

Consultancy Report for Marriott Berlin - Operations Department

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Table of Contents

<i>Executive Summary</i>	3
1. <i>Introduction</i>	6
2. <i>Analysis</i>	7
2.1. <i>Renovation Issues</i>	7
2.2. <i>Management Issue</i>	7
2.3. <i>PESTEL Analysis</i>	8
2.4. <i>SWOT Analysis</i>	10
2.5. <i>TOWS Analysis</i>	11
3. <i>Recommendations and Change Management</i>	13
3.1. <i>Discussion on Implementation Strategies and Change Management</i>	14
3.2. <i>Measurement of Impacts/Success Rates</i>	15
3.3. <i>Potential Benefits to the Hotel</i>	16
3.4. <i>Cost Estimation</i>	17
4. <i>Action Plan</i>	20
5. <i>Conclusion</i>	21
6. <i>References</i>	23
7. <i>Appendix</i>	35

List of Tables

Table 1: PESTEL Analysis	8
Table 2: SWOT Analysis	10
Table 3: TOWS Analysis	11
Table 4: Cost Estimation.....	17
Table 5: Action Plan	20

Executive Summary

In the report that was developed by the consultancy, the main problematic aspects of the JW Marriott Hotel in Berlin, such as the imbalanced upgrade of rooms and management deficiencies, are taken into consideration. Approximately twenty percent of the hotel's rooms have been renovated to reflect the new "Maritim" style, while the remaining eighty percent of the rooms continue to be decorated in the Maritim design that was in place previously. In addition to the anomalies, it also raises doubts about the integrity of the hotel's rebranding as it transitions into the JW Marriott brand. In addition to this, there are failures in management supervision, which are particularly exemplified by the absence of senior leadership during vital hours such as New Year's Eve. This continues to be a question mark in relation to the effectiveness of the operation and the morale of the workers. As a result of the combination of all of these problems, the hotel is unable to successfully compete in the competitive tourism climate and to maintain the standards of JW Marriott.

As a result of the in-depth investigation, it was discovered that the remodeling gap has a significant impact on both the hotel brand and the happiness of the guests. The imbalance may have been caused by a variety of factors, including but not limited to technical obstacles, financial constraints, and the establishment of a predetermined strategic order for restoration activities. While this is going on, the monitoring of concerns emphasizes the lack of teamwork, synchronization, and a strong commitment from the top manager, which in turn puts both the staff and the consumers at a disadvantage.

The research also comprised a PESTEL study which includes in its consideration a political, economic, social, technological, ecological and legal framework as part of the investigation of the external factors that affect the operations of the hotel. The functioning of the hotel is affected by a range of significant parameters such as political stability, economic volatility, demographic shifts, technological advancements, sustainability concerns and compliance with regulations. Moreover, a SWOT analysis was performed in order to discover internal opportunities and threats as well as internal strengths and weaknesses. This will lead to a good understanding of the competitive environment.

The results became a groundwork for developing a holistic strategy that led to the uncovering of the problems and also improving on the new opportunities that emerged. Some of the recommendations that has been proposed include room upgrades, programs for leadership development, improvements in inventory management, refinements to the guest experience, green sustainability measures, and marketing strategies. Presented after every idea is the action plan that comprehensively captures the objectives, responsible parties, dates, and key

performance indicators (KPIs) that are used in measuring the progress. Furthermore, the change management strategies were covered with the goal of facilitating a smooth execution and managing the resistance to change.

These recommendations are intended to promote a sense of urgency, a steering coalition formation, the development of a clear vision, and the communication with and the engagement of employees to the change process. These suggestions are doing based on Kottler's 8-Steps Model. Moreover, the suggestion is that the staff should undergo training and development programs that enable them to get the skills that they will use in mastering new techniques and technologies. In addition to this the study has a strong focus on the advantages these solutions provide, for example, better competitiveness, higher guest satisfaction, new income sources, improved brand name, rationale in expenditures, and long-term business sustainability. These all advantages can be used by the JW Marriott Hotel Berlin to keep its edge over the rivals in order to offer the best and genuine travel experiences to visitors. Finally, the consulting report depicts the problems that Hotel JW Marriott Berlin is confronting, and lays out available options to deal with these problems. Through the implementation of a highly strategic intervention, management of change processes in an effective way, and an unswerving drive for excellence, the hotel is striving to surmount the shortfalls it presently faces and tread a path to sustainable growth and prosperity which is characteristic of a business space that is inherently competitive.

1. Introduction

The addressed issue in this report relates to the problematic situation regarding the uneven renovation of the rooms at JW Marriott Hotel Berlin and downside management issues. As per review of Paul (2024) around 20% of the hotel's rooms have been renovated to the new “Maritim” design, and the rest 80% feature the old design. Such disproportion brings about problems for the hotel staff in terms of identifying guest expectations and resolving their problems pertaining to quality of rooms (Niemelä, 2019). On the other hand, the absence of the hotel's leadership team, including the General Manager, during the New Years period, a major event, may be a sign the management and supervision is not satisfactory (Paul, 2024). Beyond that, the lobby and public spaces have been to a very high standard whereas there are different areas which have been repaired not putting up a uniform standard. This also means that the operational challenges have risen as the hotel moves to the JW Marriott brand. In addition, the hotel's lounge being off limits for breakfast is recognized as a problem by guests, which comes down to food and beverages management (Chen and Tabari, 2017).

