Dissertation

Title: The impact of FOLS on staff engagement and operational management at Ibis London Greenwich

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Abstract

This research critically examines the impact of the Front Office Location System (FOLS) on employee engagement, operational efficiency, and management practices at IBIS London Greenwich, a hospitality organisation. The study focuses on how FOLS, as a technological tool, influences staff motivation, communication across departments, and overall operational performance. Findings reveal that FOLS has significantly improved staff engagement and motivation by streamlining daily tasks, reducing workload, and enhancing communication between the front office and other departments. Moreover, FOLS has contributed to operational efficiencies, such as faster check-in and check-out processes, and has positively affected revenue growth. However, challenges in the implementation of FOLS, including technical glitches, insufficient training, and data security concerns, were also identified. The research emphasizes the importance of a tailored approach to FOLS implementation, including comprehensive staff training, regular system evaluations, and the integration of security measures to address data handling issues. The study concludes with recommendations for optimising FOLS in the hotel sector, particularly the need for structured training programs and continuous support for employees to maximise the system's benefits and ensure its successful integration.

Introduction

1.1 Background

The Front Office Location system (FOLS) is the key technology which is used for managing the workforce and the operational management within an organisation. FOLS computerised tool is widely used for managing organisational operations, customer relation management, customer service management and more (González-González and García-Almeida, 2021). This is the tool which is used with the help of a web-based system. It is part of the property management system which is integrated in the hospitality organisation for managing the front office and the other related operations in an organisation. FOLS as a technological element plays a vital role in several departments that assist in fostering a seamless form of communication among the front desk, housekeeping and food and beverage services (Pandi *et al.,* 2020). To provide an instance, during a situation within a hotel where the guests require an additional service concerning their room, the use of FOLS can seamlessly foster a high level of communication across different departments. The overall adoption of FOLS within the hospitality sector is also among the rapidly increasing trends towards automation and digitization. The hospitality industry organisations are also highly dependent on technology in order to streamline business operations and improve the experiences of the guests. FOLS is an important technological element but also consists of significant challenges (Sayin and Karaman, 2019). FOLS simplifies the process of integrating machine learning and artificial intelligence and poses a broader impact on the hospitality organisation.

The integration of this approach directly improves the delivery of the services and efficiency within the operations. IBIS London Greenwich, which is a part of the Authority Group, is a hotel that majorly emphasises offering its customers high-quality services by maintaining high efficiency within its operations. Like the majority of the hotels, the organisation also effectively utilised FOLS in order to manage its operations (Suali *et al.,* 2024). However, while utilizing FOLS, employees at IBIS London Greenwich have encountered various challenges that led to significant frustration and inefficiencies. For instance, some staff members struggle with effectively operating the system, which hampers their ability to perform their tasks smoothly. Concerning the personal experiences faced by an employee operating within IBIS London Greenwich, significant issues like inadequate training through the use of a FOLS system.

This directly increases the difficulty in using and effectively operating within the hotel. For example, in times when issues such as delays arise during the process of updating the guest

information in managing the availability of rooms along with different technical issues, it poses a high level of disruptions over the operations of the flow (Sann and Lai, 2020.). This directly increases the importance of using the FOLS system. The following research has focused on assessing the key impacts made by the FOLS on the engagement level of the employees and the operational management in the selected organisation which is IBIS London Greenwich (Giousmpasoglou and Hua, 2020). It emphasises evaluating both the positive and negative sides as well as the key issues which will be faced by the team working in this firm.

1.2 Research Aim

The research aims to "critically assess the impact of Front Office Location system on the engagement level of the staffs and the operational management at IBIS London Greenwich which operates in the hospitality sector"

1.2.1 Research Objectives

- To discover the utilisation of FOLS and its key influence on staff engagement and motivation at IBIS London Greenwich
- To assess the impact of FOLS on the efficiency of the front office operation and management practices
- To evaluate the challenges faced by the employees while utilising FOLS in everyday operations at IBIS London Greenwich
- To examine the extent to which the implementation of FOLS can improve coordination and communication between the front office and other departments present within IBIS London Greenwich

1.2.2 Research Question

- What is the key utilisation of FOLS and its influence on the engagement and motivation level of the employees at the IBIS London Greenwich?
- How does FOLS impact the efficiency of the front office operation and management practices in IBIS London Greenwich?
- What are the key challenges faced by the employees while utilising FOLS in daily operation at IBIS London Greenwich?

- What are the viable strategies for implementing FOLS to enhance coordination and communication between the front office and other departments working within IBIS London Greenwich?

Literature Review

2.1 The utilisation of FOLS and its key influence on staff engagement and motivation with the hospitality sector

According to Sarkar *et al.* (2021), the Front Office Location system (FOLS), is a property management technology which is used for various purposes such as automating, streamlining business operations and to facilitate effective communication within the workplace. This technology is used widely in the front office department of the hospitality organisation for automating the various works like check-in, check-out, transaction, housekeeping and more. This helps in reducing the workload in the front office by streamlining the majority of the working process. The reduction of workload has the main role in increasing the engagement and motivation level of the employees as it helps in reducing employee burnout (Gabriel and Aguinis, 2022).

On the other hand, Kalra *et al.* (2020), stated that FOLS has indicated the greater level of influence on motivation and the engagement level of the employees present in the hospitality sector. This technology helps in centralising the communication process which allows the team members to gain an insight into the real-time data related to these shifts, duties and more. Also, this has a direct impact on the creation of an effective communication process and plays an imperative role in reducing any kind of working delays within the organisation (Mishra *et al.,* 2023). This aspect of the FOLS has the key role in influencing the growing level of engagement and motivation among the team members.

2.2 The impact of FOLS on the efficiency of the front office operation and management practices

As per the study conducted by Hayes *et al.* (2020), the main positive impact of FOLS is that it helps in developing a streamlined front office operation which has the main role in improving its overall efficiency. It has been found that the FOLS automates the key tasks of the front office like updating reservations, check-in and checkout, billing, allocating rooms and more. This provides the benefit for the organisation in developing a streamlined front office operation which is viable for reducing any kind of human errors or delays. At the same time Gangwar and Reddy (2023), asserted that the positive impact of FOLS on the management practice is that it helps in improving workplace transparency. This technology centralised the communication system which enables the team members to gain access to the real time

information. It enables them to be aware of their roles and responsibilities alongside the key information of the organisation. This provides the benefit of increasing the real-time visibility which helps in developing transparent workplace management practices (Bilgihan and Ricci, 2024.).

On the other hand, Sanderson and Read (2020), stated that the FOLS can impact the front office department and the management practice negatively. The main reason is that this FOLS system is prone to technical glitches and downtime which can hinder the team members in managing their work by using this tool. This will lead the customers in gaining ineffective experiences and can increase the workload for the employees. This in return will hinder the positive brand reputation of the organisation. Furthermore, it can negatively impact the organisation by creating the issue of privacy concern and security breaches. As this tool relies on wider data of the customer, employees and the overall organisation, it makes it more prone to such data security issues (Loch *et al.,* 1992).

