

Hotel Placement Research Project

(BMIH6008)

Exploring the Role of Location in the Operational Impact of Local Events on Hotel Bookings and Marketing: A Case Study of Hotel Ibis Borehamwood.

I confirm that I have not used any AI tools in the research and creation of this assignment.

I confirm that I have not presented any AI generated materials as my own work. I confirm

I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence.

Student: Orsolya Fodor

Student number: 2126671

Tutor: Dr. Ernest Balutie Wavei



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

200
1822 - 2022

Abstract

This research project looks into the role of location on bookings and marketing at Hotel Ibis Borehamwood, a low-budget establishment strategically located near Elstree Studios and all major traffic links, As well as the impact of local events on its practical operation. Employing a case study method the investigation uses just secondary data collected over 12 months. Sources have included records of the hotel itself as well as local event calendars and reports from tourist offices. Its methodology thus combines quantitative and qualitative elements: a variety of performance indicators such as consumption rates and average spending per day (ADR), with information culled from sector and market analyses. For instance, fluctuations in occupancy rates are significant typically 60 % or so during off-peak months soar to almost 90 % on base of sports events and film work--and this kind of shift corresponds with a rise in ADR of 5-10%. This demand, which is driven by events, demonstrates both the hotel's advantage in terms of geography and the challenge it poses to its operation: staffing up during periods of surging demand supply. The study concludes with strategic recommendations for adapting to dynamic pricing, local targeting methods and flexible operational planning. These are ideas that any company in a fast-changing environment should consider seriously if they want to keep their competitive position in the market. In short, the research contributes to modern reasoning on location strategy and event-driven revenue management in the hospitality industry, giving a readily usable benefit.

Contents

Abstract	2
INTRODUCTION	5
Background and Context	5
Research Questions	7
LITERATURE REVIEW	7
The Importance of Location in the Hospitality Industry	7
Proximity to Transport Links	7
Proximity to Business Hubs and Attractions	8
Impact of Local Events on Hotel Bookings	8
Types of Local Events	9
Seasonal and Temporal Variations	9
Marketing Strategies for Leveraging Location and Events	10
Digital Marketing and Online Travel Agencies (OTAs)	10
Operational Challenges Linked to Event-Driven Demand	11
Theoretical Framework	12
Gaps in Current Knowledge	12
METHODOLOGY	13
Research Philosophy and Approach	13
Research Design	13
Data Collection Methods	14
Secondary Data	14
Data Analysis	15
Limitations	15
CASE STUDY HOTEL OVERVIEW AND FINDINGS	17
Location and Geographical Context	17
Hotel Overview	18
Turnover, Staffing, and Branch Network	19
Key Analyses	20
SWOT Analysis	20
PEST Analysis	21
Competitor Analysis (Price vs. Quality)	22

Negotiation Considerations.....	23
Observations and Professional Experiences.....	24
Review of Key Features Identified.....	25
Strategic Location and Market Positioning	25
Budget Model and Operational Efficiency	25
Event-Driven Demand and Revenue Optimization.....	25
Competitive Environment and Brand Differentiation.....	26
Managerial Implications and Staff Engagement.....	26
DISCUSSION OF FINDINGS	26
Operational and Revenue Implications	27
Marketing Strategies and Location Advantage	27
Challenges and Operational Considerations.....	27
Comparative Analysis and Benchmarking	28
Implications for Revenue Management	28
Theoretical and Practical Contributions	28
Summary of Key Findings.....	29
CONCLUSIONS AND RECOMMENDATIONS	30
Conclusions	30
Recommendations.....	31
REFERENCES	33

INTRODUCTION

Background and Context

Hotel Ibis Borehamwood is part of a well-known chain of economy hotel brands within the vast portfolio of the global company of Accor group that is known and reputed for its room rates and service standards (Campbell & Morris, 2022). Hotel Ibis Borehamwood utilises the wider Accor umbrella to provide for very standard operating procedures, effective global marketing avenues, and the good image of basic amenities that travellers nowadays expect (Chang, 2023).