The JW Marriott Hotel is a well known hotel situated at Stauffenbergstrasse 26, Berlin, Germany, 10785. With the 505 rooms and suites available, including 33 suites, which provide 31 square meters of living space, the hotel presents its visitors with nothing but a luxurious atmosphere with special attention to the specific needs and desires of the elegant travelers. The property boasts of 18 fixed meeting and banquet rooms, with the largest being able to accommodate 2300 guests (Marriott, 2024). Grand event spaces with a focus on luxury, mindfulness, and sustainability set us apart. The hotel is ideally located close to Potsdamer Plaza; it is within a short distance to Berlin's major places of interests and corporate centers (Nyangwe and Buhalis, 2018a). Furthermore, the JW Marriott Hotel Berlin has an Executive Lounge for those seeking a retreat where they can relax, socialize and revitalize, and it is this feature that plays an important role in the overall experience of staying with them (Niemelä, 2019).

Horizon Consulting Solutions is a popular consultancy firm for which strategic solutions to businesses operating in various sectors is the core expertise. Epitomizing a track record of bringing forth impactful strategies and revealing actionable insights, Horizon Consulting Solutions is dedicated to working with clients in solving their problems and accomplishing their objectives. The company will achieve this task by means of using interdisciplinary tools of analysis like PESTEL (Political, Economic, Social, Technological, Environmental and Legal factors analysis), SWOT (Strengths, Weaknesses, Opportunities and Threats analysis) and TOWS (Threats, Opportunities, Weaknesses and Strengths analysis) to identify the main

problems of clients. The report will use these frameworks to provide a thorough overview of the problems the JW Marriott Hotel Berlin faces. This will be followed by an action plan to improve its performance and maintain its competitive edge in the hotel industry.

2. Analysis

2.1. Renovation Issues

The chosen problem at JW Marriott Hotel Berlin lies in the uneven renovation of the rooms, which dramatically differs between upgraded 6th floor and remaining floors still with the old “Maritim” design. The 6th floor has been through a full renovation and turned into a luxurious and modern hospitality zone that meets the requirements of the JW Marriott brand. Nevertheless, this is limited to one of the floors and gives approximately 80% of rooms still in the outdated Maritim style (Paul, 2024).

The importance of this to the hotel can never be overemphasized which is especially considering its connotations of rebranding as a JW Marriott. While the 6th floor newly renovated looks promising, the most of the rooms with their obsolete Maritim design offer a sharp contrast (Leung and Wong, 2020). This imbalance create a disjointed guest experience, where the guests on the refurbished floor can enjoy modern amenities and look while, those on the other floors continue with outdated accommodations. Thus, such non-conformity in room quality and decor weakens the hotel's efforts to be considered as a JW Marriott property, as it falls short of providing a unified and chic experience in all room categories (Wong and Wickham, 2015).

This causes of issue could arise from a number of factors, including financial incapability, logistical challenges, or strategic choices about renovations. It might be that the renovation of the 6th floor was given the priority since of factors like its visibility, guest demand or profitability (Górska-Warsewicz and Kulykovets, 2020). Moreover, logistical challenges or financial constraints might have inhibited the hotel to refurbish more floors at the same time (Barreto and Mayya, 2022). No matter the cause, what happens is a skewed allocation of renovated rooms which in turn downplays the hotel's overall look and appeal and even hinders its capability to compete successfully in the market (Paul, 2024).

2.2. Management Issue

A second problem highlighted at the JW Marriott Hotel Berlin is with regards to management oversight and leadership presence. The review by Paul (2024) highlighted that the lack of the hotel's leadership team, including the General Manager, in the central time of the New Year raises doubts about the efficiency of management and the level of support for employees during the busy periods. This lack of honor for employees who are working on a holiday may lead to

low spirit and poor work satisfaction, in the end harming the quality of service offered to customers (Paul, 2024). On the other hand, this hints upon the possible problems with the communication and coordination among the hotel's top management that can adversely affect the decision-making and operational efficiency of the hotel (Vogt and Lindblom, 2018).

The management issues of oversight have repercussions beyond the staff satisfaction to the degree of guest satisfaction and loyalty. The guests might consider the fact that the hotel is not supervised or well managed, which might make them suspicious about the quality of services and in general guest experience (Belarmino and Koh, 2020). As well, the lack of senior management during peak hours can result in delays or inefficiencies in solving guest complaints or problems, which will lead to an erosion of trust and confidence in the hotel's management (Chen and Tabari, 2017).

