes.

Benefits of Organizational Consultancy

Organizational consultancy brings several benefits to the hospitality industry. It **enhances operational efficiency**, **improves customer experience**, and **boosts employee morale**. By implementing expert recommendations, hotels and restaurants can **optimise processes**, **increase revenue**, and **gain a competitive edge** in the market.



Internal Consultants

Internal consultants are **in-house experts** who possess deep knowledge of the hotel's operations and culture. They provide **insights** and recommendations based on their familiarity with the organization. Their roles include **identifying inefficiencies**, implementing process improvements, and **developing employee skills**. Internal consultants foster a **sense of ownership** among employees and ensure the long-term success of the hotel.





External Consultants

External consultants bring **external perspectives** and **specialized expertise** to hotel organizations. They offer **fresh insights** and **industry best practices** that may be lacking internally. Their roles involve **conducting market research**, **developing strategic plans**, and **implementing change management** initiatives. External consultants provide an **objective viewpoint** and help hotels adapt to the ever-changing industry landscape.



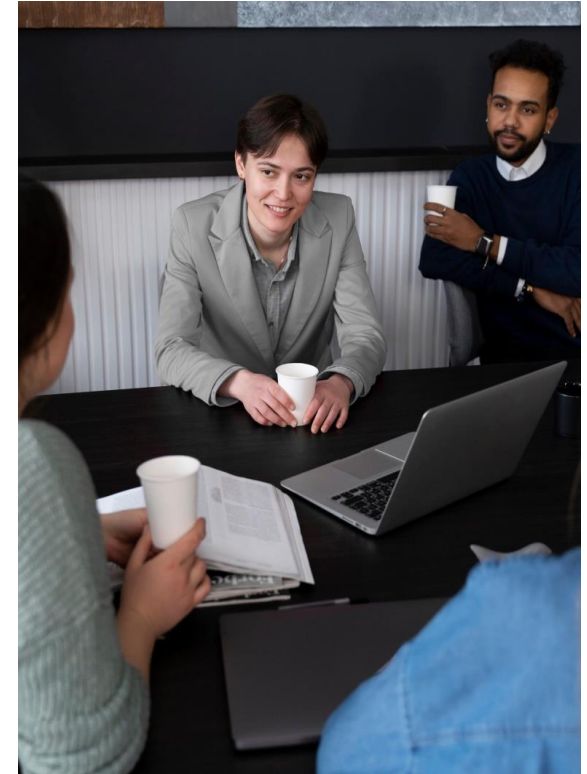
Navigating Key Challenges in the Hospitality Industry

- Changing Consumer demands
- Staff training and Retention
- Maintaining Quality Standards
- Online Reputation Management

Key Areas of Focus

Organizational consultancy in the hospitality industry focuses on key areas such as

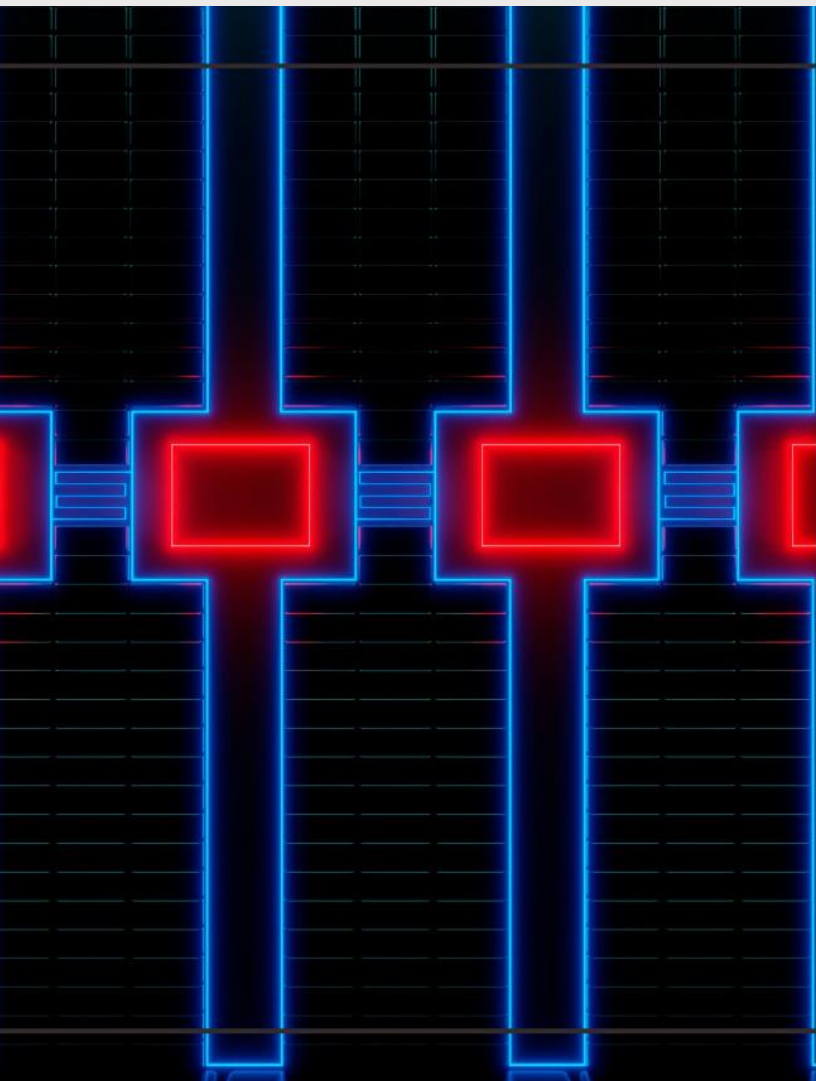
- **Strategic planning**
- **Staff training and development,**
- **Customer relationship management,**
- **Quality assurance.**