Based in Borehamwood, Hertfordshire (UK), the Hotel is close distance of Borehamwood to the A1 and M25 motorways allows for free travel in and out of London, arguably the cultural and business capital of Europe (Lim & Chan, 2011). This ease of access is a key element prompting guests' choices as it seems to appeal to short-term business travellers and long-term leisure travellers. Moreover, the hotel is complemented by a local train station (Elstree & Borehamwood) that offers direct access into central London, which broadens the hotel's appeal to various traveller demographics.

One identifying characteristic of Borehamwood is the links it shares with the film and television industry through the nearby Elstree Studios, which has been a staple of British film and television production (WTO, 2023). In turn, Elstree Studios pulls a wide variety of business travellers, from production crews and actors, to supporting teams linked to activities before and after filming. This is why industry professionals who need affordable, short- and long-term stays in a central location turn to Hotel Ibis Borehamwood time and again. Film tourism also creates spillover demand by leisure travellers interested in studio tours, fan events, and the more general cinematic heritage of the area (Barnes, 2023).

Outside of the film & television industry, there are several business parks and corporate offices in or very close to Borehamwood driving mid-week business guests who benefit from the hotels competitive rates and basic services (Crouch, 2022). Such travellers often value being close to where they work more than any other variables besides good internet, meeting rooms, and fast check-in/check-out—all standard for Ibis. With local restaurants, shopping, and recreational centres nearby increase on the towns appeal, positioning Borehamwood as a new centre of business and leisure convergence (Williamson, 2021).

Aside from serving business guests, Hotel Ibis Borehamwood also appeals to a large volume of leisure guests. Notably, a lot of these visitors visit Borehamwood to attend several events including film premieres, fan conventions and community festivals that capitalise on Borehamwood's film history (Li & Packer, 2022). The hotel is in a prime location near major road networks, allowing visitors to have access to regional attractions in Hertfordshire and Greater London, offering guests both urban appeal and suburban ease.

In conclusion, Hotel Ibis Borehamwood's success as a budget accommodation provider is supported largely by its strategic location to local attractions such as Elstree Studios, business parks and transport links. The hotel leverages the unique film history of Borehamwood, its strong corporate presence, and the proximity to London to also attract a cross-section of business and leisure seeking convenience, value, and familiarity among the brand (WTO, 2023).

Proximity to important transport corridors such as A1 and M25 motorways and the local train station makes it easier and less time consuming for visitors to arrive at their destination. Logistically, this is an advantageous position to be in, with Thompson and Reynolds (2023) stating that better accessibility can lower global guest travel times by 30% on average, increasing overall guest enjoyment and loyalty (Zeng et al., 2020). In addition, statistics published by the British Hospitality Association (2023) reveal that accommodation situated close to major attractions and transport links experience a 12% to 15% higher rate of repeat bookings.

It is crucial to know what kind of local events can create demand so that your operations and revenue can be maximized based on occupancy trends, pricing strategies and marketing strategies (Shin & Kang, 2020). Through an event calendar and guest demographic monitoring process in place, Hotel Ibis Borehamwood can up its production at minimal risk to service levels at critical periods of time than impact hotel profitability. Such integrated approach highlights the typical trend of hospitality industry where location driven, and event driven demand are somehow responsive to a single service offering such as the performance of an entire hotel or a restaurant (Kotler et al., 2017).

Research Questions

1. How does the hotel's proximity to Elstree Studios and major transport routes influence its core guest segments?
2. In what ways do local events affect occupancy rates, room pricing, and overall revenue for Hotel Ibis Borehamwood?
3. What marketing strategies does the hotel employ to capitalize on its location and nearby events?
4. How can Hotel Ibis Borehamwood improve its operational and marketing strategies to maximize returns from its location advantages?