The causes of recognized problems of the JW Marriott Hotel Berlin can be multifaceted and may be connected to either internal organizational factors or external influences (Górska-Warsewicz and Kulykovets, 2020). The uneven renovation of rooms can be explained by factors like budget constraints, logistical issues, and strategic reasons for the allocation of renovation priorities (Nyangwe and Buhalis, 2018a). The management oversight problems may stem from the deficiencies in communication channels, policies and procedures, or leadership approaches in the hotel management team. Moreover, further obstacles caused by the market competition, industry trends, or economic conditions may add to the problems of the hotel.

2.3. PESTEL Analysis

Table 1: PESTEL Analysis

Factor	Description
Political	- Germany has a stable democratic setup and aims for a balanced central government budget, providing a favorable political environment for the hotel industry (Makos, 2024). - Lack of supportive measures like VAT reduction for hospitality services in the 2024 budget announcement may impact demand and competitiveness (Fuest, Neumeier and Stöhlker, 2024; KLIESTIK and VOJTEKOVA, 2024). - Berlin being a capital city and economic hub creates high demand for hotels however policies from government or fluctuations in

	international relations may affect the tourism and business trips (NOVY, 2016).
Economic	- The significant economic contribution of Berlin metropolitan area to Germany's GDP reveals its economic importance besides the opportunities of hotel business development (Heinisch and Scheufele, 2018). - Global economic stability opens growth prospects (Lehmann <i>et al.</i>, 2015); however, the complications regarding the currency appreciation, and eventually the economic slowdowns, may affect the consumer spending and travelling patterns (Enright, 2015; Audretsch and Lehmann, 2016; Pfister, 2022).
Social	- Germany has a high level of living standards, which ensures a demand for hotels, but the aging population gives rise to staffing problems (LENIN, 2012; Klein <i>et al.</i>, 2016; Bidzan-Bluma <i>et al.</i>, 2020). - Diversification of guests, such as the elderly travelers with special accommodations needs, is fundamentally critical for the hotel's competitiveness (Kemper, Bader and Froese, 2016; Klaus <i>et al.</i>, 2017; Köllen, 2021).
Technological	- Good manufacturing of Germany helps the technology and infrastructure of hotel industry (Khan <i>et al.</i>, 2021; Nam <i>et al.</i>, 2021; Tian, 2024). - Adopting technological breakthroughs, including mobile check-in and tailored guest services, is a must for successful competition (Neuhofer, Buhalis and Ladkin, 2015; Radde, 2017; Shvaikovskaia, 2022).
Legal	- German legal regulations ensure operational stability for hotels, but the managerial duties are amplified by complying with multiple regulations (Eule, 2016; Wang <i>et al.</i>, 2016; Sun <i>et al.</i>, 2020; Luo <i>et al.</i>, 2021). - Organization's compliance with labor laws, health/safety standards and consumer protection laws is pivotal to prevent legal risks (Hunold <i>et al.</i>, 2018; Ponnepureddy <i>et al.</i>, 2019; Erol and Schulten, 2021).

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- Environmental**
- German environmental policies comply with the growing influence of the sustainability in the hotels (Mbasera *et al.*, 2016; Chan, Okumus and Chan, 2017; Ponnappureddy *et al.*, 2020).
 - Implementation of eco-friendly practices is necessary in order to address environmental problems and build reputation for the brand (Bitter, 2019; Andre *et al.*, 2021; Abdou *et al.*, 2022).
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2.4.SWOT Analysis

Table 2: SWOT Analysis

Strengths	Weaknesses
- Luxurious and modern facilities (Eschenbrenner et al., 2023)	- Uneven renovation of rooms (e.g., only 20% of rooms updated) (Paul, 2024)
- Prime location near attractions (Marriott, 2024)	- Management oversight during key periods (e.g., absence of leadership during New Year's Eve) (Paul, 2024)
- High standard of service and amenities	- Inconsistent service across different areas (e.g., lounge not open for breakfast) (Paul, 2024)
- Strong brand reputation (JW Marriott)	- Limited room availability due to poor inventory management (Wilson, Enghagen and Lee, 2015)
Opportunities	Threats
- Potential for further renovation and expansion (Jaeger and Pahiysiannakis, 2020)	- Economic instability impacting travel and tourism (Shamsi <i>et al.</i> , 2021)
- Growing demand for sustainable accommodations (Ge, 2020)	- Competition from other luxury hotels in the area (Shamsi <i>et al.</i> , 2021)
- Increasing popularity of experiential travel (Geyfman and Grandzol, 2020)	- Regulatory changes affecting hospitality operations (Ginneken, 2017)
- Technological advancements enhancing guest experience	- Environmental factors (e.g., climate change, pollution) impacting tourism

JW Marriott Hotel Berlin features several strengths that place it ahead of many hotels in the hospitality industry. The luxurious facilities and modern amenities located near the primary location close to the famous attractions are what make the hotel a top choice for travelers looking for a premium experience (Eschenbrenner *et al.*, 2023). Furthermore, the hotel's dedication to not only providing premium services and amenities but also meeting the high standards of the JW Marriott brand, strengthens its reputation among the guests (Nyangwe and Buhalis, 2018a; Barreto and Mayya, 2022; Eschenbrenner *et al.*, 2023). Therefore, the hotel is able to stand out as the preferred one in the industry due to these strengths.

