



**BA(Hons) International Hotel Management Module Handbook Summer
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Retaining Excellence: Addressing Staff Turnover Challenges at Sheraton
Lake Como Hotel**

Consultancy Firm: (Hotel Company Consultant)



Student Name: Mohammed Ali Haider

Student ID: 2013121

Declaration

"I confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI-generated materials as my work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence"

Executive Summary

This report, prepared by Hotel Company Consultant experts for the Sheraton Lake Como Hotel, attempts to solve a key organizational issue related to the high rates of staff leaving, affected by cooks, spa teams and hotel managers. As a result, service quality, budgeting and reputation have all been affected which play a key role in keeping the Hotel at the top luxury level. As a hotel in Lake Como, Italy, one of the most competitive tourist areas, the Sheraton Lake Como faces problems such as increased costs in the region, short supply of affordable housing and strong challenges from similar hotels. As a result of these pressures, the quality of the workforce has gone down and there are doubts about the company's future.

Latest reviews from guests as well as reports from leaders in hospitality state that service is becoming more uneven at the Hotel. For instance, The Telegraph pointed out that Kincho's waitstaff seemed overworked when the restaurant was busy which means they may not have enough short-term staff for peak demand. Alternatively, the Michelin-rated Kitchen restaurant was admired for the helpfulness and expertise of its service. This inconsistency suggests bigger challenges in keeping the workforce, strengthening employee skills and coping with possible stress at work. Reviews on sites like Booking.com and TripAdvisor suggest that some guests are happy with the friendliness of the staff and others find the front desk takes a lot of time and housekeeping is slow. Because of the switch to temporary or insufficiently skilled staff and many employee departures, the guest experience is getting worse. A range of analytical methods was used during the report to study the key issues. These include the PESTLE analysis which allows assessing the effects of inflation, housing and the labour market on the decisions of workers. The team conducted a SWOT analysis to look into the Hotel's inner qualities and difficulties, along with external chances and threats. The SWOT analysis results were shaped into strategic advice that handles the spotted issues to enhance how the organisation functions in the future.

The research pointed out the challenges that arose internally and the factors in the outside world that affected the company. It is hard for people to live in Lake Como long term since rent prices remain too high, making them reluctant to stay for a long time. This problem affects junior and mid-tier employees most since their salaries do not meet the high expenses in the region. It was also noticed that there are not many ways for those in non-executive jobs to move forward in their careers. Employees become less motivated and devoted because of the absence of professional development or training, making it hard for the Hotel to keep talented workers. It

is believed that depending more on temporary or new workers who have not learnt the Hotel's service standards leads to inconsistency.

Although there were difficulties, the report also noticed a number of positive points in the Hotel's HR and work procedures. The hotel still has strong brand visibility and offers a good range of services and many departments, for example its Michelin-starred restaurant, are highly rated by guests. Moreover, guests often find staff to be friendly, proving that the problem might be based on capacity and regularity or a true lack of hospitality values. Using the findings, the report provides a set of practical and useful recommendations. First, it recommends creating a housing support plan by either offering monthly subsidies or joining hands with local landlords to offer employees less expensive housing. It would reduce financial stress, make employees feel better and motivate them to work for the organisation for a longer time. The report also advises that development pathways for training should be established. Such activities should incorporate onboarding, frequent workshops for learning new skills, mentorship opportunities and leadership courses. They would assist staff with their careers, improve their job happiness and require less help from external staff recruitment.

An additional important point is to examine and update the Hotel's procedures for compensation and benefits. It is important for managers to do benchmarking studies on salaries to ensure they match what the industry and area offer. Also, introducing bonuses based on performance, different employee benefits and recognition awards would improve the value of working at the Hotel. Partners in the local vocational sector and the hospitality industry could help by providing people through internships, traineeships and apprenticeships. It would help hire new team members and also improve the Hotel's image as a community-focused employer. The model gets organisations to set a strong feeling of urgency, pick strong leaders for the task, outline a strategy and share it with the employees. When employees are involved, prompt successes are recognized and support keeps going, the new systems and processes will be successfully embedded. Regular updates, opportunities for employees to express their views and training set up for individual needs will be used to boost unity and reduce any opposition to the changes. The process will collect data like staff turnover, the levels of internal movement of employees, guest ratings and expenses for hiring each person. Furthermore, the cost of each proposed strategy was analysed so that it would fit the Hotel's current size and income. Initiatives such as housing subsidies, various training courses and employing good talent are

all designed to save money in the long run and help the airline reduce losses and increase its efficiency.