2.3 Challenges faced by the employees while using the FOLS in everyday operation

According to Buhalis *et al.* (2023), the main challenge faced by the employees while utilising the FOLS includes the complex technological infrastructure. This technology is dependent on the internet or web-based interface which requires the team members to remain competent in this field. However, the lack of skill in using such a system can hinder the staff in utilising the FOLS in an effective way which can increase their work pressure. The study conducted by Spektor *et al.* (2023), provided that the key challenge which can be faced by the employees includes the monitoring pressure associated with FOLS. This can lead the employees to face the growing pressure of monitoring the tool which can hinder their overall working productivity. These are some of the crucial challenges of FOLS which can be faced by the employees working in the hospitality sector (Erol *et al.,* 2022).

On the other hand as per the study of González-González and García-Almeida (2021), the utilisation of the Front Office Location System is quite challenging for the employees. One of the main issues includes the lack of managing multiple requests and tasks simultaneously. This technology is applied for managing reservation, booking, billing and more in one place which can create a major challenge for handling all of the work in one go (Kimani and Scott, 2023). Hence, this can develop a challenging time for the employees to utilise this tool effectively.

Methodology

3.1 Research Philosophy

In this research study, a ***positive research philosophy*** has been appropriately used. It has helped in analysing the existing knowledge regarding the research topic and objectively experimenting with other things. One of the biggest advantages of using this research philosophy is that it enables the researchers to experiment with a wide range of data and information related to the research topic. From this perspective, the use of positives has been appropriate and justified (Tamminen and Poucher, 2020).

3.2 Research Approach

Apart from research philosophy, the research approach is also an important element of the research methodology which aims to provide the blueprint for the entire research work (Priya, 2021). In the present research, a deductive research approach has been applied as it relies more on theoretical Foundation rather than focusing on the practical aspects. This is likely to help the researchers in emphasising on the facts provided within the research rather than only focusing on the practical scenario (Melisa, 2022). This can be regarded as one of the major advantages of using deductive research approach for this research study.

3.3 Research Strategy

In the present research work a case study research strategy has been used for the study. This approach has provided a genuine and practical view system within the selected hospitality brand and facilitated a better understanding regarding the issues which have been faced by the organisation while implementing the front office location system (Schoch, 2020).

3.4 Data collection method

The use of a primary data collection method will be prevalent which will use a specific question and survey with the employees of Ibis London Greenwich. Primary data collection method usually proves to be more authentic and viable than a secondary data collection method (Taherdoost, 2021). Hence the use of this method has been appropriate and justified in the most suitable manner.

3.5 Sampling method

Sampling is a specific population which chooses them for an interview based on a specific topic (Mweshi and Sakyi, 2020). In this research a projected random sampling method has been used for selecting 20 employees from the selected hotel for a question and survey. In terms of selection of the participants the use of random sampling has eliminated the bias (Berndt, 2020). Hence the use of a simple random sampling method has been appropriate and justified in the based possible manner.

3.5 Data analysis

Statistical data analysis method has been applied for analysing the data and the information collected from the various sources while contacting the question and survey. Apart from this athletic data analysis process will also be adopted for analysing the data which will be collected from the various dynamos and articles on the similar topics (Meeker *et al.,* 2022). The use of tables and graphs in this research work which will help in the analysis depending on the analysis.

3.6 Ethical consideration

Informed consent from Ibis London Greenwich hotel has been a top priority in terms of ethical consideration for this research study. From this for primary data collection the entire research has been conducted with strict adherence to the data Protection Act 2 2018. This has helped in ensuring diet to the privacy and confidentiality of the professional and personal information of the participants will be kept in the best possible manner (Suri, 2020).

Case Study Discussion

Hotel Overview

IBIS Green London Greenwich is the part of Ibis brand which comes under AccorHotels which is the Global leader in the hospitality industry. The IBIS brand is recognised for providing affordable consistent and high-quality accommodation with a range of urban as well as business locations (Calo *et al.,* 2020). The companies owned and operated within the Ibis Hotels portfolio are known for targeting budget-conscious Travellers as well as providing comfort and convenience over luxury. The IBIS learned Greenwich is classified as a budget-friendly Hotel which is designed to offer accessible, efficient and comfortable locations to the guests without any added frills found within higher tier properties. The company is known for primarily appealing to business-established families and tourists who are seeking practical affordable accommodation options within the vibrant Greenwich area of London (Silver, 2021). Regarding the key services and offerings of the company, it includes well-appointed rooms with comfortable bedding, modern amenities, Wi-Fi such as onsite dining facilities and 24-hour reception services. In addition to this, the Front office location system also known as FOLS plays an important role in the smooth operations of the company along with the satisfaction of the guests and interdepartmental communication (Dasgupta and Jamader, 2024). As a part of a well-established brand IBIS Hotels which includes a location in Greenwich, benefits from a stable revenue stream. While some of the specific financials are proprietary, IBIS hotels generally demonstrate steady occupancy rates as well as moderate revenue growth in line with the demand for budget recommendations (IBIS London Greenwich, 2024). The key metrics are often reflected upon the oral financial performance of Hotels which is marked by the cost-effective management as well as the efficiency of the operations.

IBIS London Greenwich employs an effective yet lean workforce in departments which include maintenance, front desk, Housekeeping and food and beverage services (Jelassi *et al.,* 2020). The roles of the staff are structured based on maximising efficiency where the staff are cross-trained to handle the different tasks if needed. The implementation of FOLS will support the particular streamlined approach all the employees report challenges such as the need for additional training to enhance the system. IBIS is a global brand in which the locations are scattered all around the World, particularly concentrated in the European region (de Larrea *et al.,* 2021). IBIS London Greenwich is strategically situated in the historic Greenwich district of London which is close to tourist attractions like Greenwich Market, Royal Observatory,

Cutty Sark and many more (IBIS London Greenwich, 2024). Its prime location attracts both local as well as International guests which contributes to its popularity and continuous occupancy.

Geographical and cultural context

IBIS London Greenwich is located within the historic Greenwich district of London, United Kingdom. The hotel is situated within one of the city's most culturally rich areas where the hotel is known for providing easy access to iconic places such as the Royal Observatory, Cutty Sark and the Greenwich market. The position of IBIS Greenwich within the river Thames enhances the scenic appeal for both domestic as well as International customers towards the hotel (Ishraq and Zakaria, 2023). The area is also very well connected to Central London making it very convenient for visitors to access other iconic cities such as the Tower of London, Buckingham Palace, British Museum. Major transport hubs such as London City Airport, and Greenwich DLR station are also nearby which is an efficient travel option for the guests.