On the other hand, the hotel is exposed to some weaknesses that may affect its delivery. The fact that only 20% of rooms have been renovated to the new design makes the situation uneven, which means that guests assigned to the unrenovated rooms would have an unsatisfying experience (Paul, 2024). The lack of management oversight during peak times, for instance, during New Year's Eve, is an illustration of difficulties in properly coordinating and supervising hotel operations (Paul, 2024). Furthermore, inconsistency of service across different areas, such as a lounge not being opened for breakfast, may deprive from the whole guest experience and affect guest satisfaction (Wilson, Enghagen and Lee, 2015).

Nonetheless, the hotel holds potentials for growth and development (Ginneken, 2017). It is possible to perform more refurbishment and extension in order to provide more services to attract many kinds of guest. Consequently, the increasing demand for sustainable hotels creates a possibility for the hotel to come up with green practices and distinguish itself from others (Ge, 2020). The rising popularity of experiential travel and the improvements in technology also provide chances for the hotel to upgrade the guest experience and remain competent (Geyfman and Grandzol, 2020).

On the other hand, the hotel is not immune from risks that will affect the performance of the hotel and its earnings. The uncertainty in economic conditions, for instance currency fluctuations and recessions, can lead to a downturn in travel and tourism, thereby reducing occupancy rate and income of a hotel. Competition with luxury hotels in the vicinity undermine the hotel's position in the market and market power (Shamsi *et al.*, 2021). Moreover, regulatory changes that might affect hospitality operations and environmental factors such as climate change and pollution pose great challenges that the hotel should be adaptive in order to remain competitive in the industry (Ginneken, 2017).

2.5.TOWS Analysis

Table 3: TOWS Analysis

	Opportunities (O)	Threats (T)
Strengths (S)	- Leverage luxurious facilities and prime location to attract environmentally conscious travelers by implementing sustainable practices. - Invest in technological advancements to enhance guest experience, thereby differentiating the hotel from competitors.	- Utilize strong brand reputation and high service standards to mitigate the impact of economic instability on travel and tourism. - Implement targeted marketing strategies to position the hotel as a preferred destination amidst competitive pressures from other luxury hotels.
Weaknesses (W)	- Prioritize further renovation and expansion efforts to address uneven room renovations and improve overall guest satisfaction. - Improve inventory management practices to ensure better room availability and capitalize on the increasing popularity of experiential travel.	- Implement robust leadership and oversight mechanisms to address management oversight during key periods, ensuring operational efficiency. - Develop contingency plans to address potential disruptions caused by environmental factors, such as climate change and pollution, to maintain resilience.

The SO Strategies are directed towards proper utilization of the luxury amenities and strategic site of the hotel which match the growing customer preference for sustainable stays (Buehring

and O'Mahony, 2019). Through the adoption of sustainable policies and the promotion of environmental responsible behaviors, the hotel is able to attract travelers who are aware of the environment (Buehring and O'Mahony, 2019). On the other hand, investment in the technology can revolutionize the guest experience and set the hotel apart from its competitors. WO Strategies serve to cope with weaknesses and catch up with opportunities (Aeberhard *et al.*, 2020). Through giving preference to renovation and enlargement issues and quality of our inventory handling, the hotel can increase the room availability and benefit from the growing trend of experiential traveling (Niemelä, 2019). ST Strategies focus on using the strengths to nullify weaknesses. Using a strong presence of hotel with well recognizable brand and high service standards and with help of specific marketing strategies can help to deal with economic instability and competition (Wilson, Enghagen and Lee, 2015; Aeberhard *et al.*, 2020; Andre *et al.*, 2021). Proactively monitoring and adaptively responding to regulatory modifications will eliminate operational disruptions (Padma and Ahn, 2020). Lastly, WT Strategy is tailored towards eliminating the weaknesses and reducing the vulnerabilities. Putting into place the right leadership structures, efficient inventory managing, and contingency planning will provide the necessary mechanisms against external uncertainties such as environmental conditions and management oversights.

3. Recommendations and Change Management

The JW Marriott Hotel issue has been analyzed and from this, suggestions on how to deal with each problem appropriately have been brought forth. First, it is the most important to make the most necessary room modifications to correct the unbalanced distribution of rooms that have been updated (Masiero, Pan and Heo, 2016; Kim, Kim and Lee, 2022; Chang *et al.*, 2023). It is necessary to create a detailed plan that rates the timing of the renovation and guarantees the quality level of rooms in the hotel. This will involve adequate allocation of resources, manpower and possibly employing phase wise refurbishment method to avoid inconveniencing the guests (Nyangwe and Buhalis, 2018b; Buehring and O'Mahony, 2019; Chang *et al.*, 2023). To mitigate management oversight during critical periods controlling leadership and oversight mechanisms should be established. This will be achieved by the presence of the key management staff during the peak periods to support and direct the hotel staff accordingly (Quintana, Park and Cabrera, 2015). Periodic performance evaluations and training of the management team should be put in place to enhance their leadership skills and guarantee the proper supervision of the hotel operations (Smart *et al.*, 2021).