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1 Introduction

The hospitality industry in Lake Como is a highly competitive market that demands continuous innovation, high-quality service, and strategic agility to maintain and grow customer satisfaction and market share. In this dynamic environment, the Sheraton Lake Como Hotel, a 4-star property located on the scenic shores of Lake Como, faces increasing pressure to distinguish itself not only through premium services and facilities but also through sustainable, customer-centric, and efficient operations (Trip advisor, 2025). This consultancy report seeks to investigate a key issue currently affecting the Sheraton Lake Como Hotel the underutilisation of its diverse service offerings and competitive position, particularly in relation to its operational, marketing, and strategic alignment.

Situated in a large, tranquil park just 1.5 km from the picturesque town of Cernobbio, and a mere five-minute drive from the A9 motorway's Lago Di Como exit and the Swiss border, the Sheraton Lake Como Hotel offers a blend of natural beauty and accessibility. The hotel features 137 spacious, air-conditioned rooms, elegantly furnished with Italian décor, and equipped with modern amenities such as a minibar and 48" LED satellite TVs. Some rooms boast luxurious marble bathrooms and parquet flooring, enhancing the overall guest experience. The property includes a seasonal outdoor heated pool, a complimentary 24-hour gym, a wellness area with a hot tub, and three distinct dining venues: Kincho, an informal all-day eatery popular for its evening aperitifs; Gusto, serving classic Italian cuisine; and Kitchen, a Michelin-starred fine dining restaurant (Sheraton Lake Como Hotel, 2025).



Figure 1: Sheraton Lake Como Hotel

(Source: Sheraton Lake Como Hotel, 2025).

Despite this impressive range of services and amenities, the hotel faces challenges in consistently attracting and retaining its target clientele year-round. The problem lies not in the lack of facilities or potential but in strategic positioning, operational efficiency, and customer engagement, which may be affected by external market forces and internal limitations (Telegraph.co.uk, 2025). In an age where hospitality is defined by sustainability, digital innovation, and personalised guest experiences, Sheraton Lake Como must address these issues to remain a preferred destination for both leisure and business travelers (Sheraton Lake Como Hotel, 2025b). This report has been commissioned by Hotel Company Consultant, an independent hospitality and tourism consultancy firm specialising in strategic planning, operational improvement, and market analysis for upscale and luxury hotels across Europe. With a team comprising specialists in marketing, operations, and organisational strategy, our firm brings a data-driven and client-focused approach to solving complex problems within the hospitality sector. The purpose of this report is not only to diagnose the core issues impeding the hotel's performance but also to develop realistic, evidence-based strategies to enhance its brand value, optimise internal processes, and improve customer loyalty and market share. The report aims to provide actionable recommendations that align with both the current trends in

hospitality and the specific characteristics of the Lake Como luxury tourism market. Through this structured consultancy analysis, Sheraton Lake Como Hotel can better understand its strategic positioning and navigate the challenges of an increasingly competitive and customer-driven industry landscape.

2 Analysis

2.1.1 STEEPLED Analysis of the Hospitality Industry

2.1.2 Social Factors

The hospitality industry feels the effects of social trends closely, mainly in the way people act, what they prefer, and what they look for. Nowadays, travellers want to have unique, cultural, and well-being-centred experiences. A rise in expectations for sustainable and ethical services from customers explains why hotels have to change their services and marketing methods. In addition, globalisation has brought more diversity in culture among the guests and employees (Viskovic, 2024). All of this means health professionals should be culturally aware, communicate in several languages, and make services inclusive. Because of the pandemic, people are more attentive to their health and like using services where interaction is low and services are clean. Those hotels that keep up with the transition of values tend to stay more popular.

2.1.3 Technology in Transport

Technology has changed the hospitality industry, making tasks simpler and making guests feel better each time they visit (Kansakar et al., 2019). Hotels today are putting in online reservation systems, AI chatbots, smart rooms, and mobile check-in to keep guests happy and reach more people. Hotels use data analytics and CRM systems to deliver personalised messages and anticipate what guests might require. Virtual tours and augmented reality are included to improve the process of making booking choices in advance. At the same time, automating things like housekeeping tasks and tracking inventory saves money and improves how much is done in less time (Shukla et al., 2024). There are issues such as data privacy, cybersecurity, and a digital gap among those who are not so tech-inclined, that setbacks are possible in the industry. It is very important to address innovation, accessibility, and security at the same time.