Strategic Planning in Hospitality

Strategic planning is crucial for **hospitality success**. It involves setting clear **goals**, analyzing **market trends**, and developing **strategies** to gain a competitive edge. Academic models such as **SWOT analysis** and **PESTEL analysis** provide valuable frameworks for effective planning.



Understanding SWOT Analysis

SWOT analysis evaluates an organization's internal **strengths** and **weaknesses** as well as external **opportunities** and **threats**. It helps identify areas of improvement, capitalize on advantages, and mitigate risks. By leveraging this model, hospitality businesses can make informed decisions and align their strategies with market dynamics.

Exploring PESTEL Analysis

PESTEL analysis examines the **political, economic, social, technological, environmental,** and **legal** factors influencing the hospitality industry. This comprehensive model enables businesses to anticipate changes, adapt to new regulations, identify emerging trends, and create strategies that align with the broader macro-environment.



TOWS Analysis



Understanding TOWS Analysis

TOWS analysis is a strategic planning tool that combines **SWOT analysis** with a focus on **external factors**. It helps organizations identify **Threats, Opportunities, Weaknesses, and Strengths** to develop effective strategies. By analyzing the relationships between these factors, companies can uncover unique insights and unleash new opportunities for growth and competitive advantage.

Implementing Strategic Plans



To implement strategic plans successfully, hospitality businesses must establish **clear objectives**, allocate **resources** effectively, communicate the plan to the **team**, and continuously **monitor progress**. Regular **evaluation** and **adaptation** are essential to ensure the plan remains relevant and responsive to industry dynamics.



Understanding CRM in Hospitality

CRM in the **hospitality industry** involves managing interactions with guests to build long-term relationships. It encompasses **personalized service**, effective communication, and **customer feedback**. By implementing CRM systems, hotels can streamline operations and provide exceptional experiences to guests.



Benefits of Enhanced CRM

Enhancing CRM in the hospitality industry yields numerous benefits. It leads to **improved guest satisfaction** and loyalty, enabling hotels to **maximize revenue** through repeat business and positive word-of-mouth. Effective CRM also helps in **targeted marketing**, upselling, and cross-selling to enhance overall profitability.

Best Practices for Successful CRM



Successful CRM implementation in the hospitality industry requires adherence to best practices. These include **collecting and analyzing guest data, personalizing guest experiences, proactive communication**, and **ongoing staff training**. By following these practices, hotels can achieve a competitive edge and deliver exceptional customer service.



Challenges in CRM Implementation

Implementing CRM in the hospitality industry can be challenging. Common obstacles include **data integration**, **staff training**, and **privacy concerns**. Overcoming these challenges requires a well-defined strategy, **change management**, and **continuous improvement** to ensure successful CRM implementation.

Defining Quality Assurance

Quality assurance is the process of **ensuring consistent excellence** in products, services, and processes. In the hospitality industry, it involves implementing **rigorous standards** to meet and exceed guest expectations. By focusing on **continuous improvement**, quality assurance enhances guest satisfaction, loyalty, and ultimately, the reputation of the establishment.



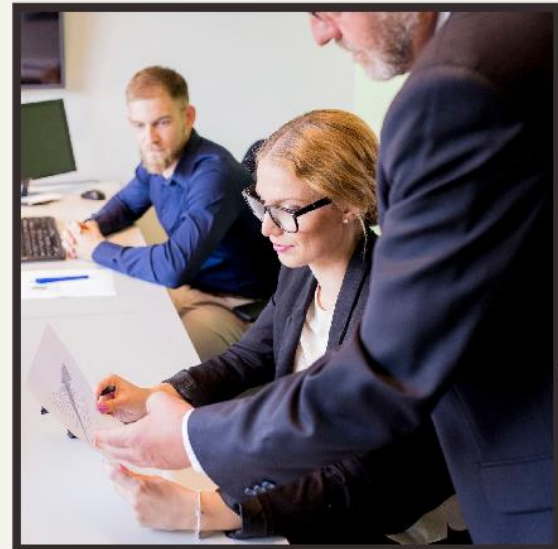
Key Elements of Quality Assurance



Quality assurance in the hospitality industry encompasses several essential elements. These include **meticulous cleanliness, efficient operations, well-trained staff, seamless guest interactions, consistent service delivery,** and **effective complaint resolution.** By integrating these elements, establishments can create an environment of excellence and ensure guest satisfaction at every touchpoint.