The rich cultural heritage of Greenwich is heavenly which influences the experience of Ibis London Greenwich. The hotel has embarrassed the local flavours within its culinary offering which features British-inspired breakfast as a light dining option which helps in catering for the international guests reflecting upon the traditional taste (Dumoulin and Giacomel, 2020). Seasonal festivals as well as cultural events such as Docklands and Greenwich International Festival bring vibrancy to the area and help enrich the experiences of the guests (Solas, 2023). In terms of the environment, the moderate temperature of London ensures the steady flow of tourists all around the Year in which peak seasons are summers and during the holiday periods (IBIS Hotels, 2024). Tourism Trends are emphasised by cultural and historical exploration and IBIS Greenwich helps enhance this by catering for the needs of the Travellers who are seeking an affordable as well as well-located base for exploring the offerings of the city (Kozhukhivska *et al.,* 2022).

SWOT analysis

The following SWOT analysis will identify the strengths, weaknesses, and opportunities for the company IBIS Greenwich and will identify the possible threats.

Strengths	**Weaknesses**
● Global Brand Recognition ● Prime Location ● Affordable pricing ● Operational efficiency	● System-related issues ● Limited luxury amenities ● Reliability upon seasonal tourists
Opportunities	**Threats**
● Growing demand for affordable travel ● Technological advancements ● Sustainability initiatives	● High competition ● Economic fluctuations ● Technological Dependency

Table 1. SWOT Analysis

(Source: Created by the learner)

Strengths: As a part of the well-established AccorHotels Group, IBIS London Greenwich benefits from the Global reputation of the IBIS brand which is known for its consistent quality in affordability. This particular recognition helps in building trust with the Travellers and enhances the overall market visibility of the company. The prime location of the company is situated in the culturally rich area of Greenwich the hotel is strategically located near popular attractions like Greenwich Park, Royal Observatory and Cutty Sark (Moro *et al.,* 2020). Its proximity towards central London and the accessible transport links make the location more convenient for tourists as well as business travellers. The company IBIS brand is known for offering budget-friendly accommodation without compromising on quality. This pricing advantage simply appeals to cost-conscious travellers which helps ensure steady rates of occupancy (Hassan, 2024). The integration of the front office local system will enable smooth

communication across the different departments of the company which helps enhance operational efficiency and improves the overall Service Delivery in areas such as guest requests, check-ins and housekeeping (Rachmawati *et al.,* 2020).

Weaknesses: While FOLS will help enhance operation management it will also present different challenges especially when the employees lack sufficient training. Technical issues or system downtime can also disturb the overall operation which can lead to delays as well as decrease the satisfaction of the guest. Being budget-friendly (Aggarwal and Mittal, 2024), Hotel IBIS London does not offer any high-end facilities or luxury services which might limit its appeal towards certain guest demographics, particularly those guests who are seeking for a more upscale experience. While London is known for attracting year-round visitors the demand fluctuates with seasonal tourism Trends where the Occupancy generally peaks in summer and major holidays (Hassan, 2024). Lower occupancy during office periods might gradually impact the company's revenue consistency.

Opportunities: The rising popularity of budget-friendly travel has created a huge opportunity for IBIS London Greenwich, which helps attract a diverse range of guests including young professionals, students, and International tourists who seek affordable staying facilities at prime locations (Luoto and Sahlakari, 2020). Enhancing automation and religious tools such as virtual services, mobile checking and AI-powered guest interactions has presented opportunities for improving the guest experiences, reducing waiting times and streamlining the operations (Fernandes *et al.,* 2024). Lastly, AccorhHotels and its commitment towards sustainability simply align to the phone growing consumer and demand for eco-friendly travel options (Jobs, 2024). IBIS London Greenwich can enhance this by simply adopting sustainable practices such as energy-efficient systems as well as reducing the use of single-use plastic to appeal to the environmentally conscious guests (Włodarczyk and Cudny, 2022).

Threats: The hotel market in London is highly competitive, especially within the segment of budget-friendly hotels. The presence of others is affordable. options which include alternative accommodation options like Airbnb, have simply put pressure on maintaining competitive pricing and unique offerings (Tan and Despotis, 2021). On the other hand, economic downturns and inflation have drastically reduced disposable income which affects the service spending and the occupancy rate (Lenoël and Young, 2020). Being a budget hotel IBIS London Greenwich might be considered towards these different changes especially as the customers reduce their discretionary spending (Jobs, 2024). While FOLS and other systems help in

enhancing efficiency, a high dependency towards the technology exposes the hotels to potential disruptions due to system failures and cyber threats (Paraskevas, 2022).

PEST analysis

Factors	***Issues***
Political factor	● Regulatory Compliance and Standards ● Brexit and immigration policies
Economical factors	● Economic Fluctuation ● Tourism Trends
Social factors	● Changing travel preferences ● Environmental and social responsibility
Technological factors	● Digital innovation ● Cybersecurity and Data Privacy

Table 2. PEST Analysis

(Source: Created by the learner)

Political Factors: The hospitality industry within the UK is subjected to strict regulations which are concerned towards environmental, health, labour and safety standards (Sönmez *et al.,* 2020). As a part of the aqueous hotel's group IBIS London Greenwich must adhere to these standards to ensure compliance, particularly in the areas of hygiene and health. Noncompliance can lead to possible penalties, increase operation costs and damage the reputation of the hotel. On the other hand, Brexit has impacted labour availability because of the changes in immigration policies. This is so because many of the nationals who have worked previously with the UK hotels are facing challenges regarding visas which has led to the potential staff shortage (Makos, 2024). This can impact the IBIS London Greenwich staff, especially for the

roles in housekeeping and customer service which can impact the service quality in the overall operation.

Economic factors: Economic downturns, the rising cost of living and the increasing has significantly reduced the spending amount of the consumers on nature and travel which greatly impacts the occupancy of the hotel and the revenue. While budget-friendly hotels like IBIS London Greenwich might attract consistent travellers during the series which has a prolonged impact on economic instability could still lower the overall demand and profitability of the organisation (Peterdy, 2024). London is a popular terrorist destination but due to the fluctuations in exchange rates, it can affect the affordability of travel for international visitors. A bigger pound can make the UK an attractive destination for foreign tourists boosting the overall occupancy of the hotel (Spanaki *et al.,* 2021).

Social Factors: It has been seen that the preference of tourists towards affordable as well as no-frill accommodations among young professionals, families and digital nomads has significantly increased (Gautam, 2020). IBIS London Greenwich and its budget-friendly approach simply aligns well with this strength which potentially helps in boosting its appeal. In addition to this, an increased focus towards the local and authentic travel experience encourages tourists to explore the area. Guests of today's generations are more conscious about the environmental impact regarding travel choices (Peterdy, 2024). IBIS London Greenwich, being a part of AccorHotels can enhance the group's sustainability initiative such as reducing single-use plastic and energy-efficient practices to appeal to Eco-conscious guests and align with the growing social preferences.

Technological Factors: The hospitality industry is increasingly relying upon digital solutions for enhancing guest experiences as well as the efficiency of operations (Das, 2023). IBIS London Greenwich uses the front office location system for operation management and inter-department communication which helps streamline the processes and improve the overall delivery of the services. As the reliability of digital systems is growing the concerns about data privacy as well as cyber security are increasing. Protecting the information about the guest is important for trust (Makos, 2024). IBIS London Greenwich must ensure compliance with data protection regulations like GDPR and invest in robust cyber security measures for preventing data breaches.