2.1.4 Economic Factors

The hospitality industry is closely influenced by economic trends around the world and in individual countries. With economic growth, both leisure and business trips go up and require more accommodation and support services (Tribe, 2020). On the other hand, economic downturns along with rising inflation and volatile currency can hit both the number of bookings and how much hotels earn (Babbhra, 2023). The COVID-19 pandemic pointed out how important it is for reforms in the sector. Many companies in the hospitality field had to close down, make layoffs, and suffer serious financial losses (Baum et al., 2020). Many regions are recovering, but there are still fewer workers, and it now costs more in several areas, such as energy and food, which strains companies' profits. Because the economy depends on tourism, the tourism countries are at high risk when the global economy changes (Khan et al., 2020). However, providing services such as coworking spaces or packages for long-term stays now helps them face economic challenges.



Figure 2: Hospitality Global Market report 2025

(Source: The Business Research Company, 2025).

2.1.5 Environmental Factors

Sustainability is now necessary for every hospitality organisation. Both regulatory bodies and customers who care about the environment have been paying attention to the environmental impacts of the sector, which cover energy, water, food waste, and emissions (Legrand et al., 2022). Nowadays, hotels are expected to use green building plans, earn eco-certifications, for example, LEED or Green Key, rely on renewable energy, and take measures to reduce plastic

products (Velaoras et al., 2025). Because of climate change, hotels and attractions in coastal or weather-dependent areas may experience risks due to the rise in sea levels, wildfires, or unusual weather that could disrupt tourism and harm important structures (Hambira and Mbaiwa, 2020). These hotels help protect the environment and win over travellers who are mindful of nature.

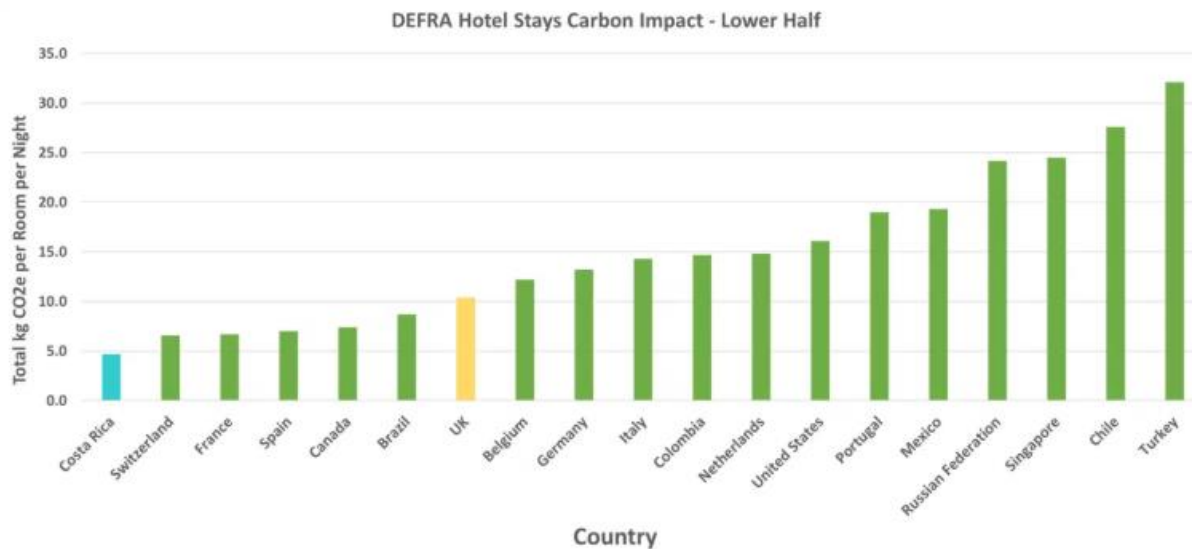


Figure 3: Effect of Carbon on Hotel

(Source: Circular Ecology, 2023).

2.1.6 Political Factors

A country's politics and the decisions made by the government can affect the hospitality industry. People are attracted to travel in calm environments because they feel safe and know what to expect (Han, 2019). Meanwhile, political trouble, restrictions on travelling, difficulties with visas, and public protests can stop people from visiting and reduce booking figures (Bianchi et al., 2020). In times of trouble, the government's involvement can change the course of things. During COVID-19, many governments helped tourism and hospitality businesses by way of stimulus packages and furlough schemes, as well as tax relief (Nhamo et al., 2020). These partnerships also help advertise destinations, arrange major world events, and make tourism infrastructure better. Some areas, where the population feels strongly about nationalism or opposes more tourists, have stepped up laws against short-term rentals.