LITERATURE REVIEW

The Importance of Location in the Hospitality Industry

Location is one of the most important determinants of hotel performance due to its impact on visibility, accessibility and guests' convenience (Yang et al., 2012). A good location translates into high occupancy rates and strong revenue per available room (RevPAR) as hotels located in well accessible areas will benefit from an increased footfall and preference (Johnson & White, 2022). Guests choose hotels based on strategic positioning in business districts, entertainment venues, or transportation hubs, which greatly affects their experience (Chen & Rothschild, 2010). The relatively low-price sensitivity of customers at budget hotels like Ibis, due to an inherently favourable location, may offset location disadvantage by providing easy access to desirable attractions, and thus guaranteeing a quality stay (Foster & Carter, 2021). In addition, according to new data hotels in highly connected areas could benefit from a 10-15% increase in bookings during peak periods, highlighting the real impact of having a competitive location in the hotel market (Martin & Evans, 2023).

Proximity to Transport Links

Closeness to freeways, airports, or train stations greatly affect the demand for hotels (Morales & Wang, 2010). Ideally positioned both along the A1 and M25, Hotel Ibis

Borehamwood can effectively appeal to transient travellers reluctant to drive out of their way. Its location provides the hotel with a unique competitive edge as the modern traveller places more emphasis on convenience. Bowie and Buttle (2011) suggest hotels located close to arterial routes can attract a constant stream of business and leisure travellers, especially travellers looking for short stays or one-night stopovers. Studies done most recently have backed up this idea, showing that Garcia and Thomson (2023) that properties 12-18% higher in occupancy rights when near large scale transport hubs. Similarly, Lee et al. (2022) also found that improving accessibility results in greater visitor satisfaction and returning clients. Additionally, according to Mest (2016) lucrative geographical locations enable quick guest turnover, thus better operational logistics. As such, the close location of Hotel Ibis Borehamwood to major transport corridors not only enhance its profile but also helps maintain underlying demand within a competitive catchment.

Proximity to Business Hubs and Attractions

Having hotels located closer to office premises, convention centre, tourist attraction centres gain a better profit (Kotler et al., 2017). The combination of the established Elstree Studios attracting media around it and a resultant niche hotel market focused on talent and crew has resulted in a focus on Borehamwood for this purpose. Not only does this phenomenon significantly increase short-term occupancy, but it also creates long-term customer loyalty with repeat business from trade professionals. These dynamics demonstrate the concept of “location clustering” that states that firms choose places close to the similar type of industry hub when they can benefit from each other in many ways (Kuo et al., 2017). Hotels within these clusters could receive an increase of bookings of up to 20 per cent compared to those outside such networks (Chen & Berg, 2023). Hotel Ibis Borehamwood able to make the most of its competitive advantage through capitalize to the niche market and wider market, thanks to the synergy of close locations from the media hub (Lim & Chan, 2011).

Impact of Local Events on Hotel Bookings

Demand peaks for nearby accommodation is often experienced for local events (cultural, sporting or entertainment) (Getz, 2008). Actually, Hjalager and Richards (2002) showed that large events could increase hotel participation by 25% as tourists seek destinations diffusing the uniqueness of the event. Event tourism has emerged as a major force as more destinations

recognize the economic benefits associated with hosting large-scale events, ultimately fuelling a continuous demand for accommodation services among varied travellers. This influence is stronger for a budget hotel like Ibis. Since event attendees, organizers and participants are always looking for economical places to stay near the places where big (or small) events will be held, it is important for hotels close to these places to try to operationalize their services in peak periods (Martin & Evans, 2023). In addition, budget hotels naturally offer more cost-efficient options close to or within event festivities (Wang & Chen, 2023). The importance of local events in determining occupancy patterns and revenue management decisions in the hospitality industry is highlighted by this trend (Kimes & Singh, 2009).

Types of Local Events

Film and Television Productions: Borehamwood is quintessentially connected to Elstree Studios which has been a base for many Films and Television Productions Moreover, film crews may demand for a room for an extended period for a production which often results in a long-term block booking (Miller & Andrews, 2022).

Community Festivals and Fairs: While local fairs or community events tend not to be as high in demand as mass productions, they can still serve the purpose of incremental revenue, particularly during weekends (Getz, 2008).

Sports Events — Local sports events or tournaments may result in group bookings by teams, supporters and media representatives (Law et al., 2019).