Inventory management is an essential step to address the scarcity of rooms. Inventory management systems with advanced capability can forecast demand accurately and track room

availability. Inventory audits should be held on a scheduled basis to detect and fix any shortage in the timely manner (Lee, Jeong and Shea, 2021). According to Noone (2016) utilize ways to optimize room utilization like dynamic pricing models with offers during off-peak period to come up with highest possible revenue generation. Improving the overall guest experience remains the key factor to take advantage of the booming trend of experiential travel (Denizci Guillet and Mohammed, 2015). Development of customized hospitality services, cutting-edge facilities, and taking advantage of the latest technologies will help in meeting the needs of the contemporary tourists. Furthermore, the development of hotel employees training programs will ensure that all areas of the hotel offer the same impeccable service (Dhar, 2015; Koval, 2015; Tracey *et al.*, 2015; Chang and Busser, 2017). To satisfy the increasing need of sustainable accommodations, comprehensive sustainability initiatives should be implemented. Sustainability plan aims to include energy and water saving measures, waste reduction procedures and green practices across the hotel (Sourvinou and Filimonau, 2018; Ponnappureddy *et al.*, 2020; Andre *et al.*, 2021; Abdou *et al.*, 2022). Eco-certifications will make a statement for how the hotel has environmental responsibility and which will encourage eco-focused tourists (Crespi *et al.*, 2021; Abdelrazek, 2023).

Strategic marketing and branding initiatives which will brand the hotel as a first choice destination in amidst the intense competition are necessary (Demirçiftçi and Kızıllırmak, 2016). Employing the USPs like luxurious facilities, prime location, and sustainability commitments via tailored marketing campaigns and digital channels can help in getting to the target community (Liu *et al.*, 2017). The JW Marriott brand can be strengthened through strategic branding initiatives and partnerships which will enhance competition on the market (Gannon, Roper and Doherty, 2015).

Ultimately, the creation of contingency plans to identify and handle inter-threat disturbances is vital. The creation of crisis management tactics and strategies of communication ensures timely and coordinated response to emergencies or events which were hitherto unplanned (Punjaisri and Wilson, 2017). By collaborate with the local authorities, industry associations and other stakeholders, the hotel will stay ahead of the curve to establish preventive measures in advance. Routine reviewing and adjusting of contingency plans in accordance with the changes in circumstances and new threats will make the way of managing unexpected turn of events efficient.

3.1.Discussion on Implementation Strategies and Change Management

To achieve the recommended strategy at JW Marriott Hotel Berlin, there is a need for the systematic approach of change management. The application of one of the change theories that

can be used in this process is Kotter's 8-Step Model. This approach stresses creating an atmosphere of anxiety, recruiting a powerful team, developing a vision, and communicating it to everyone. The first step is to create a sense of urgency by calling attention to the need for change that has arisen from the before mentioned problems (Jami Pour and Hosseinzadeh, 2021). The hotel authority has to obviously communicate the importance of responding to these issues and also has to get the support of the key stakeholders (Khan and Amelie, 2015; Pikkemaat and Peters, 2016; Mingotto, Montaguti and Tamma, 2021).

Step two is about creating a group of leaders who are strong and influential and who work in the different departments of the hotel (Larsen, Boje and Bruun, 2020). The coalition will serve as the driving force behind the change process and will provide direction and manage resistance to change (Cummings, Bridgman and Brown, 2016). Then is the definition of clear vision and strategy for implementation of recommended actions. This vision should enunciate the desired future state of the hotel, and re-emphasize the advantages of the proposed changes (Al Karaeen, 2016).

Communication plays a key role in change management. The hotel management should ensure that all staff at all levels are involved in open and transparent communication about the rationales for the changes and the objections that they might have. Updates and feedback sessions should be conducted on a regular basis so that employees feel participated and involved during the change process (Kemper, Bader and Froese, 2016; Nyangwe and Buhalis, 2018b; Ponnareddy *et al.*, 2020).

Training and development plans will be the key to provide employees with skills and knowledge required to implement new strategies. Staff worker shall be extensively trained on new procedures, technologies, and customer service standards (Burhan Ismael *et al.*, 2021). The change champions can be elected interdepartmentally to act as advocates of the change and provide support to the staff.

