



Assignment Title: Consultancy Report of Raffles Dubai Hotel

Company Name: Global Innovations International FZ LLC

Department Name: The solutions to Technology and Innovation problems for the hotel in Management

Student Name: Huzaira Shafqat

Student ID: 2128180

Module Name: Organisational Consultancy

Module code: BMIH6005

Lecturer Name: Jaliya De Silva

Submission Date: 31/05/2024

Table of Contents

Table of Contents.....	2
1. Executive Summary:.....	4
2. Introduction:.....	5
2. 1. Raffles Dubai Overview:.....	5
Purpose of the Report:.....	7
2. 2. Consultancy Firm Background:.....	8
2. 3. Report Objectives:.....	9
The methodology to achieve these objectives includes:.....	9
3. Analysis:.....	10
3. 1. Problem Description:.....	10
3. 2. Root Cause Analysis:.....	13
3. 3. External Evaluation:.....	14
3.3.1. PESTEL Analysis:.....	14
3.3.2. SWOT Analysis:.....	16
3. 4. TOWS Analysis:.....	17
4. Suggestions and Change Management:.....	19
4. 1. Suggestions:.....	19
4. 1. 1. Upgrade Technology Infrastructure:.....	19
4. 2. Management change plan:.....	24
4. 1. Success Metrics:.....	26
5. Implementation Plan:.....	29
5. 1. Problem:.....	29
5. 1. Solution:.....	31
5. 2. Expected Outcome:.....	32
5.1. The Implementation Timeline:.....	33
5. 1. Cost:.....	33
Conclusion:.....	34
References.....	36

1. Executive Summary:

Technological Innovation and Innovation Domain is one of the main obstacles that Raffles Dubai is currently struggling with at this moment. Although it might seem that a hotel's IT infrastructure is too old it still might block its innovation advancement. Apart from this, it also indicates that the hotel faces difficulties with using new technology that streams in many areas of the hospitality industry nowadays.

The strengths which manifest themselves in SWOT analysis include subtle brand reputation and class-elevating service of this hotel. On the downside, the disadvantages are that the equipment is outdated and there is no service enhancement technology. The hotel's potential comprises astute room technology and the rising customer culpa of tech-stimulated holiday-making. As well as prominent competitors in the regional and international arena, as well as the fast-paced changes in technology. The competitor analysis has pointed out that the closest hotels in that niche have more evolved technology and are innovated more. Analysis of consumers declares that customers primarily show high demand for technology and innovations while hotel choice is made.

Finally, from the findings of the case study, many suggestions can be proposed for Raffles Dubai. The hotel can be enhanced by additions of the Internet of Things and remote smart systems. On top of that, there can be an addition to the suite of programs that teaches participants how to be creative and supports innovation in the provision of services. Further, the hotel can channel its money into staff training to enable staff members to be the right source of knowledge and have the needed skills needed for the new technologies. Another resource, which the government might consider to be beneficial, would-be forging links with technology firms, as that could help to get access to the latest innovations.

2. Introduction:



Figure 1: Introduction of Raffles Dubai. Source: <https://www.thenationalnews.com/travel/2022/11/21/raffles-dubai-15-years-on-piecing-together-the-citys-pyramid-shaped-hotel/>

2. 1. Raffles Dubai Overview:

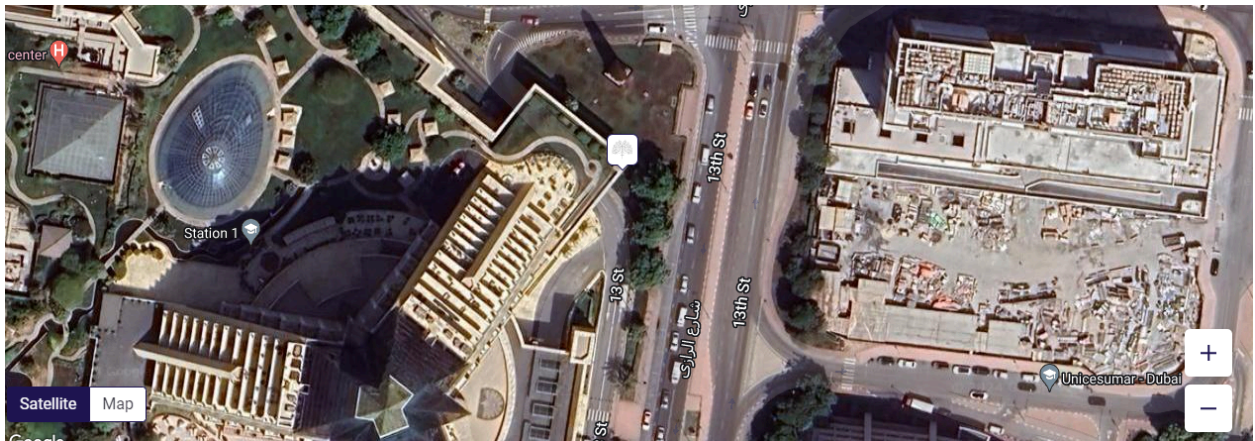


Figure 2: Raffles Dubai location. Source: <https://all.accor.com/hotel/A5D8/index.en.shtml#section-location>.

Raffles Dubai is a luxury hotel in the hub of exciting Dubai, the nearest airport being a 10-minute drive (Raffles Dubai, 2024). This hotel is specified by the single pyramid shape noted in Egypt that makes its building unique and specific to the Dubai skyline.

Lavish rooms:

Figure 3: Lavish rooms in Raffles Dubai Hotel. Source: <https://www.raffles.com/dubai/gallery/#gallery-8>

This accommodation features 240 well-designed lavish rooms and suites that provide the utmost comfort, space and unparalleled privacy to the guests. In every single room, we have meticulously decorated items and lush fabrics. Besides, the balcony in each room provides you with a calm corner to enjoy the skyline of Dubai.

Luxury Hospitality:



Figure 4: Luxury Hospitality in Raffles Dubai. Source: <https://www.affles.com/dubai/gallery/#gallery-11>.

Raffles Dubai has made its footprints and today it is regarded as a trendsetter in the unopened field of luxury hospitality. It is the one providing the guests with several distinctive experiences and these experiences vary, for instance, the personalised local market tours, calligraphy workshops and desert safaris (Goh, 2010).

Purpose of the Report:

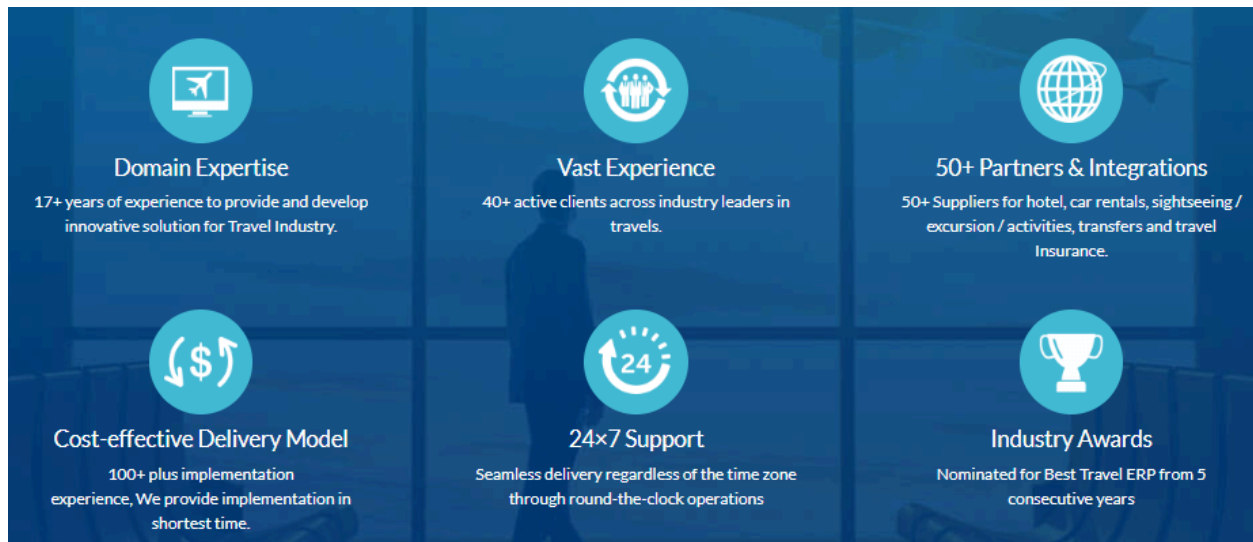
Technologically, Raffles Dubai sees motion in providing complimentary WIFI throughout its guest rooms. On the contrary, the fast-paced technological changes in the hospitality industry make it necessary for the hotel to connect things to the level of keeping pace with the changes (Audryana, 2022). This is a vital factor for building up customer satisfaction and securing its reputation in the market. This has become a creation of the project as a consultancy at present.