Implementing Quality Assurance Strategies

Successful implementation of quality assurance strategies requires a **comprehensive approach**. This involves **establishing clear standards and protocols, regular staff training and evaluation, ongoing monitoring of guest feedback, and continuous process improvement**. By adopting these strategies, hospitality businesses can proactively identify areas for improvement and consistently deliver exceptional experiences to their guests.



Measuring Quality Assurance Success



To measure the success of quality assurance efforts, **key performance indicators (KPIs)** play a crucial role. KPIs such as **guest satisfaction scores, repeat guest rates, online reviews and ratings, and revenue per available room (RevPAR)** provide valuable insights into the effectiveness of quality assurance practices. Regular analysis of these metrics enables businesses to assess their performance and make data-driven decisions for continuous improvement.

Case study – 45 minutes

**THE
PARK
Hotels**



<https://www.calameo.com/books/0071803267f78e3b3cf80>

Ethical considerations in **organizational consultancy** involve **maintaining confidentiality, avoiding conflicts of interest, and ensuring client well-being**. Consultants must adhere to professional codes of conduct and ethical guidelines to foster trust and integrity. By understanding and addressing these considerations, consultants can create a **solid ethical foundation** for their work.





Leveraging Expertise Responsibly

Expertise is a valuable asset in organizational consultancy, but it must be leveraged responsibly. Consultants should **continuously update their knowledge**, **acknowledge limitations**, and **transparently communicate expertise** to clients. By doing so, consultants can ensure that their expertise is used ethically and effectively to drive positive change and avoid potential harm.

Balancing ethics and expertise requires adopting strategies such as **ethical decision-making frameworks, regular ethical reflection, peer consultation,** and **client collaboration.** These strategies help consultants navigate ethical dilemmas, make informed choices, and strengthen their ethical and professional practices. By consciously integrating ethics and expertise, consultants can enhance their overall effectiveness and impact.



What is a Consultancy Report?

What are consultancy reports? These reports are comprehensive **analytical documents** that assess various aspects of a hotel's operations. They delve into areas such as **financial performance**, **customer satisfaction**, and **operational efficiency**. By examining data and trends, consultancy reports provide **actionable recommendations** for improvement. Hotels can leverage these reports to **enhance guest experiences**, optimize operations, and ultimately drive **profitability**.



How to Write a Consultancy Report?

Structuring Your Report



To create a professional consultancy report, **structure** is key. Start with a clear executive summary that highlights the main findings and recommendations. Then, organize the report into logical sections, such as methodology, analysis, and conclusions. Use headings, subheadings, and bullet points to enhance readability. Remember to include visual aids like charts and graphs to support your analysis and make the report visually appealing.



Scan QR for
the case
study

Any Questions?





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Your Assignment

Now let's look at the assignment brief and how to structure your report.



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ASSESSMENT

Deadline date:
13th November 23:59

Mode of Assessment	Volume	Weighting
Consultancy Report	6000 words	100%



Design tips for consulting report cover pages:

- Use clean, conservative fonts
- Avoid handwritten or calligraphy-style fonts
- Brand your cover page template by using the client's logo, brand colours and font
- Choose the colour scheme, icons, font and images that you use in your consulting report cover page carefully.
- **Optional: use photos to set the tone for the report's content.**



Your Front Cover



- You have to name your report
- Your name (and your student number)
- Name of your company
- Name of client
- Date report delivered to client

Group Activity:



What is the difference between a Hotel brand and a Hotel location?

Any Questions?



Action Plan (5% of word count):

Action Plan Example:

This allows you to insert in table format your findings by sub section.

Number	Problem	Solution	Desired outcome	Time scale	Completion Date	Planned Budget
1	Poor external signage & brand image	To agree a revised logo whilst maintaining current colour scheme and font, considering the possible loss of some brand loyalty but balancing this with clear recognisable signage and image.	That the recent poor feedback and outdated image will be improved upon and reassure existing customers that their views have been considered and increasing customer conversion rate.	3 months	16/04/2021	£20,000 (single site)

Recommendations (5% of word count)

- List your recommendations as bullet points to keep them short and to the point, this is very much a summary of your table format action plan.

Conclusion (5% of word count)

- Summarise all your findings and recommendations from the report. It is usual as a consultant that you will thank the client for inviting you to undertake the work, think as a Consultant here, you want to be courteous to your client, they may need consultancy services again and there are many companies who can provide these, so make sure they choose you!

Reference List (excluded from word count) 1% of word count (60 references)

- Although this is being written as a consultancy report it does incorporate academic skill. Remember that your consultancy client will also want to know where you have got information from. So, it is important that you use in text citations within your work and then list your references in alphabetical order at the end of your report.

Next Week!

- Give some thought whether you consult on a Hotel or a Department. Let the lecturer know by end of next week
- Consider the location of your choice
- Why do companies use consultants?
- What are the roles of internal and external consultant within an organisation?



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I look forward to seeing
you next week.

If you have any
questions in the
meantime, please send
an email from your
student account

j.de-silva@uwtsd.ac.uk

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