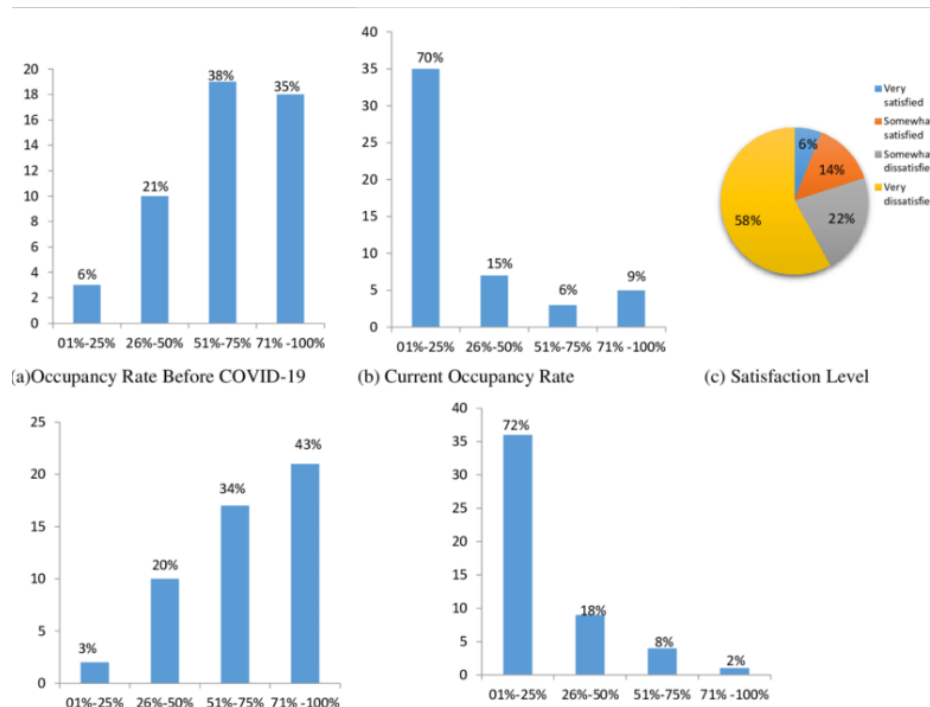


Figure 4: COVID-19 effects on the hospitality industry

(Source: Danso et al., 2020).

2.1.7 Legal Factors

The industry is guided by rules that cover labour, consumer protection, health and safety, data rights, and rules for food and alcohol (Fortin, 2022). Companies that break rules can be fined, taken to court, and hurt their reputation. Human resources are very significant in this industry, and this makes labour laws stand out. It is important to manage regulations on working hours, wages, and safety because countries with powerful labour unions or variable employment can be tricky (Min et al., 2019). As people gain knowledge about their entitlements, companies have to be more careful in advertising, being accessible to everyone, and being truthful with pricing. It is important for hotels to routinely ensure compliance with the law everywhere.

2.1.8 Ethical Factors

The way a hospitality business operates is now influenced more by ethics and how its customers view it. Many consumers now look at how all businesses, from small to large, handle employee rights, connecting with the community, diversity, and sourcing different items and food (Kalkanci et al., 2019). Individuals often back companies that show ethical responsibility by ensuring reasonable wages, buying locally, and supporting the community (Böhm et al., 2022).

On the other hand, the coin is that mistreating workers or discrimination can force some people to avoid buying from a company or cause its reputation to suffer. Likewise, large hotel chains and boutique properties should now offer Corporate Social Responsibility (CSR) activities, ethical guidelines, and honest Environmental, Social, Governance (ESG) reports.

2.1.9 Demographic Factors

Changes in populations have a large effect on the ways services and demand for hospitality are designed. Because Gen Z and Millennial travellers care more about experiences, online communication, and care for the environment, hotels are now adjusting their usual services (Baum, 2019). Most of these travellers prefer to stay at boutique hotels, with personalised services and places to socialise. In addition, people getting older in Europe and Japan require accommodations, healthy menus, and wellness services. Accommodation should be able to handle guests who are business people, those who work online permanently, seniors, and multi-generational families (Kreeger et al., 2025). Because the middle class is growing quickly in Asia and Africa, new tourism has emerged, and new international hotels have emerged.