3.2.Measurement of Impacts/Success Rates

The impacts and the success rates of the implemented strategies must be identified through right key performance indicators. These KPIs will aid in the tracking of progress, the assessment of performance, and the evaluation of the impact of the implemented changes. Some relevant KPIs for each recommendation include:

1. Renovation Progress:

- Percentage of rooms renovated within the specified timeframe
- Guest satisfaction scores related to room quality and comfort
- Increase in room occupancy rates after renovations

2. Enhanced Guest Experience:

- Guest satisfaction scores on amenities and services
- Number of positive reviews and recommendations on online platforms
- Repeat guest rate and customer loyalty program enrollment

3. Sustainability Initiatives:

- Reduction in energy consumption and waste generation
- Achievement of eco-certifications and sustainability awards
- Guest perception of the hotel's environmental initiatives through surveys and feedback

4. Marketing and Branding Efforts:

- Increase in website traffic, social media engagement, and booking conversions
- Return on investment (ROI) from marketing campaigns
- Brand perception and awareness metrics among target demographics

The strategy will be constantly evaluated and adjusted accordingly through the scheduled reviews and assessments in order to assess the progress against these KPIs.

3.3.Potential Benefits to the Hotel

Adopting the suggested tactics will ultimately present the JW Marriott Hotel Berlin with an array of favorable qualities, increasing its competitive edge. First, these strategies will enhance the hotel's competitive advantage and identify it within the market. Through addressing the identified problems and coming up with innovative solutions, the hotel can take the road less traveled, attracting the premium travelers who hunger for unique experiences (Gannon, Roper and Doherty, 2015; Leung and Wong, 2020; Kim, Kim and Lee, 2022). The result of this differentiation will clearly define the JW Marriott Hotel Berlin as a front-runner among the competitors and therefore bring more customers and hence more profits.

Another crucial aspect is the fact that these strategies will have a considerable impact on the level of the guests' satisfaction and will ultimately generate loyalty. Through the up gradation of guest experience, from accommodation to personalized experiences, the hotel can develop enduring impressions, which engages the guests (Aeberhard *et al.*, 2020; Chang *et al.*, 2023). Gratified visitors are probably would revisit the hotel and speak highly of the hotel, which can help to increase the repeat business and positive word-of-mouth referrals. This customer retention at the same time improves the brand's reputation and adds to long-term revenue (Donthu *et al.*, 2021).

One of many measures that will be influenced by our strategies is room occupancy rates as well as revenue. Through room renovation, upgrading of amenities and service quality

enhancement, the hotel can generate more visitors and increase the average total days of stay (Masiero, Pan and Heo, 2016). Furthermore, it'll be positive guest experiences and the people's word of mouth that will bring more people into the hotel, and will be able to optimize the room occupancy and increase revenue. This surge in revenues will not only strengthen the hotel financially but will also sustain the hotel in the long run (Heinisch and Scheufele, 2018).

Moreover, this strategy will also boost the hotel brand image and market positioning. Through the support of sustainability projects, the hotel may prove its dedication to environmental stewardship and social responsibility (Hutajulu and Randyantini, 2023). Consequently, this aspect will not only appeal to environmentally conscious travelers but also make the hotel known as a socially responsive company. A well-known brand name assures guests and helps the hotel to stand out from competitors, which results in strengthening its position as a leader in hospitality (Buehring and O'Mahony, 2019).

The second major advantage is associated with the fact that sustainable strategies might considerably lower operational costs during the process of sustainability initiatives. Therefore, energy-efficient operations, waste reduction, and resource optimization can help the hotel earn higher profits long-term (Larsen, Boje and Bruun, 2020). These cost savings mean increased profitability and more security, which imply the hotel survival in the dynamic market conditions. Those strategies will offer the hotel the competitive edge so that it can better guard its sustainability against changing market conditions. By knowing innovation orientation, meeting the changes in customers wants and needs, and implementing sustainability, the hotel may weather the downturn of the economy. As a result of this strategy, the hotel becomes more competitive and therefore, shows its resilience and maintains its position in such a rapidly transforming hotel business sector (Wang *et al.*, 2016; Liu *et al.*, 2017; Niemelä, 2019).

In summary, the results of implementing these suggestions are very multifaceted but highly advantageous. Through boosting competitiveness and visitor comfort, improving earnings and reputation, these strategies will become the engines needed to move the hotel towards sustainable development and growing success. The hotel can become a topnotch trailblazer in the hospitality industry by maximizing these advantages. It is then that the hotel will keep on delivering a premier experience to the guests.