2. 2. Consultancy Firm Background:



Global Innovations International FZ LLC is a consultancy company that is a market leader in the hotel and leisure industries providing technology and innovation solutions. As the business provides decades of experience, the company has earned a prestigious reputation for providing the best assistance with the appropriate techniques on how to overcome the emerging technology trends that many businesses are now dealing with (GI Infotech, 2024).

Overview:



The company operates a diverse segment of clients varying in size from boutique hotels to large chains which helps them meet your specialised requirements. Some of the successful projects include the provision of online customer service systems using AI, the development of a mobile app platform for accommodation booking, and the reconstruction of the hotel operation system with IoT.

The consultancies of this entity mainly rely on their knowledge base of the industry, innovative-driven strategy, and how to achieve the intended goal. The firm holds the notion of proximity with its customers, allowing them to comprehend their concerns and needs and, consequently, to build and implement a successful strategy.

This Raffles Dubai project beautifully combines with our vision and activities. The firm hopes to collaborate with Raffles Dubai and draw on its strengths to pave the way for successful project completion.

2. 3. Report Objectives:

The objectives of this report are as follows:

Identify Issues: The first goal is to catalyse the areas that Raffles Dubai is facing in the Technology and Innovation sector. This could range from operational issues revolving around ageing technology to weaknesses in new ideas of services and integration of the latest trends in technological usage.

Conduct Analysis: My other goal is to apply thorough research to these problems. This implies not only the identification of the key factors that are the source of the problem but also the evaluation of the role of the hotel in confronting serious problems in its day-to-day running and position.

Provide Recommendations: The fourth objective is to highlight the strategic points for the Raffles Hotel in Dubai to act. Such recommendations will be built upon the outcomes of the analysis and these will be geared toward addressing the problems greatly.

The methodology to achieve these objectives includes:

Data Collection Methods: Different data collecting techniques will be utilised which include reading past documentation, interviewing selected professionals in the organisation, and soliciting feedback from the customers (Brunt, Semley & Horner, 2017).

Analytical Tools: The exploitation of various TOOLS, among which are analytic tools, will be considered to examine the assorted data. This involves a SWOT analysis which will help us understand the hotel's strengths, weaknesses, opportunities, and threats, as well as a PESTEL analysis that will give us an insight into the external environment of the hotel (Qian et al., 2022).

Frameworks for Recommendation Development: Based on the outline, strategies will be generated by using different strategic tools. It includes, for example, the TOWS matrix for strategy development, and the entailment of objectives of SMART criteria (Treiblmaier & Önder, 2019).

This method guarantees an unequivocal and thorough examination of the problems that Raffles Dubai collides with and provides efficient solutions to them.

3. Analysis:

3. 1. Problem Description:

Raffles Dubai (RD) ascertained the technological and innovation sector is confronted with an intricate problem. The hotel is about to face the challenge of keeping pace with the cutting-edge frontier of technical development within the hospitality sector (Bharwani & Mathews, 2021). As a result of this, there are the following issues within the hotel not adopting on time the new technologies.

Efficiency Concerns:



Figure 5: Efficiency Concerns.



Figure 6: Efficiency Concerns

A category of efficiency problems occurs at Raffles Dubai because of its technology obsolescence. Today, modern technologies allow us to shorten many of the processes, reduce human mistakes, and speed up a service in no time, among other benefits. The absence of such technologies in Dubai Raffles is leading towards operating inefficiencies (Kimes & Ho, 2019).

Customer Satisfaction:



Figure 7: Customer Satisfaction. Source:

https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.hoteliga.com%2Fen%2Fblog%2F7-small-things-your-hotel-can-do-to-improve-customer-satisfaction&psig=AOvVaw3ozQVFkcJUX6PhIB3_tbSx&ust=1716111348229000&source=images&cd=vf

The hotel won't take advantage of the current situation of implementing new technologies which will ultimately trigger customer dissatisfaction. Modern-day consumers' behaviour is heavily influenced by digital amenities, individualised services, and creative products; hence, cutting-edge technologies serve as the leading enablers (Böhme, 2023). Hotel guests not liking their stay is often due to some unmet expectations. In-room comfort, fast check-in, or a warm welcome from the staff can give positive, or sometimes even negative feelings.

Competitive Advantage: Raffles Dubai is a business which has yet to catch up in technology adoption and therefore could be losing its competitive edge. The role of technology in an industry where outstanding service quality is a given is to be designated as a significant distinguishing feature (Tomašević, 2018). Hotels that learn how to use technology in a way to create exceptional experiences can now be the best in the industry. Raffles Dubai may come behind in the technological race if it continues to resist the use of new technologies, thereby proving to be a disadvantage in terms of competitiveness.

3. 2. Root Cause Analysis:

Customer Feedback:



Figure 8: Customer Feedback. Source:

<https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.zonkafeedback.com%2Fblog%2Fways-to-implement-feedback-system-in-hotels&psig=AOvVaw3MwyroC9EgO0HSirjTqaqD&ust=1716111511983000&source=images&cd=vfe&opi=89978449&ved=0CBQQjh>

With customer feedback being the source of the problem, it becomes one of the causative factors (Audryana, 2022). The customers have complained about the inadequate parts of the hotel which aren't technologically connected provided that these data show that the hotel does not have advanced technology services to meet customers' expectations.

Reputation Risk: Because Raffles Dubai does not keep a foot in the cause and the pace of technological innovations it is at risk of being labelled as a laggard in high-end hospitality (Dumoulin & Giacomel, 2020). One critical factor that can influence the hotel brand's image and reputation is the hotel neglecting the role of technology in the industry.

Revenue Impact: The hotel's income may decline as customers might fancy competitors who offer technologically advanced services (Alrawadieh, Alrawadieh & Cetin, 2021). In today's competitive hospitality industry, disregarding modern technology features could reduce the customer number, the result being a revenue drop.

Operational Scope: The scope of the problem is not limited to hotel operations only, and it affects all areas starting from the booking of rooms to services by customers (Assaf & Tsionas,

2018). The outcome of this proves that the problem is not concentrated in a single local area but in information systems that require a holistic solution.

3. 3. External Evaluation:

3.3.1. PESTEL Analysis:



Figure 9: PESTEL Analysis of Raffles Dubai hotel

Political Factors: This shows how the hotel business is susceptible to factors such as political policies, economics, and stability. Implicate visa policies, tourism promotions, as well as political stability, if they have a great effect on the number of visitors going to a country and the ultimate business of a hotel, they will be the major determinants of the hotel's business (Maclean et al., 2018).