2.2 SWOT Analysis

2.2.1 Strengths

1. The hotel is located on the picturesque shores of Lake Como and surrounded by a large private park, The hotel benefits from a tranquil yet accessible setting. Its proximity to Cernobbio, the A9 Motorway, and the Swiss border enhances appeal to both leisure and business travellers (Sheraton, 2025).
2. As part of the globally recognised Sheraton, which is the Marriott brand, the hotel enjoys access to loyal clientele, international booking channels, and global marketing reach (Nerdwallet, 2025). Brand trust and familiarity drive bookings and corporate partnerships.
3. The property offers 137 spacious and elegantly designed rooms, a seasonal outdoor heated pool, a 24-hour gym, a wellness area with a hot tub, and meeting/event facilities. These amenities cater to varied customer segments, including families, wellness seekers, and corporate guests (Marriott, 2025).

2.2.2 Weaknesses

1. Guest reviews and media reports highlight variability in staff performance across different venues. For example, The Telegraph noted that Kincho's waitstaff appeared "overly stretched" during busy periods, while Kitchen restaurant received praise for attentive service. On Booking.com and TripAdvisor, guests similarly cited mixed experiences, ranging from praise for friendly staff to complaints about slow check-ins, unresponsive housekeeping, and service delays (Trip advisor, 2025). This inconsistency undermines the premium reputation expected from a Sheraton-branded hotel.
2. During peak times, it seems that either not enough staff are working or that their work roles are not being used effectively, mostly in F&B and housekeeping. Insufficient labour and high demand at certain times might be part of the matter, so better preparation, staff education, or hiring methods could help (Telegraph.co.uk, 2025).
3. Each room offers contemporary features, yet the hotel mentions only a few technologies for pre-check-in and special apps that can help make guests' stay and the staff's work more convenient and pleasant. A lack of these tools could make operations work more slowly and make it less convenient for guests (Trip advisor, 2025).

2.2.3 Opportunities

1. If management improves training, pays staff for good work, and plans the workforce better, customer experience and staff retention can improve a lot. Developing workers' versatility and putting them through cross-training will help meet staff needs during busy periods (Ninan et al., 2019).
2. The hotel could provide better service and allow guests to check in and out easily with new features, such as mobile check-in, smart rooms, live service apps, and AI chat support (Mahalakshmi and Bharath, 2025). These tools reduce strain on the front desk and housekeeping teams and meet modern traveller expectations.
3. With growing demand for eco-conscious travel and wellness experiences, the hotel can enhance its marketing by promoting its large park setting, local food sourcing, spa offerings, and eco-friendly practices (Sugathapala, 2025). A dedicated sustainability strategy would appeal to European and international travellers alike.

2.2.4 Threats

1. Consistent feedback about inefficient service and overstretched staff, if unaddressed, could damage the hotel's brand reputation, especially in comparison to highly-rated boutique competitors in Lake Como who pride themselves on personalised service (Trip advisor, 2025).
2. Rising wage demands, staff shortages in the post-COVID era, and increasing operating costs like energy, supplies may impact profitability and the ability to maintain service standards without inflating prices (Hoang et al., 2021).
3. Lake Como is home to globally renowned properties and boutique villas that offer more exclusive and intimate experiences. These competitors are often preferred by high-net-worth individuals, making differentiation critical for Sheraton.

2.3 TOWS

Table 1: TOWS Matrix

	Opportunities (O)	Threats (T)
Strengths (S)	SO Strategies 1. Use Marriott brand power and Michelin-starred Kitchen to attract luxury travellers through experiential dining & wellness packages. 2. Promote scenic park settings and wellness facilities to market long-stay and workation packages.	ST Strategies 1. Use strong facilities and a trusted brand to reassure guests amid rising competition and economic uncertainty. 2. Reinforce Kitchen restaurant's excellent reputation to counteract negative service reviews in other venues (Yang et al., 2020).
Weaknesses (W)	WO Strategies 1. Invest in staff development and flexible scheduling to match seasonal demand, improving service	WT Strategies 1. Implement a staff performance monitoring system with regular guest feedback analysis to prevent

	consistency. 2. Introduce digital service solutions such as app-based room requests, mobile check-in to reduce front desk and housekeeping pressures (Sanli, 2025).	service inconsistency (Agarwal, 2021). 2. Partner with hospitality schools to address staffing gaps and ensure trained seasonal labour (Petar, 2023).
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(Source: Author).

2.3.1 Strategic Direction and Conclusion

The TOWS matrix above transforms Sheraton Lake Como Hotel's internal weaknesses and external threats into strategic opportunities. The primary issue, inconsistent service quality and short-term staffing challenges, can be addressed by investing in digital innovation and staff training, while leveraging strengths such as its brand prestige and dining excellence (Kandampully and Solnet, 2024). Implementing technology to streamline operations and reallocating staff during peak periods will enhance service reliability. At the same time, tapping into new markets like wellness tourism and remote workers can improve occupancy and diversify revenue streams. These proactive steps will secure Sheraton Lake Como's competitive edge in a demanding luxury hospitality market.