3.4. Cost Estimation

Table 4: Cost Estimation

Strategy	Sub-Activities	Estimated Cost	Source
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Room Renovation Strategy	Renovation expenses	£500,000	Construction contractor quotes (<i>Best 15 General Contractors in Berlin, Land Berlin, Germany Houzz, no date</i>)
	Staff training costs	£50,000	Training program development and delivery (<i>HR Course and Training in Berlin, no date</i>)
Management Oversight Enhancement	Leadership training and development	£30,000	External training providers (<i>HR Course and Training in Berlin, no date</i>)
Inventory Management Improvement	Implementation of inventory management system	£100,000	Software vendor quotes (<i>Detailed inventory management software quotation 2024, no date</i>)
	Staff training costs	£20,000	
Enhanced Guest Experience	Investment in guest amenities and technologies	£200,000	Equipment suppliers
	Staff training costs	£50,000	
Sustainability Initiatives	Eco-friendly upgrades and initiatives	£150,000	Sustainable product suppliers
	Certification and accreditation fees	£20,000	
Marketing and Branding Strategies	Marketing campaign budgets	£300,000	Advertising agencies
	Branding initiatives	£50,000	

- 1. Room Renovation:** The estimated budget has such items as cost of materials, labor, and design consultancy. Renovations are done to improve guests' experience,

aesthetics, and functionality aligning hotel's image and guests' expectations. The room renovation budget is vital for keeping the competitive edge and luring the picky travelers that expect deluxe and contemporary rooms.

2. **Management Oversight Enhancement:** This cost encompasses management leadership training, workshops, and consultancy that has the primary target of strengthening oversight and leadership capabilities within the hotel. Investing in management development contributes to sound decision-making, good strategic planning, and efficient operations, which in turn bring about the hotel's well-being.
3. **Inventory Management Improvement:** The investment in inventory management software and staff training are meant to do the stocking process in an optimized way, with a goal of reducing stock wastage and improving operational efficiency. Through the robust inventory management, the hotel will be able to guarantee an adequate stock level, avoid stockouts, and satisfy guest complaints through the timely and efficient service delivery.
4. **Enhanced Guest Experience:** This budgeting strategy entails funding for guest facilities, technological advancements and learning programs for staff that are focused on quality customer services. In this way, the guest satisfaction and engagement levels can be upgraded, together with guest loyalty, favourable reviews, and recommendations, which will lead to the increase of the repeat business and revenue.
5. **Sustainability Initiatives:** The sustainability cost entails the purchase of energy-efficient systems, waste management devices, and eco- friendly features. These initiatives represent the hotel's philosophy for environmental stewardship and social responsibility, enhancing the bottom line, being a differentiating factor, and assuring long-term sustainability.
6. **Marketing and Branding Strategies:** This budget allocation includes the expenditure of advertising and digital marketing campaigns, branding materials, and events with the aim of increasing awareness of the hotel, and bringing new customers as well as creating a correct image. The hospitality industry as a dynamic and competitive sphere requires strategic marketing to stay ahead of the curve and grow the income.

At the end, the total estimated budget for implementing the recommended strategies sums to £ 1,470,000. While such costs do represent a heavy expenditure for the hotel, they are fundamentally crucial in the process of achieving objectives, improving guest experience, and ensuring long-term profitability and success. The deployment of resources to these undertakings clearly shows a hotel's confidence, innovation and environmental sustainability

in provision of the unmatched guest experience. A monitoring and evaluating practice will help in proper use of time and money by the hotel in accordance to set performance metrics.

4. Action Plan

Table 5: Action Plan

Number	Problem	Solution	Desired Outcome	Time Scale	Completion Date	Planned Budget £
1	Inconsistent room renovation	Implement comprehensive room renovation plan	Uniform room quality and aesthetics	6 months	1/Nov/2024	£550,000
2	Lack of management oversight	Enhance leadership training and oversight mechanisms	Improved decision-making and management effectiveness	3 months	1/Aug/2024	£30,000
3	Inefficient inventory management	Implement inventory management system and staff training	Optimal inventory control and reduced stock wastage	4 months	1/Sept/2024	£120,000
4	Subpar guest experience	Invest in guest amenities and staff training	Enhanced guest satisfaction and loyalty	6 months	1/Nov/2024	£250,000
5	Limited sustainability initiatives	Introduce eco-friendly upgrades and obtain certification	Improved environmental performance and brand reputation	8 months	1/Jan/2024	£170,000

6	Ineffective marketing and branding	Launch targeted marketing campaigns and branding initiatives	Increased brand visibility and market positioning	6 month s	1/Nov/2024	£350,000
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5. Conclusion

Eventually, the consultancy collaboration with JW Marriott Hotel Berlin has turned in many relevant insights and the strategic advice for the hotel's improvement of competitiveness, the satisfaction of guests, and the sustainability in the long term. With a detailed look at the lodge's operations, market conditions and outside forces, there are multiple crucial findings that make it possible for the development of strategic intervention to resolve the problems and revive growth. It was realized that there were several areas that needed improvement, such as imperfect room renovation, lack of management oversight, ineffective inventory control, inadequate guest experience, little environmental endeavors, and poor marketing strategies. These findings underscore the urgency of targeted activities designed, with the goal of solving problems and increasing performance on all operations.