Competitor analysis

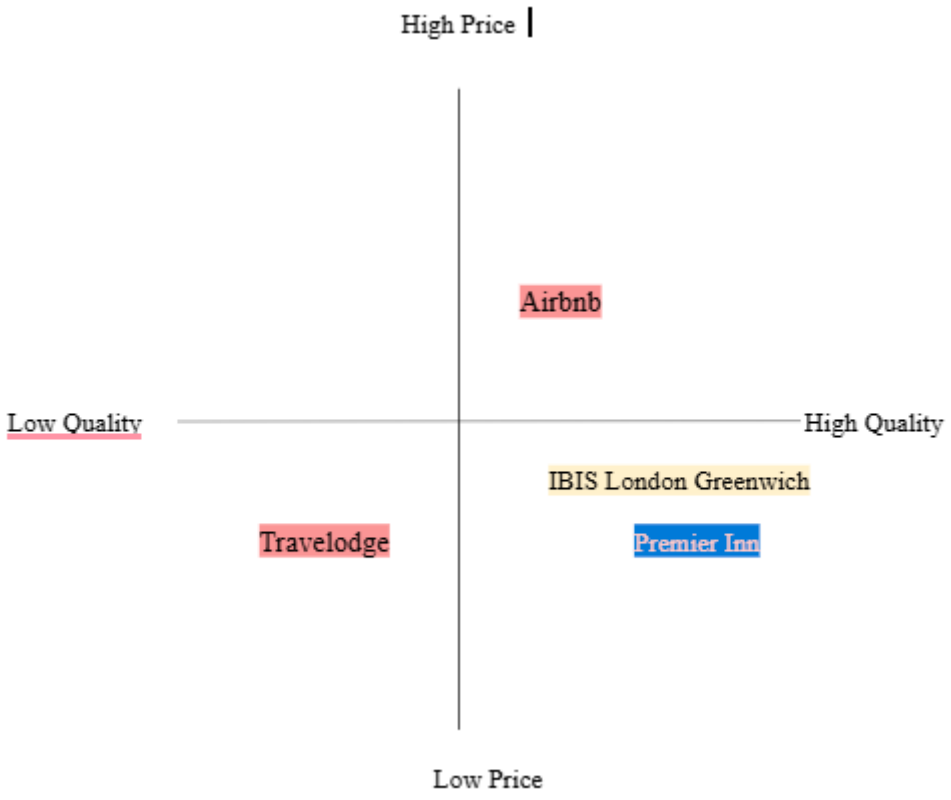

Fig.1 Competitor analysis

(Source: created by the learner)

Analysis of the competitors is important for IBPS London Greenwich as it helps provide insight into the pricing, strengths, weaknesses, and services, as well as its offerings and nearby hotels. This analysis will help in identifying the gaps within the services of IBIS while adjusting its pricing to stay competitive and simply aligning with the offerings to meet the expectations of the guests (Köseoglu *et al.,* 2021). Understanding the competitors also helps the company in enabling IBIS to position the company effectively within the budget-friendly segment which will help in attracting both tourists and business travellers (IBISWorld, 2024). Within the Greenwich area budget, budget-friendly alternative accommodations like Airbnb and boutique hotels offer a variety of options that help cater for the needs of different guests. Premiern as well as trouble launched to different computers providing a double it quality lodging. Premier Inn is known for its reliable comfort or accommodation with moderate pricing whereas Travelodge offers lower prices with fewer amenities (George, 2021). IBIS differentiates itself with the balanced approach of offering affordable rooms with consistent quality and essential services for both SWOT and long-term stays.

Theme Exploration

Themes	Name of the author	Year of publication	Name of publication
The utilisation of FOLS and its key influence on staff engagement and motivation in the hospitality sector	Barten, M	2024	Hotel Front Office: Learn About Tasks, Responsibilities, Roles & More, Revfine.com.
	Nayak, B.C., Nayak, G.K. and Jena, D.,	2020	"Social recognition and employee engagement: The effect of social media in organisations. International Journal of Engineering Business Management, 12, p.1847979020975100"
	Hajiali, I., Kessi, A.M.F., Budiandriani, B., Prihatin, E. and Sufri, M.M.,	2022	Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio of Human Resource Management*, *2*(1), pp.57-69.
	Mehmood, T.	2021	*International Journal of Technology, Innovation and*

			Management (IJTIM), *1*(2), pp.14-41.
The impact of FOLS on the efficiency of the front office operation and management practices	Akgunduz, Y., Alkan, C. and Adan Gök, Ö.,	2022	"How are the exchange relationships of front office employees reflected on customers?. *The Service Industries Journal*, *42*(9-10), pp.798-821"
	Noja, G.G., Thalassinos, E., Cristea, M. and Grecu, I.M.,	2021	"The interplay between board characteristics, financial performance, and risk management disclosure in the financial services sector: new empirical evidence from Europe. Journal of Risk and Financial Management, 14(2), p.79"
	Roy, B.K. and Pagaldiviti, S.R	2023	Advancements in arena technology: Enhancing customer experience and employee adaptation in the tourism and hospitality industry.

			Smart Tourism, *4*(1), p.2330.
Challenges faced by the employees while using the FOLS in everyday operation	Simran, S.	2023	"Hotel Front Office Problem And Solutions:From Chaos To Order, Bdtask. Bdtask"
	Osei, B.A. and Cheng, M.,	2024	"*European Journal of Innovation Management*, *27*(6), pp.1912-1937."
	Sann, R., Lai, P.C., Liaw, S.Y. and Chen, C.T.	2022	Predicting online complaining behavior in the hospitality industry: Application of big data analytics to online reviews. *Sustainability*, *14*(3), p.1800.

Table No 3: Thematic analysis

(Source: Created by the author)

Theme 1: The utilisation of FOLS and its key influence on staff engagement and motivation in the hospitality sector

As per the research conducted by Barten (2024) with the implementation of a front office location system or FOLS, there has been a revolution in terms of staff management and engagement within the hospitality sector. This has streamlined all the operations and also enhanced the overall guess experience in the long run. FOLS also benefits employees by aligning their personal goals to meet the expectations of the customers and the clients. It is important to recognise and reward the employees who have provided excellent performance and contributed to the growth of the company (Hajiali *et al.,* 2022). This is the theme of which

is incorporated by employers in large organisations across the globe. This is also connected to Greater professional development opportunities through dedicated training and development programs for the career growth of the employees.

Another research by Nayak *et al*. (2020) has emphasised one impact of the front office location system on staff engagement. it has been found that with the automation of regular tasks and reduced overload the for the employees have increased. There has been a better work-life balance for the employees and more satisfaction of working within the office framework. The aspect of informing decision making has also helped in overcoming the hurdles in a decision making for the organisation and space its way towards achieving greater goals within a short period. Effective utilization of FOLS, alongside comprehensive planning by managers, ensures clear communication and support for employees (Mehmood, 2021). Regular updates and the encouragement of feedback have further motivated employees, driving improved business performance. From my own experience during my student work placement at IBIS London Greenwich, I witnessed first-hand how FOLS contributed to enhancing employee engagement and operational efficiency. The system streamlined many front office tasks, such as check-in and guest inquiries, allowing staff to focus more on delivering quality service. This not only improved the overall guest experience but also increased staff satisfaction as they were able to manage their tasks more effectively. The training programs provided for the use of FOLS helped ensure all employees were aligned with the system's goals, fostering a more cohesive team environment and contributing to the hotel's success.