Economic Factors: In addition, the geopolitical situation such as turbulence, the threat of war, and change in the strength of neighbouring states might also have some impact (Roy & Chowdhury, 2021). For instance, if the economy is doing pretty well, the increase in travelling and tourism accompanied this rise might turn out to be a benefit for the hotel industry.

Sociocultural Factors: Such trends include societal happenings and cultural aspects that are the primary influencing factors for the hotel industry (Roy & Chowdhury, 2021). Changes in culture, the increase in global travel and the inclination towards high-quality accommodation are only a couple of the factors which can either expand or lower the luxury hotel segment such as Raffles Dubai.

Technological Factors: This is what makes Raffles, Dubai different and gives the hotel a real chance for growth and success. The rapid technological breakthroughs in AI, the Internet of Things, and Mobile technology are effectively turning the hospitality industry by its tail. Let's take AI as an example, it can be used to individualise guest experiences. Similarly, IoT will be of great help towards increasing operations efficiency (Kara, 2018). Lastly, mobile technologies can make join-in and check-out processes much smoother. On the one hand, the progress in technology might be a gateway towards facilitating the delivery and customer attainment of services, but on the other hand, it also creates problems such as the need for investment, adoption, and the inability to keep up with technology change (Carlo, 2021).

Environmental Factors: Such elements could be labelled ecological and environmental elements including, for example, circular economy, energy usage, and climate change (Arkhipova & Eliogly, 2021). Hotels have to take green initiatives more and more now, which can prevent them from losing their customers and a sharp drop in their reputation otherwise.

Legal Factors: They, however, refer to laws and regulations the hotel sector is supposed to adhere to that encompass, for instance, employment laws, health, and safety regulations, and data protection laws (Kara, 2018). Non-compliance is not only a grave offence but it bumps the hotel into legal issues and a bad name in the market.

3.3.2. SWOT Analysis:



Figure 10: SWOT Analysis of Raffles Dubai Hotel

Strengths: The hospitality sector of Raffles Dubai has quite some internal advantages posing strong competition in the industry (Martinez, 2017). The brand reputation is a powerful strength of the company, which helps it to get return customers and create brand loyalty at the same time. Another perceived advantage is the hotel's prioritisation of exceptional service forces customers to create repeat business and satisfy them.

Weaknesses: Even though Raffles Dubai has certain strengths, the weaknesses need to be addressed by the brand. A significant disadvantage is the fact that the hotel is late in terms of its adoption of technology (Mondal, 2017). This is most probably true for the Technology and Innovation sector where very fast developments of new means of interactions and customer expectations fundamentally change the way the services are delivered.

Opportunities: Raffles Dubai can exploit various pools of the external environment which gives them a chance for growth. It is an opportunity for smart hotels to be in fashion, as the number of smart hotels is growing (Birru, Sudarmiatin & Hermawan, 2022). With hotels turning to technology to provide smooth experiences to their customers, customers are these days conscious

of tech-driven experiences. One of the trends is that customers want to be communicated through all channels at airports, on the streets, and in reception. Raffles Dubai should go with this trend to get people not only to think about you but to keep you in their minds. The other chance the retail brands can make use of to bridge the AI gap is tech-driven experience (Astawa et al., 2022). This requirement will trigger the influx of clients and hence, an increase in the market share of Raffles Dubai.

Threats: In the face of the above external threats, Raffles Dubai also possesses some threats in its surrounding environment. The hospitality industry is full of enemies; and certainly, hoteliers, who would not look the other way in the case of technology, catch the attention of reluctant customers whose first agenda shall be switching to the competitors (Sanjaya et al., 2020). Too, technology is becoming better and hotels have no option other than to keep upgrading it lest they turn irrelevant.

The external evaluation revealed that although Raffles Dubai possesses many strengths and plenty of opportunities to increase its effectiveness, it faces some issues which are mostly connected to technology and innovation. Addressing these issues efficiently and reliably will place the hotel in line for a positive future (Marpaung, Pratomo & Wicaksono, 2019).

3. 4. TOWS Analysis:



Figure 11: TOWS Analysis of Raffles Dubai Hotel

Strengths-Opportunities (SO) Strategy: The approach here lies in building on the strengths of Raffles Dubai to secure the most optimal options available. For example, Raffles Dubai holds a high brand reputation in the sector of luxurious hospitality. Such a reputation can be transformed to provide the basis for high-quality service offerings based on novel technology (Rajabi et al., 2018). This way, Raffles Dubai can be distinguished from the other parties and cover the overgrown want for Hi-tech services among clients. The range of these services can cover activities like AI-powered customization, IoT-enabled rooms, and mobile-centric booking and check-in processes.

Weaknesses-Opportunities (WO) Strategy: This approach is dedicated to striving against weaknesses by merging with blessing. The weak point of the Raffles Dubai MCII is the lore behind the technology development. Yet, there are a couple of markets that rooms with outstanding technical services have the chance of controlling (Saleh & Zohry, 2022). Hence, Raffles Dubai could be involved in uplifting its technological system to avail such services as results. For example, they could roll out AI-powered concierge services that can suggest customised experiences to the guests, or add IoT-enabled rooms to give the guests an almost identical but better experience than at home.

Strengths-Threats (ST) Strategy: Here a strategy is considered that develops the hotel's strengths, using them to react to the current threats. Raffles Dubai can benefit from its trusted brand name and put things into the way it confronts the issue of intense competition in the hospitality sector (Saha & Paul, 2020). When the hotel sets up the ideals of innovation and good service Raffles Dubai will be distinct from rival hotels and will occupy its niche in the market.

Weaknesses-Threats (WT) Strategy: This strategy emphasises handling both of them via minimising weaknesses and taking care of threats. With the lack of use of technology as a weakness and the high number of technological advancements that have happened in the tourism industry over the recent years, Raffles Dubai should aim towards developing the process of technology adoption faster so that it does not get left behind (Asadpourian, Rahimian & Gholamrezai, 2020).

As evidenced by the TOWS assessment, Raffles Dubai has several advisable strategies that would aid in overcoming challenges associated with the technology and innovation sector. The hotel can manage its path of success in the ever-changing techno landscape of the hotel industry by in-line focusing on its strengths, structural improvement on its weaknesses, capitalising on opportunities, and mitigation of threats strategic and focused however would be key in this, although together with such which is a dedication to continuous learning and modification.

4. Suggestions and Change Management:

4. 1. Suggestions:

4. 1. 1. Upgrade Technology Infrastructure:



Figure 12: Upgrade Technology Infrastructure. Source:
<https://www.hoteliermiddleeast.com/business/103780-uae-hospitality-industry-not-open-to-robotics-le-meridien-al-aqahs-executive-housekeeper>

One suggestion is for Raffles Dubai to infuse investments in electronics and high-tech equipment to uplift the electronic capacity of the hotel to the recent industry standards (Aweidah, 2024). This could involve several initiatives:

AI-Powered Services:

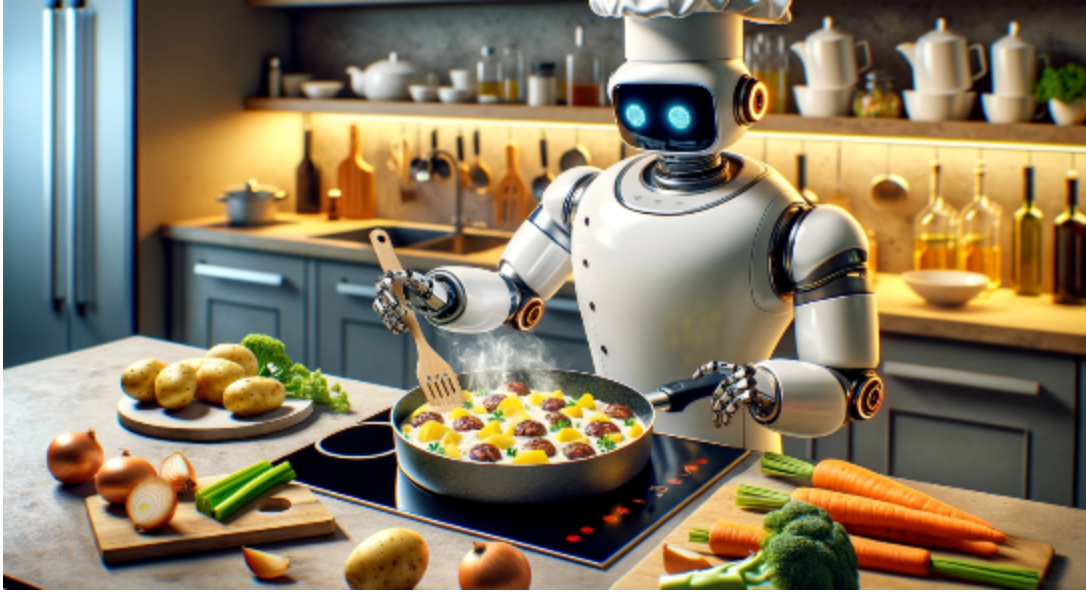


*Figure 13: AI-Powered Services in Raffles Dubai Hotel. Source:
<https://www.linkedin.com/pulse/my-ai-powered-cooking-experiment-recipe-generator-donald-bxopc>.*

Integrating self-service solutions into the backbone of business can greatly raise customers' satisfaction (Kangu et al, 2017). For example, a recommendation service that is powered by an AI concierge could offer personalised recommendations dependent on the guest's favours and past behaviour.

IoT-Enabled Rooms:



Figure 14: IoT-Enabled Rooms in Raffles Dubai hotel. Source:
<https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.technology-innovators.com%2Fsmart-hotels-and-room-automation-creating-intelligent-guest-environments%2F&psig=AOvVaw0G8jcRmbDIG50c80hmPabO&ust=171611>

Through the use of IoT, rooms can be made as smart as possible with a seamless and connected ambience for the guests (Ghosh, 2023). For instance, holidaymakers could regulate the room temperature, lighting, and entertainment devices using their mobile phones.

Mobile-Friendly Services:



Figure 15: IoT-Enabled Rooms in Raffles Dubai Hotel. Source: <https://www.intuz.com/blog/iot-in-hospitality-industry>.

Offering user-friendly services can be a big plus for a company if these are provided through a mobile system. For instance, this would comprise a booking system that is responsive to mobile, mobile check-in and check-out and an app for accessing hotel properties (Lei, Wang & Law, 2019).

Pricing Management:

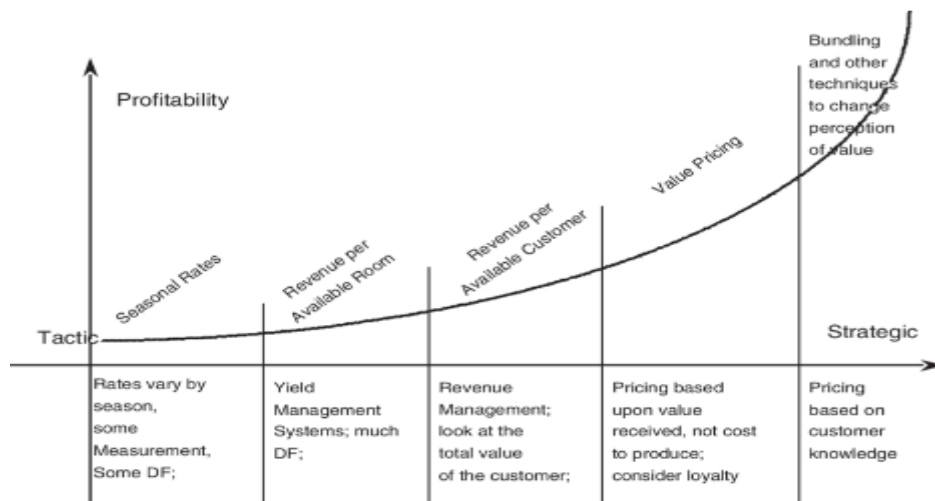


Figure 16: Pricing Management in Raffles Dubai Hotel

Let us turn to one of the core parts of hotel management – pricing policy. It covers two main aspects – setting appropriate room and service prices for rooms as a reflection of such factors as demand, season and presence of competitors (Nair, 2019). As for you Raffles Dubai, I have no precise details about pricing policy. Yet, that would be reasonable to feel that market demand is the key driver of pricing strategy.

Form Strategic Partnerships: The next recommendation is that Raffles Dubai must team up with current technology. This could give the hotel access not only to the latest technology developments but also to the technical skills of these research partners (Al-Hawary & Al-Syasneh, 2020). As shown by the cooperating, for example, of a technology company with a focus on AI with Raffles Dubai, an AI-powered technology aids in providing advanced AI-served services.

Invest in Staff Training:



Figure 17: Invest in Staff Training. Source: <https://www.findcourses.com/prof-dev/employee-training-worth-investment-14415>.

In the end, Raffles Dubai should prioritise staff training. Human resources development is an essential component of a five-star hotel's success (Belias, Vasiliadis & Mantas, 2020). With the new technologies being implemented, the hotel needs to also ensure that staff members are well equipped in skilled dealing with these new technologies (Malek, Kline & DiPietro, 2018). It could include tutoring on how to apply the systems, learning the advantages, and navigating the difficulties that can be encountered.

4. 2. Management change plan:



Figure 18: Management change plan. Source: <https://www.linkedin.com/pulse/mastering-change-management-hospitality-industry-guide-adam-daniels-ja4gc>

Implementation of the advised changes for Raffles Dubai will mean a thorough and orderly plan must be devised (Ali & Anwar, 2021). Here's a breakdown of how this could be approached:

Project Team: The initial one would mark the establishment of an efficient team, whose main obligation would focus on the start of the execution of the offerings (Malik, Madappa & Chitranshi, 2017). Such a team would have to be interdisciplinary, meaning it should encompass members from different departments, such as IT, HR and Operations, for the sake of having a neutral view.

Roles and Responsibilities: every team member is to have his/her role and duty spelt out clearly. This would comply with all the areas covered during the implementation. Everyone would get to be accountable for themselves (Abdou, Hassan & El Dief, 2020).

Timeline:

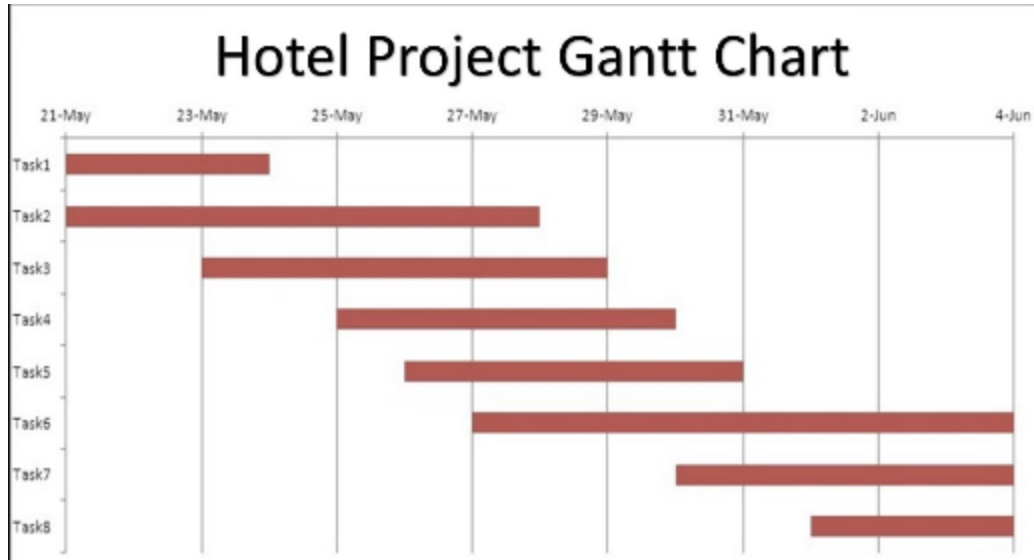


Figure 19: Hotel Project Gant Chart.