To address the identified problems, a number of strategic solutions are outlined in the recommendation plans that cover areas like comprehensive room refurbishment, improved leadership training and internal control mechanisms, installation of modern inventory management systems, provision of guest-centric amenities and staff training, incorporation of eco-friendly practices, and targeted marketing activities. These directives are geared towards improving operational effectiveness, raising guest satisfaction levels and further strengthening the hotel's brand identity to spearhead long-term growth and sustainability of the profitability in a competitive market environment

The consulting team appreciates the management team of JW Marriott Hotel Berlin in particular for all their cooperation and collaboration during our consultancy process. The joint approach and sharing of ideas have been crucial in culling relevant data, arranging detailed analytics, and making recommendations that will accrue to the hotel's goals and objectives.

As the consultancy team looks toward the future, they reaffirm their commitment to help JW Marriott Hotel Berlin implement the outlined strategies and to assess the impact of these strategies on their operational performance and on guest experiences. Through the ongoing cooperation, the hotel will deal with roadblocks efficiently and achieve its vision which is

perfection in hospitality. The ultimate goal of this consultancy mandate involves the realization of collective efforts to ensure positive changes and innovations that in the end improve the experience of the guest and ultimately lead to the continuous success of JW Marriott Hotel Berlin. The consulting team anticipates continuing the journey together and being of service to the hotel as it continues to evolve and to achieve its long-term success.

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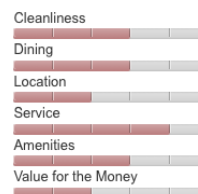
7. Appendix

●●●●○ 3 • 7 days ago

Not worth the price

Just isn't worth the money for the overall experience

Was it helpful? [Yes · 0](#) [No · 0](#)

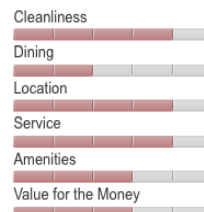


●●●●○ 4 • 12 days ago

a little bit outdated but good city hotel

old fashioned hotel with carpets and dark interior ; nice and friendly staff , clean rooms , steakhouse overpriced and steaks of medium quality

Was it helpful? [Yes · 0](#) [No · 0](#)

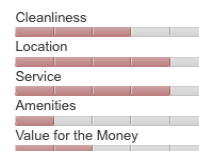


●●●●○ 3 • 8 days ago

Nice but

Its a lovely hotel, great stuff, there is just a bad need to update the rooms. They been old and over used and just not the standard i know from a JW.

Was it helpful? [Yes · 1](#) [No · 0](#)

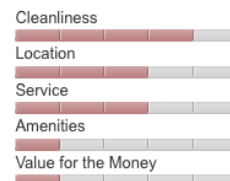


●●●●○ 3 • 16 days ago

We could feel the music in the pillow

This was just 100% fail. If you can feel the music next door in your bed and in your pillow, something is wrong

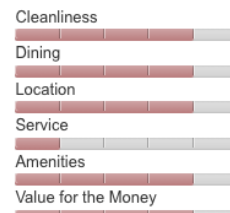
Was it helpful? [Yes · 0](#) [No · 0](#)



●●●●○ 1 • 18 days ago

A very nice hotel with failing services when called upon.

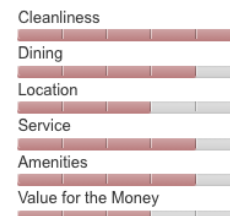
We booked the JW Marriott for a leisure trip to attend the half-marathon in Berlin. The amenities were just right for a comfortable stay with an excellent breakfast to start the day. Even their own beehive was nice to see until the moment the bees entered our suite at night and the after sales were really dissatisfying. Also their wooden crib for our baby collapsed in the evening with some missing bars. So we had two major negative experiences during our stay which were dealt with in a dissatisfying way. Our next stay will be at Marriott Potsdamer Platz and most likely skip this location.



●●●●○ 4 • 21 days ago

Nice hotel close to the Tiergarten

The hotel is spacious and elegant. A little bit further than I anticipated from the centre of the city as it was a 20 min walk to the nearest metro station. The bar and the lounge were great and the staff we encountered were excellent. Breakfast had a great choice of food and drinks, including decent coffee. The only downside for us was that the room (on the 5th floor) was incredibly hot as was the whole floor as soon as we got out of the lift. The aircon didn't seem to work which made it hard to sleep. Housekeeping wasn't great at replacing drinks, clean glasses etc. all minor but would have been appreciated. I can recommend this hotel, perhaps not our room.

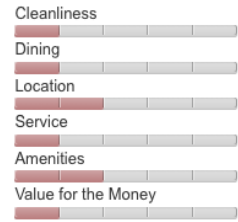


● ○ ○ ○ ○ 1 • 7 days ago

Chronically understaffed

The poor staff at the hotel were constantly rushed and couldn't keep up with the number of people staying. Poor management throughout. I wouldn't pay to stay again.

Was it helpful? [Yes · 0](#) [No · 0](#)



● ● ● ● ○ 4 • a month ago

Great pool and sauna, rooms need updating.

Great pool and sauna, rooms need updating. Also outside our room the paneling around the door was damaged. The coffee shop was great, really nice people working there.

Was it helpful? [Yes · 0](#) [No · 0](#)