Theme 2: The impact of FOLS on the efficiency of the front office operation and management practices

The scholarly work by Akgunduz *et al*. (2022) hahasevealed that the front office location system is connected to efficiency in terms of front office operations and management especially within the hospital IT sector. Through the streamlined check-in and check-out, it has been possible to reduce the errors for welcome in the guest to the hotel rooms it has also increased productivity for the organisation which is directly linked to revenue growth and profit margin for the organisation. Management practices are also substantial. Through the automation of tasks, the employees have more time to attend to the guest and address the needs and demands of them in a better manner (Roy and Pagaldiviti, 2023).

In contrast, research by Noja *et al.* (2021) have found that with the implementation of FOLS it has been possible to provide the same less and integrated services to the guest and enhance the

brand value to a great extent. This will enable the organisations to optimise the performance of front office operations and attract and retain the guests in a better manner.

Theme 3: Challenges faced by the employees while using the FOLS in everyday operation

In the opinion of Simian (2023) with implementation of FOLS they are come certain challenges which have to be faced by the employees and the authority in a hospitality industry. There can be technical issues such as down town in system and slow loading process which can hinder the efficiency of the entire FOLS system for the employees it can have a negative impact on the employees who have been putting in their best efforts to provide services to the customer. Insufficient training or support to the employees due to lack of professional managers can also come across as a genuine challenge for an organisation. Apart from this there can be data accuracy and consistency issues within the organisation with the implementation of FOLS (Sann *et al.,* 2022). Within my placement, I found that while the FOLS can significantly enhance operations and employee engagement, it can also have unintended negative effects on employees, especially those who are putting in their best efforts to provide excellent service to customers. In my own experience during my work placement at IBIS London Greenwich, I observed that some employees struggled with the FOLS system, particularly when they were not adequately trained or supported. The lack of proper training on how to use the system by the managers also created frustration and confusion. In some cases, the staff felt overwhelmed by the technological demands of the system, especially when they had to adapt to frequent updates or system glitches. Insufficient support from managers furthered the problem. Findings by Osier and Cheng (2024) has generally focused on the common challenges and the best practices which can be implemented for overcoming these. Maintaining clear communication regarding the benefits of front office location service was found to be effective in overcoming the challenges with implementation. Providing regular training and development sessions for the existing employees along with the new employees can also be helpful in the accurate implementation of FOLS within the organisation.

Survey

Question 1: How Long have you been working in the organisation?

Variables	*Total no of participants*	*No of respondents*	*Percentage*
Over 3 years	20	7	35%
Over 5 years	20	8	40%
Over 7 years	20	5	25%

Table No 04: Work experience

(Source: Created by the learner)

Figure No 02: Work experience

(Source: Created by the learner)

As per the survey, 35% of the participants have an experience of about 3 years, 40% of the participants have an experience of over 5 years, and 25% of the participants have an experience of over 7 years of working in the hotel.

Question:2 Has IBIS London Greenwich experimented with FOLS effectively?

Variables	*Total no of participants*	*No of respondents*	*Percentage*
Yes	20	18	90%
No	20	01	5%
Not Sure	20	01	5%

Table No 05: Has IBIS London Greenwich experimented with FOLS effectively?

(Source: Created by the learner)

More than 90% of the participants felt that FOLS have been successfully implemented within the organisation of IBIS London Greenwich.

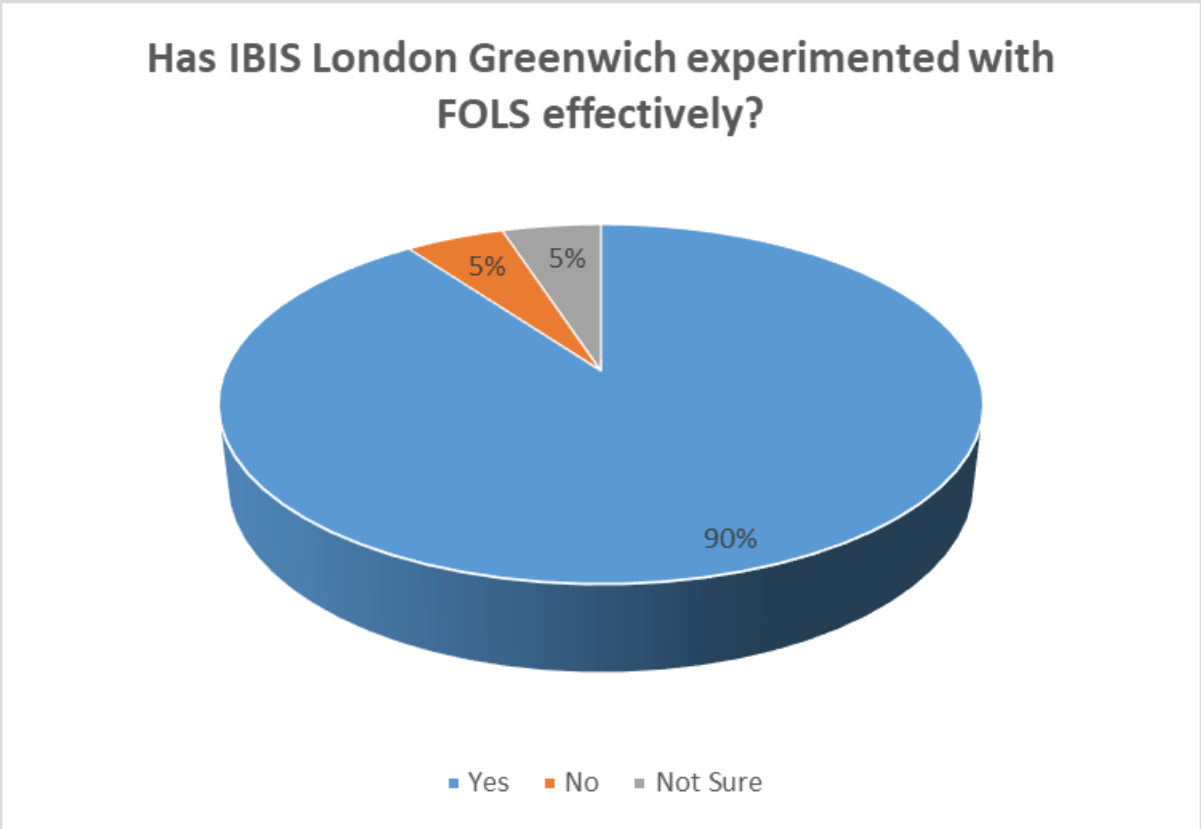

Figure No 03: Has IBIS London Greenwich experimented with FOLS effectively?