3 Recommendation and Change Management

3.1 Solutions to Staff Retention

3.1.1 Subsidised Housing

The excessive prices of living in Lake Como in Italy have transformed into the principal contributor in defining the degree of employee retention, particularly the professionals in the specialised areas such as the culinary staff and posture management (Akpa et al., 2022). This has been a big obstacle in attracting and retaining seasoned employees, and this is even prevalent if the costs of housing exceed their wages as compared to other business arenas (Dodds, 2022). Paying towards the housing subsidies or financial or state help could make a difference in this regard. With subsidies, it would be cheaper for the employees to live near the Hotel, thus reducing the long commute hours and enhancing the work-life balance (Chawla and Singla 2021). Such is particularly vital in the case of obtaining specialised role employees

who would not be prepared to move unless supported in this manner (Michael and Fotiadis, 2022).

In addition, the Hotel can look into the possibility of entering a partnership with these nearby housing providers or offer its staff members assistance in covering the cost of accommodation away from the Hotel, but close enough. In this way, employees will not have a hard time paying their housing fees, and therefore, they will enjoy their job positions, and the company's productivity will rise. Housing assistance has been linked with employee loyalty as employees undertake duties for a firm that provides their basic livelihood needs will be long-term as they do not seek alternative jobs in between (Codling et al. 2022). Such a programme could make the Hotel more attractive in the labour market, especially in a highly competitive hospitality industry where the level of staff turnover is very high (Kumar,2021).

3.1.2 Staff Development Programme

Employee development is a key factor in Employee retention because staff members who feel they may rise within the Company remain employees for longer (Bansal et al., 2025). The clear career path promotes an increase in employee engagement and satisfaction the two retention points (Yilmazdogan, 204). Such issues can be addressed at Sheraton Lake Como hotel by a strong staff development initiative. Such a programme might involve leadership training. Skill-building workshops; cross-departmental experiences' edification (Reward Utete 2023). Therefore, career advances must primarily be hierarchical to employees and also include the possibility of becoming mentored and moving up the organisational hierarchy scale (Rijal, 2023). This also positively affects the employees, and the Hotel takes the next step to develop its internal talent pool to reduce external hiring. If employees' professional growth is considered, they have the feeling of job satisfaction, and they will probably remain in the Company in the long term (Shen et al., 2020). Besides this, such an approach enables building a culture of loyalty and inspiring employees because the staff members know that their deeds are noted and rewarded (Michael and Fotiadis, 2022). Through a boost of internal mobility, the Hotel may also reduce the recruitment cost and time afforded for training new employees. Such programs would require a significant investment, but the growth in such a way would be seen in the forms of such trends as staff retention, better-qualified staff, and an increased level of service quality (Opoku et al., 2024). Besides, a strong development programme allows the Hotel to maintain high-performance levels and so be successful in a competitive industry (Ghani et al., 2022).

3.1.3 *Reviewing and Changing Compensation Packages*

Benefits are a major motivator for maintaining hospitality employees at the Company (Chawla and Singla, 2021). Sheraton Lake Como should ensure that its packages meet or surpass the industry standards. It should be noted that competent employees should be provided with a competitive salary and benefits package, particularly for those positions where expertise is important, i.e. culinary and managerial departments (Akpa et al., 2022). Lacking this competitive pay, the Hotel may lose the best talent to other players who pay them better and possibly offer better benefits (Codling et al., 2022). Compensation review driven by industry is also very significant in maintaining salaries competitive in the region. It should not be off focus on addressing only people's base salaries but also people's performance-based bonuses, health insurance, and retirement benefits (Bansal et al., 2025). Those employees who perceive they are reasonably paid for their undertakings as incentives are likely to stay in the Hotel, thus reducing its turnover as well as the expenses that come with the latter (Li et al. 2025). In addition to differing salaries, the Hotel may use long-term benefits such as profit-sharing plans, pension benefits, etc., to retain workers (Equenot et al., 2024). Not only will this help to raise the level of satisfaction of the employees, but they will also develop continual loyalty towards the Hotel, and they will be assured of their financial future (Huertas-Valdivia et al., 2018).