Indicating when the plan will be put into practice is a priority. This will lay the ground for the project team and it will be easy to assess their progress

Change Management Strategies: With the suggestions being quite extreme, appropriate change management strategies must be instituted. This could include:

Communication: Keeping all of the stakeholders, which could refer to the employees, customers, and partners, about all these changes by communicating about them regularly (Buhalis & Leung, 2018). This would also help to drive evidence-based planning and therefore would lead to small and incremental changes and eventually, improved adoption.

Support and Training: Proper guidance and training of our staff would be the key point. This would be the main priority as the learners have to be sufficiently endowed with the skills and knowledge to effectively use the emerging technologies.

Gradual Implementation: The development of the amendments gradually could assist in eliminating major disruption of hotel business and approach at the same time, allowing for a satisfactory adaptation process for both the employees and the customers to the new systems and procedures.

Monitoring and Evaluation: The advantages and disadvantages of the ongoing changes should be checked and summarised often. The implementation of this may include following up the metrics or perhaps soliciting the inputs of the staff and supra (Yucedag, Kaya & Cetin, 2018).

Taking the suggestions into account would involve preparatory work and arranging the implementation activities. An expert group with clearly defined roles, responsibilities, and a tangible timeframe, and using the management of changes correctly, will allow Raffles Dubai to move on as a company through all the challenges that lie ahead.

4. 1. Success Metrics:

The suitability of the suggestions proposed can be gauged and regulated by applying several ranges of metrics (Yadegaridehkordi et al., 2018). Empirically, these indicators provide proof of progress and determine whether goals are being achieved in line with the desired outcomes. Here's a breakdown:

Customer Satisfaction Scores:

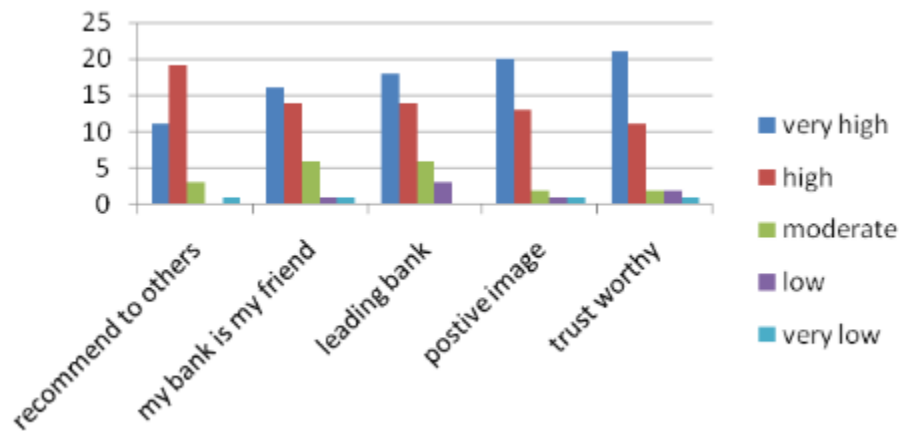


Figure 20: Customer Satisfaction Scores.

One of the key indicators is the customer satisfaction level with services. Through the lens of these scores, we can analyse how users perceive these changes, where new technology-serviced products highlight the most attention (Nunkoo et al., 2020). However, the increase in the customer satisfaction metric after the changes have been implemented would be a better indicator that the changes are positively affecting the customer experience.

Revenue Increase:



Figure 21: Revenue Increase in Raffles Dubai hotel. Source:

<https://www.google.com/url?sa=i&url=https%3A%2F%2Fpacifichorizonhospitality.com%2Fhotel-management-companies-enhance&psig=AOvVaw01ZRnz8Hhpen2Eep1nH0h8&ust=1716114331208000&source=images&cd=vfe&opi=899784>

Other important metric revenue that is also of great importance. The improvements will all influence an increased profit, if the recommendations are proven effective, this can happen through facilitating customer attraction, increasing customer retention or cross-selling new products.

Reduction in Technology-Related Complaints: The complaint number not just is one of the metrics, but also can be maybe even the most useful one. The fact of cutting down the mentioned complaints would hint at the right functioning of upgraded technologies and novel services (Zhong et al., 2022).

Employee Feedback:

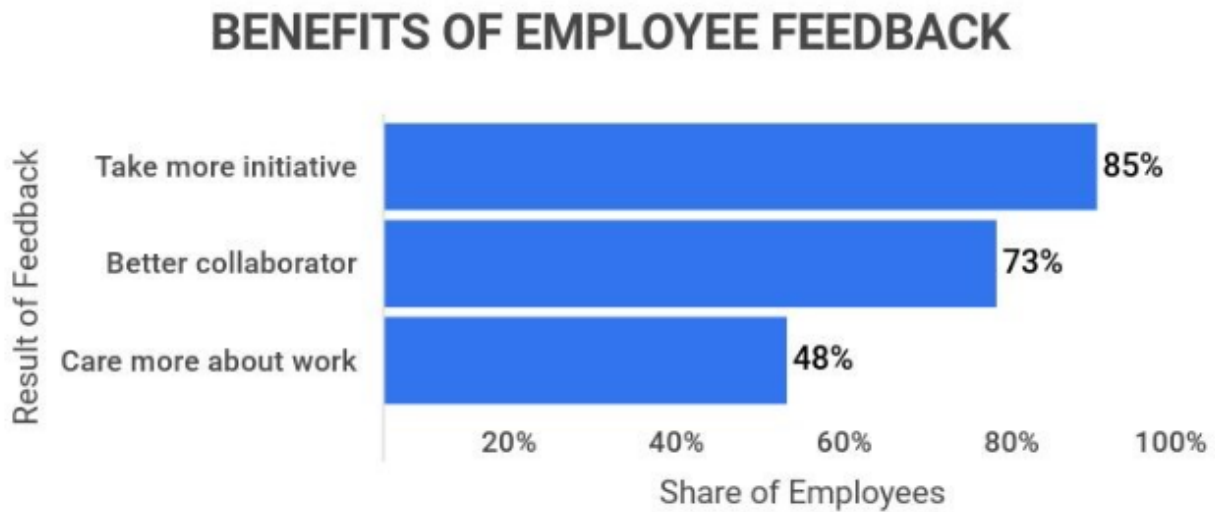


Figure 22: Employee Feedback

Workers' feedback is another invaluable asset to assess the current performance of the human resources department. Staffers can come up with their statements directly from their operations daily like work and dealings with the client. This would be a perfect way to see things the way of end-users. The positive comments by employees would imply that the new changes are getting along in the organisation and are effective in improving the efficiency of the operation.

Periodic monitoring:

Periodic monitoring involving the assessment of their achievements against the expected outcomes should be conducted to check the progress of this implementation. These posts could potentially unveil issues or insufficiency at the early stage and then propose reasonable corrections accordingly (Borowski et al., 2020). This is because plans may become slightly off course and likely not result in the intended consequences.

This part will offer a document that lays out a strategy by which Raffles Dubai can improve its services, streamline operations, and stay competitive in the hospitality sector, using technology and innovation as the main engine.

5. Implementation Plan:



Figure 23: Implementation Plan. source: <https://www.hospitalitynet.org/opinion/4098858.html>.