(Source: Created by the learner)

Question3: What has been the biggest impact of FOLS for your organisation?

Variables	*Total no of participants*	*No of respondents*	*Percentage*
Improved staff engagement	20	07	35%
Enhanced guest experience	20	07	35%
Better operational efficiency	20	06	30%

Table No 06: Biggest impact of FOLS for your organisation

(Source: Created by the learner)

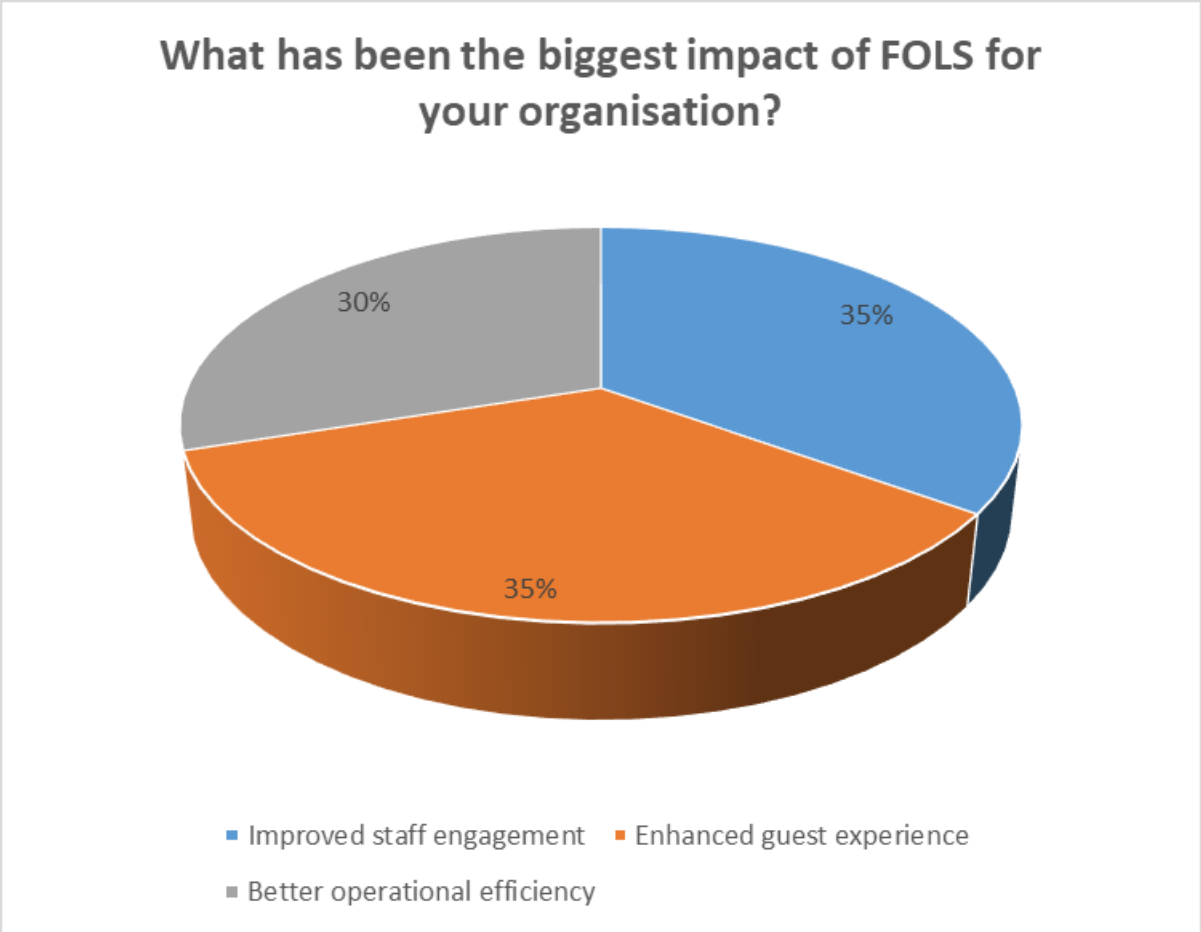

Figure No 04: Biggest impact of FOLS for your organisation

(Source: Created by the learner)

As per this survey, 35% of the participants believed that FOLS helped in improving staff engagement in the organisation. Furthermore, 30% of the participants also felt that it has efficiency for the hospitality brand.

Question 4: What have been the major challenges associated with the incorporation with FOLS in the hotel?

Variables	*Total no of participants*	*No of respondents*	*Percentage*
data security issues	20	10	50%
employee reluctance	20	05	25%
cost of implementation	20	05	25%

Table No 07: Challenges associated with the incorporation of FOLS in the hotel

(Source: Created by the learner)