3.1.4 *Relations With Other Local Educational Institutions*

A partnership with local universities or culinary schools is a good plan to solve the problem of staffing. Internship programs provide the Hotel with an excellent opportunity to ensure that it has a pipeline of talented employees to work for it and also, in the process, benefit students with invaluable experience in their years of study (Opoku et al., 2044). Sheraton Lake como hotel can engage young individuals who are keen to develop new skills and start their careers within the industry of hospitality industry by working together with local institutions. Internships can serve as a probation period where the Hotel and the hiree can test the compatibility and issue full-time appointments (Rijal, 2023). Further, interns are offering a long-term relationship with institutions of education that dominate a stable source of human resources in the Hotel (Li et al., 2025). This would reduce tension associated with staffing and high turnover and reduce costs (Book et al., 2019). Internships also provide students with an opportunity to learn how to cultivate their technical and interpersonal skills which are essential to career success in the hospitality industry (Sakshi et al., 2019). If such programmes are

invested in by the Hotel, they are sure to provide quality but also cater for the staff's needs (Kumar, 2021).

3.2 Change Management Strategies

3.2.1 The Formalisation of a Process For Change Management

Casual change management in the practice of the retention strategies within hotel will not work. Some sort of formal approach to change management needs to be introduced. Adoption of a planned methodology will aid us in addressing the root of the solution in a correct way and smoothly introduce a transformation into having higher retention practices (Ettinger et al., 2017). The first step involves determining key stakeholders; the inclusion of leadership, HR, as well as departmental managers is necessary for all relevant voices to be considered (Michael and Fotiadis, 2022). Understanding a clear objective is important as it will direct the change process with targets such as reduced turnover and a happier workforce to the fore. The time frame for the modification must be properly specified with milestones to facilitate inspection and tuning routinely (Bansal et al. 2025).

Moreover, the procedure to follow the change process has to be ongoing. There may be some adjustments needed to demonstrate that the changes are fruitful concerning employee retention (Madera et al., 2017). Feedback loops can be implemented periodically through the use of surveys and focus groups and should help ensure that how a given change management process is proceeding is happening in a way that is developing as anticipated (Dodds, 2022). A formal change management process is not simply a haste to catch up with changes but must be sustainable in the long run (Akpa et al., 2022).

3.2.2 Controlling Resistance from Staff or Leaders

It is a normal situation for any organisation, particularly for such territories as hospitality, where there exist opportunities to stick to historical practices (Chawla and Singla, 2021). Staffing or leadership may inhale the proposed retention strategies if they perceive changes as an attack on their current role or role of job function (Codling et al., 2022). Kotter's 8-Step Change Model is beneficial to present because it could serve as an organised scheme of how to manage organisational change. According to the first step of Kotter's model, it is required to create urgency, and it is possible to do so by focusing on how very serious the high turnover rates are and how they negatively affect the quality of service and revenue (Kumar, 2021).

Secondly, this would be succeeded by developing a guiding coalition among the influential leaders of the Hotel to secure support to initiate the process of change. Early union of the leadership of the change ensures that they are committed to the change and hence will work to ensure proper dissemination of the change message to the organisation (Li et al., 2025). The vision communicated to all employees should be as unambiguous as possible. This implies the identification of the benefits of the proposed changes and how these will fit well with the Hotel's short-term goals (Yilmazdogan, 2024).

In addition to this, it is essential to make employees feel empowered by involving them in the decision-making process and providing an opportunity for airing their grievances. Continuous focus groups and feedback sessions allow the staff to be involved and contribute to the change process, which can also promote a sense of ownership and decrease resistance levels (Rijal, 2023). The rightful empowerment of employees and leadership throughout the process of change increases trust, and they feel supported during the process of change (Opoku et al., 2024).

3.2.3 Training and Communication Strategies to Support a Successful Transfer

Training and proper communication are the drivers of the successful introduction of change initiatives (Akpa et al., 2022). For the retention strategies to work, the employees must possess adequate skills and knowledge to cope with the change of policies, systems or roles. Providing an employee with various tools necessary to perform his or her work, together with the realisation of changes and their implementation each day, a regular training programme would empower employees to do so (Bansal et al. 2025). Training programs should be tailored to suit the staff at different ranks and should be capable of addressing individual skill sets, such as leadership training of managers and technical training for specialised employees (Mustafa et al., 2024).

Equally significant is clear and transparent communication at all levels of this process. The habit of updating through a town hall meeting, email newsletters and one-on-one conversations should ensure the employees are informed while they are engaged (Michael and Fotiadis, 2022). When employers want their employees to introduce new routines, the mutual adaptation process during which credibility and confidence are negative and positive senses can only occur if transparency exists in communication (Codling et al., 2022).