The implementation plan for Raffles Dubai, based on the provided suggestions, is as follows:

5. 1. Problem:

At the pivot of the technological issues at Raffles Dubai is lagging behind the introduction of new technologies in its operations and services. The technology works like a charm in the hospitality industry which is rapidly expanding (Li & Liu, 2018). It is integral in improving the efficiency of operations, delivering top-notch services and offering innovative customer experiences. Raffles Dubai has so far lagged in mainstream competition by not integrating technology into its operations.

This lag in technology adoption is impacting the hotel in several ways:

Customer Satisfaction: Modern consumers purchase products on their terms and expect a hassle-free approach, with the core of the shopping journey being digital. From the online reservation system and digital check-in/out mechanisms to AI-driven personalised services, the array of technology uses has been the key factor influencing customer satisfaction in the

hospitality industry (Sharma & Srivastava, 2018). Raffles Dubai's lack of providing such an experience may induce a lower level of satisfaction with the customers.

Competitive Standing: The cutthroat competition in the hotel industry made them keep digging for ways to stay different and have a "first choice" status among clients. With technology as a fundamental element of the distinction, the challenge becomes clearer to comprehend (Singjai, Winata & Kummer, 2018). For hotels to maximise the potential of technology, they will have a competitive advantage with this ability and this leads to a better quality of customer interaction. Raffles Dubai was probably discovered late in the planet of technology event management, thus potentially, it could negatively affect the organisation.

AI-Powered Chatbots: AI chatbots enhance the provision of instant answers to clients for their questions and strengthen the level of support. They can take up the role of handling reservations, they are also ready to provide information on the services of the hotel and handle other customer matters (Pillai & Sivathanu, 2020). Take Raffles Dubai as an example, which can equip chatbots so that all information about hotel services, restaurants and surrounding tourist destinations can be obtained by customers.

In-room Voice Assistants: The voice assistants in guestrooms can do a lot of stuff with one touch from controlling the room temperature and lighting down to guiding the hotel contacts or local attractions (BR, 2022). At Raffles Dubai, a voice assistant could be of service and a guest may control his/her room settings like temperature or request room service. The guest may also learn about the day's activities or events at the hotel.

Automation of Processes: Automation contributes to the enhanced efficiency of operations by substituting human resources for performing highly routine activities which, if possible, frees up the employees to provide thorough customer service (Snäll, 2023). On Raffles Dubai, this may include futuristic operations like automated check-in/check-out process, room assignment, inventory management & and so on.

Data Analysis: The hotel can use data analysis to study guest tastes and adjust their reservations to suit those requirements. By way of instance, Raffles Dubai would scrutinise the data from existing client stays, customising the services for the room type from restaurants to dining preferences (Sardo, Serrasqueiro & Alves, 2018).

Energy Management: Energy management includes using the resources more proficiently and such a method can also assist in reducing costs. As of now, Raffles Dubai has already been successful in this point. Since 2011, the property has more than 30% of its total energy consumption less than the original (Sinha & Fukey, 2020).

The failure in technology adoption at Raffles Dubai is a major factor which is both lowering customer satisfaction and impeding the hotel's positioning in the industry of hotel as well. Making this change a priority will ensure the prosperity of our hotel. Therefore, the project in its current consultancy is founded on the ground.

5. 1. Solution:

The proposed solution to address the technology adoption lag at Raffles Dubai involves three key strategies:

Upgrading Technology Infrastructure: A significant part of the plan is to be the total rehaul of the hotel's technology network. These tools could cut the need for main processes for property management, customer relationship management, and data analytics. By the same token, a part of this approach may involve the implementation of high-tech solutions, including artificial intelligence (AI), the Internet of Things (IoT) and mobile technology in hospitality services. For example, AI could foster guest experience personalization, IoT could bring in operating efficiencies and mobile platforms could make the processes quick in terms of booking as well as the check-in. Raffles Dubai can accelerate its efficiency and effectiveness by investing in internet systems (Tambo, 2017). The hotel's operation will be improved, and its guest services, as well as the experience that the guests receive, will be made more innovative.

Forming Strategic Partnerships: The other action is to have agreements with technology companies whereby they provide the necessary assistance in innovation and scaling up the business. These associations would serve to give Raffles Dubai an opening to new technologies, specialised knowledge and resources which are not present in the organisation (Dumoulin & Giacomel, 2020). Thus, a relationship with an IT company, which is centred on AI and its related products, can allow Raffles Dubai to incorporate state-of-the-art AI-driven services. Sometimes such a partnership could be made with the IoT company that would help the hotel apply this type of technology to its operations. These partnerships might speed up the technology adoption

process by the hotel and help it to carry the upper hand in competition with the other market participants.

Investing in Staff Training: The next part of the solution is that the organisation shall heavily invest in staff training. When the hotel begins to use new technologies, It is important how all employees can participate in using those technologies through technology training. Through such activities, the trainers could demystify the working of these systems by way of explaining the upside, and the ordinary issues (Abdallah, 2022). Educational programs for staff can be implemented to ease overfitting to new technologies, minimise resistance to novelties and lead to a better performance of technology updates.

A combination of actions, and different patterns- is what the solution offers. The implementation of this measure enables Raffles Dubai to raise the bar in technology as well as innovations, to abruptly or gradually advance its competitive position, and to achieve the desired long-term positive results in the process of providing the hospitality service.

5. 2. Expected Outcome:

The implementation of the proposed solutions is expected to yield significant benefits for Raffles Dubai:

Enhanced Customer Satisfaction: Raffles Dubai will make itself a tech-savvy heaven by upgrading its technological infrastructure as well as providing customers with innovative, tech-driven services that increase their satisfaction (Jain et al., 2023). In 2023, customers are used to digital experiences and are likely to go for the ones that bring better convenience. Raffles Dubai can give good results by meeting the expectations of clients.

Improved Operational Efficiency: The commercial use of such advanced technologies as AI and IoT can smoothly run various operations in a hotel from room booking to the service to clients. The increased efficiency may result in better performance and consequently, the hotel manages to provide high-level customer service.

Strengthened Competitive Position: Through this fast-paced advancement the Raffles Dubai Hotel is enabling its competitive edge and taking the service to the next level. The capacity to allow unique, high-tech and technologically sophisticated experiences can differentiate Raffles Dubai from the competitors and will help in attracting a bigger clientele (Silva Leon, 2018).

It is envisaged that the deployment of these solutions will cause reformation both in the technological as well as innovation spheres of Raffles Dubai. Resultantly, the firm is likely to gain a position of dominance as far as customer satisfaction, efficiency, and competitiveness in the market are concerned. The performance monitoring process should be scheduled regularly to highlight the progress and make changes if necessary. The result is in the form of proper tracking of the stake to make sure it is put in place to produce the much-desired impact.

5.1. The Implementation Timeline:

Phase	Duration	Activities
1	First 3 months	Planning and setting up the project team
2	Next 6 to 9 months	Executing the technology upgrades and forming partnerships
3	Final 3 to 6 months	Staff training and transitioning to the new systems

Such a sequential approach enables one to have a kind of strategic and well-thought-out plan followed by smooth execution of the designed solutions (Marques & Marques, 2023). A progress evaluation should be passed at the end of each stage to identify where adjustments need to be made continuously. It is to make sure that though it becomes a progress achievement, on-track implementation is a hold.

5. 1. Cost:

The cost of implementing the proposed solutions at Raffles Dubai can be broken down into three main categories:

Technology Acquisition: This entails the cost of buying and using new technologies to ensure that productivity is greatly increased. The price derived would be based on the type of technology used (George, 2021). For example, using computers with intelligent or IoT-powered rooms could imply paying for software licences, hardware or data services in the cloud. On the flip side, the commercial aspect could also include costs related to customization or solutions development and these are required when the solution must be customised for the specific needs of the hotel. It is not easy to give this metre precisely but it will be somewhere between 200,000 and 400,000 dollars.