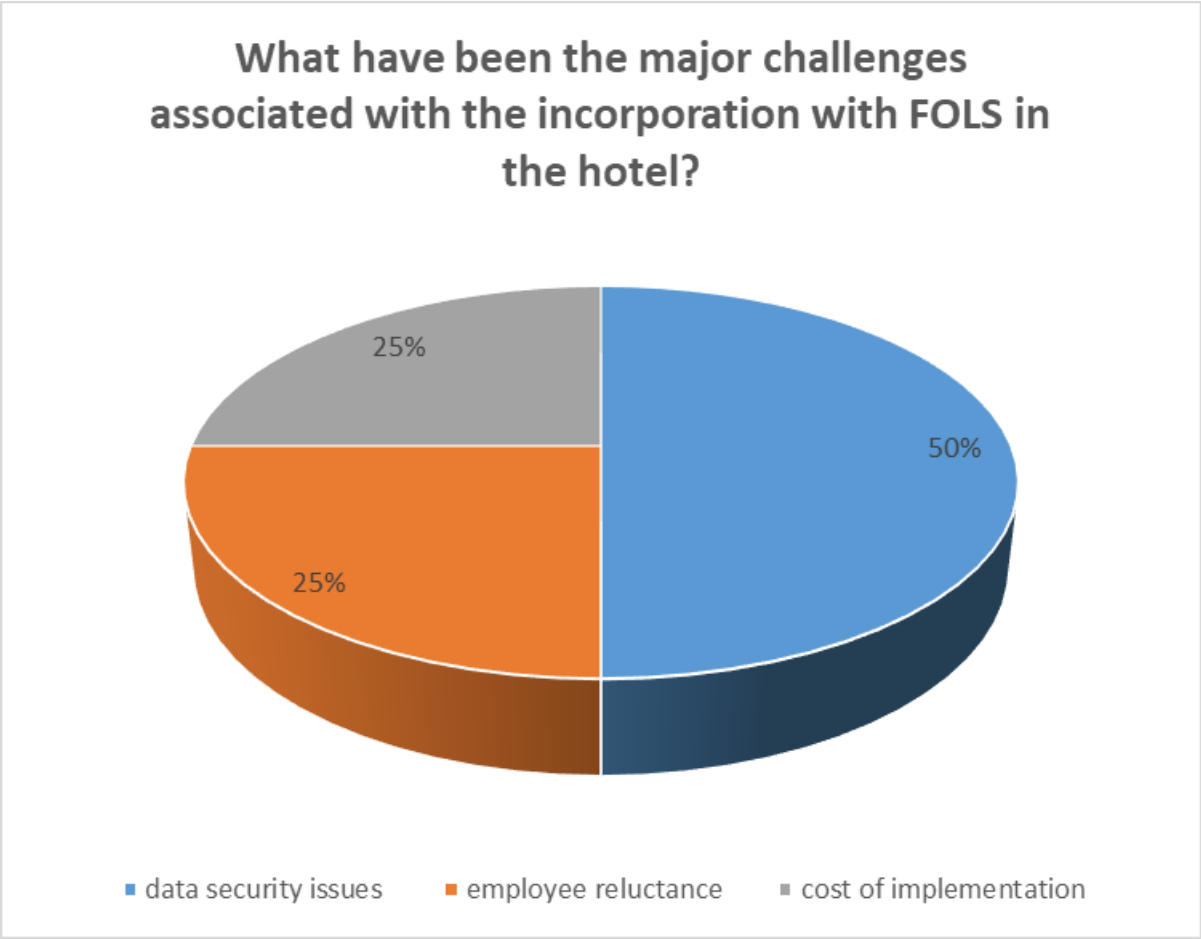

Figure No 05: Challenges associated with the incorporation with FOLS in the hotel

(Source: Created by the learner)

As per this survey, more than 50% of the participants believe that data security issues have been the most detrimental challenge for the implementation of FOLS within the organisation. From this, 25% of the participants also felt that the cost of implementation of this new system was too high and this has been a major challenge for the organisation.

Question 5: Kindly recommend some FOLS strategies to improve the coordination in the front desk operations?

Variables	***Total no of participants***	***No of respondents***	***Percentage***
Automated room assignment	20	6	30%
housekeeping integration	20	6	30%
tracking KPIs	20	8	40%

Table No 08: Recommendation on FOLS Strategies

(Source: Created by the learner)

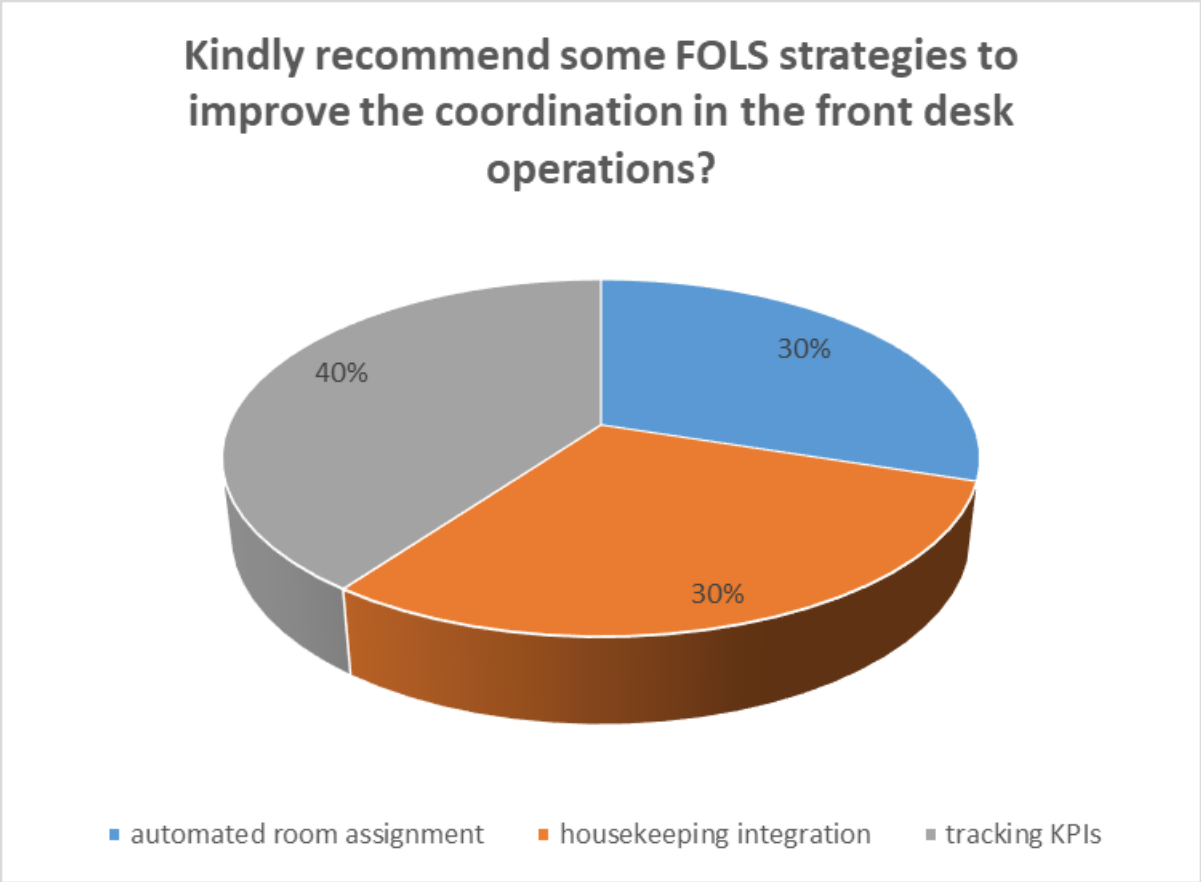

Figure No 06: Recommendation on FOLS Strategies

(Source: Created by the learner)

As part of this survey, 30% of participants recommended automated room assignment as one of the FOLS Strategies for improving coordination within the front desk corporations. 30% have recommended housekeeping integration and another 40% recommended tracking of the key performance indicators for the front office operation.

Discussion

In recent times the hospitality industry has been witnessing a lot of changes in terms of the products and services offered to its estimated guests or customers. The markers have been seeking innovative solutions for keeping up with the Expectations of the customer in the best possible manner. Among the innovative solutions for the hospitality industry sols or front office location systems have come across as a genuine and agricultural part of achieving the newly set goals and objectives by the hospitality brands (Barten, 2024).

The thematic analysis and survey significantly help in improving the operation of efficiency of the chosen organisation and help in managing the regular tasks in a better manner (Chen *et al.,* 2021). The successful implementation of The FOLS system within IBIS London Greenwich has also won evidence within the primary data collection method. The existence of challenges in the way of implementation of FOLS also been common in this case. It has revolutionised the engagement of the employees and kept them motivated in the long run within the hospitality sector. As per the primary data extraction process Ibis London Greenwich front office employees have reported a decrease in check-inn check-out times after enabling scythe stem within the front desk operation it has been evident that streamlining the operations of the organisation has an impact on the revenue growth and the prospect of meeting with the Expectations of the customers within the organisation (Peel, 2020). The possible areas of improvement for the chosen hospitality brand are customisation or personalising FOLS for meeting the specific needs of a particular Hotel rather than incorporating with the vast strategy. The existing system must be integrated into the new FOLS system as it will help benefit the organisation in terms of a smooth guest experience in the long run. Performance Matrix or tracking the KPI is important for improving the aspect of staff engagement and efficiency within the organisation and this has also been recommended by the employees working in the hospitality organisation (Moghadas, Nian and Moslehi, 2022). Evaluation and improvement have also been found to be one of the key components of FOLS in contemporary organisations. There can be severe security concerns as there is a larger data handling within the new FOLS system for a hospitality organisation. There has been an increase in the sales of rooms after incorporating these innovative strategies within an organisation. The integration of Technology within the front disc and incorporating the accessibility have also ensured appropriate communication with the guests irrespective of the location they are in (Haleem *et al.,* 2021).