Feedback, which is also another loop that has to be introduced, is a loop through which employees will be able to share their experience and even make recommendations for improvement during the transition period (Chawla and Singla, 2021). Meanwhile, this feedback has great value firstly in determining the efficiency of the changes and then in adjusting the strategies to the live input (Ann and Blum, 2019). By incorporating the proper communication and continuous training oscillations, the given Hotel can determine and bring about a smooth transition process, as well as ensure that all workers are guided through the process of change (Dodds, 2022).

4 Action Plan

No .	Problem	Solution	Desired Outcome	Time Scale	Completion Date	Planned Budget
1	Inconsistent service quality between hotel outlets (e.g., Kincho vs Kitchen)	Deliver targeted staff training workshops focusing on service consistency, communication, and guest experience excellence.	Standardised service across all venues, improved online reviews, enhanced guest satisfaction and loyalty.	2 months	01/08/2025	£7,000
2	Staffing shortages during busy periods lead to delays and customer dissatisfaction	Introduce flexible rota scheduling and recruit seasonal part-time staff in advance of peak months.	Enhanced service delivery during high-occupancy periods, reduced pressure on permanent staff,	1 month	15/07/2025	£3,000

			increased team morale and responsiveness.			
3	Front desk inefficiency and long check-in/check-out times	Install a mobile check-in/check-out system and integrate a digital concierge platform for room and service requests.	Reduced wait times, improved operational flow, enhanced guest convenience, and reduced dependency on front desk personnel.	3 months	15/09/2025	£10,000
4	Difficulty recruiting and retaining qualified seasonal staff	Establish partnerships with local hospitality schools to offer internships and seasonal placements with training and accommodation support.	Sustainable staffing pipeline, stronger employer reputation, better-prepared seasonal workers.	6 months	01/12/2025	£5,000
5	Negative reviews regarding	Set up an automated review	Increased transparency, faster	Ongoing	Rolling	£1,500/year (software)

	staff responsiveness and inconsistency on Booking.com and TripAdvisor	management system to collect real-time feedback, monitor staff performance, and respond to guests promptly.	resolution of complaints, more positive reviews and improved public perception.			
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(Source: Author).

Total Budget: £26,500 + £1,500 annual software subscription

This action plan provides the client with structured, measurable, and realistic steps to resolve key operational issues affecting customer satisfaction and brand image.

5 Conclusion

This consultancy report has explored the ongoing issue of service inconsistency at the Sheraton Lake Como Hotel, particularly during peak service times. Based on a detailed review of guests' experiences and a comparison to similar hotels, the report finds that the standard of service at the hotel is often good, though there remains a clear inconsistency at the Kincho restaurant, as most staff seemed overstretched when the place was busy, according to a Telegraph review. On the other hand, Michelin-starred Kitchen was praised for its excellent and effective staff, suggesting a wider issue with the quality of service at the hotel. Similar opinions are shared by guests on Booking.com and TripAdvisor. Some visitors were pleased by the friendly and professional service of the staff, while others noticed problems with the reception and the way housekeeping was handled. Such differences in staffing and workforce distribution indicate that there is a link between variable customer service, the reputation of the hotel, guest loyalty, and being able to earn new revenue.

By use of SWOT, TOWS, and STEPPLE, the report managed to find out some key elements contributing to the results. Difficulties in staff scheduling, the need for employee training, and arranging operations became the main issues inside the company. It was made clear that the area's lack of staff, the high cost of living in Lake Como, and the intense competition faced by

the resort from nearby high-class hotels were also important reasons. Yet, the hotel can rely on its global reputation, a great location, and a solid record of keeping customers satisfied at its excellent venues. They give us the needed base to take on our present issues and make future advancements. These results led to recommendations in both strategic and operational areas being presented in the report. For example, staff can be trained in different areas, rota arrangements should respond to peak hours, there needs to be a standard service offered at each venue, and partnerships with local schools will help build up staff. A thorough plan based on Kotter's model and Lewin's theory was developed to help these initiatives, stressing good communication, teamwork, and steady assessment. One must consider that the suggested steps apply to Sheraton Lake Como and are adaptable to fit its situation. Applying the program in a cost-efficient way and keeping clear success measures and updated systems will allow the hotel to follow progress and react when needed. If internal operations are in line with its main service aims, a hotel can expect improvement in service, guests are happier, business runs more efficiently, and the team is more likely to stay with the company. It is an honour to have interacted with a hotel that aims to show the region's beauty and kindness through its hospitality. The purpose of the report is to help and improve the hotel's issues by giving effective recommendations.

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