Partnership Formation: Thus, developing a strategic partnership with technology providers might mean adding extra expenses. Some examples could be the sharing of partnership fees or paid consulting services as well as integration as well as setting up the partner's solutions with the hotel's systems (Kimes & Ho, 2019). In terms of the agreement, and the complexity of the integration, we could make up to \$100,000 for \$300,000.

Staff Training: As great as staff training is, investing in it is an obligation for a smooth process of embedding technologies. Among these expenses are the developing costs of training materials, implementation costs for running the training or payment for external trainers (Ushakov et al., 2020). This training can be conducted by a military advisor, and the amount of money required for this training depends on the nature of the training taken, anywhere between \$50,000 to \$100,000 in expenses.

This implementation plan serves as a guide or compass for the Raffles Dubai team in traversing smoothly through the process of digital transformation. Regular audits are vital to track the progress and to fine-tune the measures taken, if any.

Conclusion:

This report gives an all-rounded approach to what Raffles Dubai Technology and Innovation department is being grappled with. The main problem found on that side is the hotel stay is at a technology transition level, customer satisfaction is affected, and the hotel's competitiveness within the hospital transport industry is affected as well.

The fundamental problems of this situation are multifaceted and include the customer's feedback regarding poor integration into hotel services, and the hotel's risk reputation due to lagging in technology. Apart from this, there might be a potential impact on revenue generation when the customers choose a technologically advanced competitor.

An external analysis, through the PESTEL framework, reveals major factors that affect the hotel business and one of the most important areas can be seen in the technological factors. AIs, IoTs, and mobile technology bring in sweeping changes that modify customers' needs. The Sample SWOT for Raffles Dubai indicated that even though the hotel possesses several strengths and opportunities, it also encounters quite numerous possible threats and weaknesses, mainly in the Technology and Innovation sector.

If additional information has been used, some recommendations have been given to Raffles Dubai. Factors such as improving the hotel information technology system, creating strategic partnerships with technology firms, and investing time and resources in staff education will contribute positively to this process. Additionally, a roadmap was given to guide the implementation process with the procedures needed to apply the proposed actions.

The recommendation's success can be measured through various options, such as customer satisfaction ratings, revenue increase, items' complaint decreases associated with the technology and feedback from the staff. Constant revisions should be made regarding the progress and fine-tuning to see what improvements might be made.

tackling the technology hub adjustment is probably the most important part which will determine the prosperity of Raffles Dubai Hotel's future. Raffles Dubai will certainly upgrade its technological aptitude and innovation skills, compete effectively and remain successful as soon as the proposed recommendations are taken into view. Indeed, the transition journey itself will be proof of the hotel's devotion to high-quality services and clients' satisfaction.

References

- Abdallah, H.H.N. (2022) 'The Impact of Transformational Leadership on Employee Performance in the Hotel Industry in the United Arab Emirates' (Doctoral dissertation, Westcliff University).
- Abdou, A.H., Hassan, T.H. & El Dief, M.M. (2020) 'A description of green hotel practices and their role in achieving sustainable development', *Sustainability*, 12(22), p.9624.
- Al-Hawary, S.I. & Al-Syasneh, M.S. (2020) 'Impact of dynamic strategic capabilities on strategic entrepreneurship in presence of outsourcing of five stars hotels in Jordan', *Business: Theory and Practice*, 21(2), pp.578-587.
- Ali, B.J. & Anwar, G. (2021) 'The mediation role of change management in employee development', *International Journal of English Literature and Social Sciences*, 6(2), pp.361-374.
- Alrawadieh, Z., Alrawadieh, Z. and Cetin, G. (2021). Digital transformation and revenue management: Evidence from the hotel industry. *Tourism Economics*, 27(2), pp. 328-345.
- Arkhipova, O.V. and Eliogly, S., 2021. *The influence of international factors on the business environment of an organisation and management strategy for a hotel company*.
- Asadpourian, Z., Rahimian, M. & Gholamrezai, S. (2020) 'SWOT-AHP-TOWS analysis for sustainable ecotourism development in the best area in Lorestan Province, Iran', *Social Indicators Research*, 152, pp.289-315.
- Assaf, A.G. and Tsionas, M. (2018). Measuring hotel performance: Toward more rigorous evidence in both scope and methods. *Tourism Management*, 69, pp. 69-87.
- Astawa, I.K., Widhari, C.I.S., Budarma, I.K. and Mudana, I.G., 2022, March. Green hotel promotion strategy in Bali: a study using SWOT analysis. In *International Conference on Applied Science and Technology on Social Science 2021 (iCAST-SS 2021)*, pp. 460-466. Atlantis Press.
- Audryana, M. (2022). *Industrial Training Report Cold Kitchen & Hot Kitchen in Raffles Hotel Jakarta by Accor Group*.

- Belias, D., Vasiliadis, L. & Mantas, C. (2020) 'The human resource training and development of employees working on luxurious hotels in Greece', in *Cultural and Tourism Innovation in the Digital Era: Sixth International IACuDiT Conference, Athens 2019*, pp.639-648. Springer International Publishing.
- Bharwani, S. & Talib, P. (2017). Competencies of hotel general managers: A conceptual framework. *International Journal of Contemporary Hospitality Management*, 29(1), 393-418.
- Birru, A.C., Sudarmiatin, S. and Hermawan, A., 2022. Competitive strategies in the lodging service sector: Five porter analyses and case study SWOT analysis. *Journal of Business and Management Review*, 3(1), pp.001-017.
- Böhme, C. (2023). Shaping the Guest Experience: How Personalised Services Improve Customer Satisfaction in Luxury Hotels and Create a Competitive Advantage. *Signature*.
- Borowski, M., Mazur, P., Kleszcz, S. & Zwolińska, K. (2020) 'Energy monitoring in a heating and cooling system in a building based on the example of the Turówka hotel', *Energies*, 13(8), p.1968.
- BR, S.R. (2022) 'Information and Communication Technology Application in the Asian Tourism Industry', in *Handbook of Technology Application in Tourism in Asia* (pp. 19-48). Singapore: Springer Nature Singapore.
- Brunt, P., Semley, N. & Horner, S. (2017). *Research methods in tourism, hospitality and events management*.
- Buhalis, D. & Leung, R. (2018) 'Smart hospitality—Interconnectivity and interoperability towards an ecosystem', *International Journal of Hospitality Management*, 71, pp.41-50.
- Carlo, C., 2021. Critical success factors in hotel companies: A managerial perspective. *Journal of Tourism and Hospitality Management*, 9(2), pp.1-7.
- Dumoulin, R. and Giacomel, A. (2020). Disruption and the strategy of hotel groups. In *Shapes of Tourism Employment: HRM in the Worlds of Hotels and Air Transport*, 4, pp. 9-21.