Conclusion and Recommendations

In this research study, the impact of the front office location system on the engagement of staff and operation and Management within the hospitality industry has been examined. I aim to assess these in relation to my placement experience in Ibis London Greenwich. Front office operations, the reduction of workload, and improvement in communication have been some of the major benefits which have been identified within this research project. Apart from identifying the benefits of the FOLS system within that selected organisation, the challenges which the market faces while implementing this system within their organisation have also been the major focal point in this context. Before diving into the primary data extraction process for more authenticity regarding the research work a detailed literature review has been conducted here. The utilisation of the front office location system has been illustrated from a scholarly point of view. The multi-posited impact of the system on the revenue growth and profit margin of an organisation has also been examined in this context. The utilisation of the front office location system has been identified to be a major challenge for many organisations across the globe (Araya-Castillo, 2022). Apart from the technological glitches data security and employed reluctance have also been prominent in the way of implementation of a detail-oriented manner. SWOT analysis has also been conducted to identify the major strengths and weaknesses which pave the way for the major opportunities for the hospitality brand. Alongside a SWOT analysis, a PEST analysis has also been conducted here to identify the major aspects of the social economic culture of the UK. This analysis is important as it will help in understanding the business environment for this brand to thrive long-term. This has helped the organisation in understanding the strategy speaking to be taken up for appropriate implementation of the Front Office Location System within the organisation. As per the results of the survey thematic analysis has been one of the best statistics solutions for overcoming the various ingot office operations. Addressed has been a set of recommendations for addressing the major challenges faced by the employees in Ibis London Greenwich Hotel. First day a comprehensive training program and it's to be developed and implemented for better efficiency within the organisation. Providing technical support to address the glitches and the town time within the system of the organisation is also anticipated (Waqanimaravu and Arasanmi, 2020). Improving the use of an interface system regularly is also mandatory for analysing the efficiency of the system within the front desk operations. Apart from this system optimization while the regular review will be in process is also highly recommended for optimising the performance of the chosen Hospitality brand.

Reflective account

To aid the completion of my degree in management, I was given the opportunity to be placed at Ibis London Greenwich as a front office executive. While working in this organisation, I had the opportunity to explore the impact of FOLS on staff engagement, operational efficiency and other organisation benefits. As per my experience, I believe that front office location system has been used as an integrated tool for team lining all the operations within the organisation. This has significantly helped in enhancing the overall guest experience and also boosted the morale of the employees and the staff. During the first phase of my placement, I personally observed that FOLS helped simplify many tasks assigned to the staff. It reduced overall workloads while simultaneously increasing employee productivity (Belias and Trihas, 2022). The automation of routine activities has been one of the key factors behind the popularity of FOLS within the hospitality industry, allowing employees to focus more on delivering an exceptional guest experience. As a front office executive, I was able to contribute significantly to enhancing customer satisfaction and ensuring seamless service. However, I have also faced certain challenges while working as a front-office executive in this hospitality brand. ue to technical issues, the implementation of FOLS was often hampered, leading to occasional disruptions that affected the brand image of the hotel. Along with the system's implementation, it is equally important to provide ongoing support to employees to help them meet customer demands and expectations, particularly when alterations in services are required due to external factors (Chalupa and Petricek, 2020). One of the key challenges I encountered was a lack of sufficient training, which resulted in some inconsistencies in service delivery from both hotel managers and staff.

With the intent to resolve the challenges within the hospitality brand I had conducted detailed research into the newly installed system and supported the research with my wider reading during my spare time. My research found that FOLS had positive impacts on building staff engagement and motivation. However, if this system is not appropriately applied and supported by training and development from professional trainers, there is a genuine possibility of failure in terms of appropriate implementation of FOLS. there is a genuine risk of failure in properly adopting the system. Employee reluctance to adopt innovative solutions was another significant issue I observed, as some employees struggled to upgrade their technological knowledge and adapt to the new system. I collaborated with my colleagues and senior team members to identify solutions to these challenges faced by Ibis London Greenwich (Kabangire and Korir, 2023).

Conversations with my colleagues confirmed that technical glitches and data security issues were among the primary obstacles to the robust implementation of FOLS in the organization. Throughout my placement in this hotel, I have also witnessed the utilisation of various strategies for overcoming barriers in the incorporation of FOLS. While working at the hotel, I also witnessed the use of various strategies to overcome the barriers associated with the implementation of FOLS. For instance, once the manager instructed the organization to implement the system in a structured and time-bound manner, it allowed for the scheduling of training sessions for existing employees. This helped them become more proficient in using the system in an integrated and efficient way. I was also part of a feedback team that evaluated the efficacy of the system at different stages and across various departments. This experience improved my communication and interpersonal skills, which will benefit me in my future professional endeavours.

This has allowed me to enhance my research skills and critical thinking skills to analyse any situation and identify common patterns hidden within the challenges. This also helps me in improving my communication and interpersonal skills which will further help me in receiving better opportunities professionally. While reflecting on my personal experience of working in Ibis London Greenwich, I can confidently state that the significance of FOLS within the contemporary organisation is multifaceted. With the appropriate application of the chosen techniques and implementation strategies, it is possible to revolutionize the entire guest experience in the long run (Baalke et al., 2023). For this to happen, I strongly emphasize the importance of careful planning and comprehensive staff training before considering the full integration of FOLS within the organizational context of Ibis London Greenwich.

By effectively utilizing my expertise and knowledge gained while working in this organization, I would like to recommend a set of strategies that should be implemented at Ibis London Greenwich to improve performance in the future. Firstly, it is essential to provide regular training opportunities for employees to enhance their proficiency before implementing FOLS. The training should be conducted face-to-face, rather than introducing all tools at once. This approach will help the organization minimize issues caused by technical limitations or a lack of staff training on how to operate the system effectively. Additionally, evaluating the system and gathering feedback from employees using the FOLS framework is important to ensure its successful implementation and achieve efficient results within the organization. There are indeed certain risks related to see the security of the employees as well as the customers due to data handling of large amounts of data. A new measure for enhancing the confidential area of

the personal and professional data collected from the employees and customers must be implemented within the organisation (Abalaka *et al.,* 2023). Conclusively, my placement at Ibis London Greenwich has been able to foster a lot of changes within my personality before going to explore other career options in this field.

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