- George, R. (2021) 'Tourism and Hospitality Products, Branding, and Pricing', in *Marketing Tourism and Hospitality: Concepts and Cases* (pp. 249-283). Cham: Springer International Publishing.
- Ghosh, M. (2023) 'Analysing Iot Automation Facilities In Hotel Rooms: Enhancing Guest Experience And Operational Efficiency', *Rajasthali Journal*, 2(4), pp.54-60.
- GI Infotech (2024). *About Us*. Available at: <https://giinfotech.ac/about-us/> (Accessed: 16 May 2024).
- Goh, D.P. (2010). Capital and the transfiguring monumentality of Raffles Hotel. *Mobilities*, 5(2), 177-195.
- Hamarneh, I. (n.d.) 'SWOT-AHP METHOD IN TOURISM MANAGEMENT: A CASE OF JORDAN TOURISM', *Aktuální problémy cestovního ruchu Topical Issues Of Tourism*.
- Jain, V., Wirtz, J., Salunke, P., Nunkoo, R. & Sharma, A. (2023) 'Luxury hospitality: A systematic literature review and research agenda', *International Journal of Hospitality Management*, 115, p.103597.
- Kangu, M., Kenneth, L.W., George, K. & Robert, A. (2017) 'Technology infrastructure: A customer relationship management dimension in maintaining customer loyalty', *International Journal of Economics, Commerce and Management*, (5).
- Kara, E., (2018). A contemporary approach for strategic management in tourism sector: *PESTEL analysis on the city Muğla, Turkey. İşletme Araştırmaları Dergisi*, 10(2), pp.598-608.
- Kimes, S.E. & Ho, J. (2019) 'Implementing revenue management in your restaurants: *A case study with Fairmont Raffles Hotels International*'.
- Lei, S.I., Wang, D. & Law, R. (2019) 'Perceived technology affordance and value of hotel mobile apps: A comparison of hoteliers and customers', *Journal of Hospitality and Tourism Management*, 39, pp.201-211.
- Li, Y.Q. & Liu, C.H.S. (2018) 'The role of problem identification and intellectual capital in the management of hotels' competitive advantage-an integrated framework', *International Journal of Hospitality Management*, 75, pp.160-170.

Maclean, M., Harvey, C., Suddaby, R. and O’Gorman, K. (2018). Political ideology and the discursive construction of the multinational hotel industry. *Human Relations*, 71(6), pp. 766-795.

Malek, K., Kline, S.F. & DiPietro, R. (2018) ‘The impact of manager training on employee turnover intentions’, *Journal of Hospitality and Tourism Insights*, 1(3), pp.203-219.

Malik, R., Madappa, T. & Chitranshi, J. (2017) ‘Diversity management in tourism and hospitality: An exploratory study’, *Foresight*, 19(3), pp.323-336.

Marpaung, A.T., Pratomo, A. and Wicaksono, A., 2019. Implementation of SWOT Analysis in Determining Competitive Strategy On Catering and Conference Services in Hotels. In: *ICEMAB 2018: Proceedings of the 1st International Conference on Economics, Management, Accounting and Business*, 8-9 October 2018, Medan, North Sumatra, Indonesia. Medan: European Alliance for Innovation, p. 484.

Marques, J. & Marques, R.P. (2023) ‘Trends in the Hospitality Industry: A global perspective’, in *Digital Transformation of the Hotel Industry: Theories, Practices, and Global Challenges* (pp. 1-16). Cham: Springer International Publishing.

Martinez, B., 2017. A SWOT analysis on Millennials in the workplace: *increasing manager success with Millennial employees in the hotel industry*.

Mondal, M.S.H., 2017. SWOT analysis and strategies to develop sustainable tourism in Bangladesh. *UTMS Journal of Economics*, 8(2), pp.159-167.

Nair, G.K. (2019) ‘Dynamics of pricing and non-pricing strategies, revenue management performance and competitive advantage in hotel industry’, *International Journal of Hospitality Management*, 82, pp.287-297.

Nunkoo, R., Teeroovengadum, V., Ringle, C.M. & Sunnassee, V. (2020) ‘Service quality and customer satisfaction: The moderating effects of hotel star rating’, *International Journal of Hospitality Management*, 91, p.102414.

Pillai, R. & Sivathanu, B. (2020) ‘Adoption of AI-based chatbots for hospitality and tourism’, *International Journal of Contemporary Hospitality Management*, 32(10), pp.3199-3226.

Qian, J., Lin, P.M., Law, R. & Li, X. (2022). *Lack of IT and digital marketing professionals in hospitality: Is it education's fault? Heliyon*, 8(12).

Rajabi, Z., Pir Mohammad Zadeh, A., Zarepour, M. and Doozandeh Zibary, F., 2018. Strategic Planning in the Hotel Industry (Case Study: Parsian Evin Hotel). *Journal of Tourism Hospitality Research*, 5(3), pp.65-87.

Roy, M. and Chowdhury, S. (2021). Ecotourism and hospitality in Bangladesh: the application of PESTEL analysis and determining the internal factors. In *Tourism Products and Services in Bangladesh: Concept Analysis and Development Suggestions*, pp. 181-215.

Saha, J. and Paul, S., 2020. Sustainable tourism development strategies using SWOT-AHP on newly developed coastal tourism destinations. *Romanian Review of Regional Studies*, 16(2).

Saleh, A.S. and Zohry, M.A.E.F. (2022) 'Towards A Sustainable Hotel Education (An Analytical Strategic Study at The Faculty of Tourism and Hotels, Mansoura University-TOWS Matrix as A Model)', *International Journal of Tourism, Archaeology and Hospitality*, 2(1), pp.45-74.

Sanjaya, I.W.K., Arianty, A.A.S., Suwintari, I.G.A.E. and Dewi, I.G.A.M., 2020. A SWOT analysis of online room reservation in hotel sectors: a case study in Bali Sovereign Hotel. *Journal of Business on Hospitality and Tourism*, 6(1), pp.113-121.

Sardo, F., Serrasqueiro, Z. & Alves, H. (2018) 'On the relationship between intellectual capital and financial performance: A panel data analysis on SME hotels', *International Journal of Hospitality Management*, 75, pp.67-74.

Sharma, S. & Srivastava, S. (2018) 'Relationship between service quality and customer satisfaction in hotel industry', *TRJ Tourism Research Journal*, 2(1), pp.42-49.

Silva Leon, L.E. (2018) 'Learning English as a strategy to improve the competitiveness for Professional Development in the Tourist and Hotel Management Industry, case Chicago, Illinois, USA'.

Singjai, K., Winata, L. & Kummer, T.F. (2018) 'Green initiatives and their competitive advantage for the hotel industry in developing countries', *International Journal of Hospitality Management*, 75, pp.131-143.

- Sinha, M. & Fukey, L.N. (2020) 'Circular Economy: Assessing a Progress of Resources Efficient Practices in Hotel Industry', in *Circular Economy for the Management of Operations* (pp. 89-117). CRC Press.
- Snäll, A. (2023) 'How Artificial Intelligence (AI) Can be Utilised for the Competitive Advantage of an International Luxury Hotel?'.
- Tambo, E. (2017) 'Smart Positioning Tourism and Hospitality Model for Economic Transformation in Saudi Arabia', *Journal of Hospitality and Tourism*, 15(1), pp.82-96.
- Tomašević, A. (2018). Luxury Hotels. In *Quality services and experiences in hospitality and tourism* (Vol. 9, pp. 195-211). Emerald Publishing Limited.
- Treiblmaier, H. & Önder, I. (2019). The impact of blockchain on the tourism industry: A theory-based research framework. In *Business Transformation through Blockchain: Volume II* (pp. 3-21).
- Ushakov, R.N., Kryukova, E.M., Khetagurova, V.S., Mukhomorova, I.V. & Zelenov, V.V. (2020) 'Efficiency of hotel management. Training of specialists in hotel industry field', *Journal of Environmental Management and Tourism*, 11(2), pp.388-395.
- Yadegaridehkordi, E., Nilashi, M., Nasir, M.H.N.B.M. & Ibrahim, O. (2018) 'Predicting determinants of hotel success and development using Structural Equation Modelling (SEM)-ANFIS method', *Tourism Management*, 66, pp.364-386.
- Yucedag, C., Kaya, L.G. & Cetin, M. (2018) 'Identifying and assessing environmental awareness of hotel and restaurant employees' attitudes in the Amasra District of Bartin', *Environmental Monitoring and Assessment*, 190, pp.1-8.
- Zhong, L., Coca-Stefaniak, J.A., Morrison, A.M., Yang, L. & Deng, B. (2022) 'Technology acceptance before and after COVID-19: No-touch service from hotel robots', *Tourism Review*, 77(4), pp.1062-1080.