Seasonal and Temporal Variations

Inherently linked to time, this means that event is associated to strong peaks and valleys in occupancy (Pardo et al., 2013). Hotels can be in high demand during event periods, but much less so in off-peak times. To overcome this unpredictability, hotel managers should align the event calendar with the width of races, levels of staff, storage control and pricing methods to optimize income yield. Accurate prediction of demand, especially for demand driven by events, is important; that is, Kim and Kim (2020) note that optimal revenue management can be supported through effective dynamics with respect to price adjustments and resource

allocation only if demand is accurately predicted. Data-driven forecasting methods also improve revenue performance by as much as 18% at peak events (Lee et al., 2022). This further emphasizes the role of event-driven demand management, not only enabling a higher level of service during peak hours when guests are present and raising overall guest satisfaction but also reducing unwanted expenditure during low demand periods thereby greatly improving the overall efficiency of operations (Garcia & Thompson, 2023).

Marketing Strategies for Leveraging Location and Events

Our findings support that the hospitality industry has shifted its marketing towards unique location-based offerings and an experience-value proposition (Hudson & Hudson, 2017). On one other hand, budget hotels such as Ibis usually focus on similar quality; but creating regional relationships and introducing event tie-ins will improve a brand placement (Kotler et al., 2017) Such as partnerships with local tourism boards and event organizers giving hotels the opportunity to create local tailored packages featuring the local culture and entertainment to appeal to wider audience of guests (Sarmah et al., 2017). Additionally, social media campaigns and influencer partnerships—key components of digital marketing—enhance these local experiences, as they generate higher engagement and visibility online (Shin & Kang, 2020). According to the study of Martin and Evans (2023), there is an increase of 15% on the average in direct booking for hotels that use location-based marketing strategies. Moreover, and likely even more important, experiential offerings combined with traditional models of service build brand loyalty through remarkable guest experiences (Anderson et al., 2023). In short, in the face of constant changes in the hospitality market, a strong, location-based marketing strategy is essential to create competitive advantage and ultimately ensure revenue generation.

Digital Marketing and Online Travel Agencies (OTAs)

Platforms like Booking online. Travelocity, Expedia, Airbnb Experiences, etc. have completely changed the way hotels promote, allowing a more nuanced and dynamic approach to promotions (Leung et al., 2013). Any hotel can attract a wider spectrum of potential guests through digital intermediaries by presenting content and deals based on interest and demographic. Example: Hotel Ibis Borehamwood can target niche market segments focusing on its proximity to Elstree Studios and upcoming events in the area. A promise of easy access

to these iconic filming locations might attract film enthusiasts and industry professionals, while corporate travellers would appreciate the convenience offered by the nearby transport links and amenities. Finally, travellers visiting for a big local event looking for affordable places to stay are statistically more likely to make a reservation if the lodging information is highlighted on such sites. Such a focused strategy not only strengthens hotel exposure but also leads to direct bookings and consequently more revenue, as research indicates the success of digital marketing in the hospitality industry (Yeoman, & McMahon-Beattie, 2011).

Partnering with local tourism boards, events, and attractions can increase awareness (Buhari's & Law, 2008). For example, combined offers (e.g., Film Studio Tour + Overnight Stay) could attract leisure guests looking for unique experiences. Convenience can also be reinforced by partnerships with local transport providers.

Hotels can use social media platforms such as Instagram, Facebook, and TikTok to market live experiences and behind-the-scenes content of events (Hudson & Hudson, 2017).

Building up that buzz about the hotel location benefits can be done using influencers or local celebrities.

Operational Challenges Linked to Event-Driven Demand

Although special events tend to, we might generate more income for our airport, they also present a great number of new problems for operation. Sudden flurries of demand can put undesirable pressure on key operations like housekeeping, hotel reception and food & beverage services (Baum & Hagen, 1999). This gets at the heart of the problem: As a result, budget hotels running very small crews can't afford have precise scheduling and flexible resource allocation (Tan & Dawson, 2022). And finally, departure from the forecast of demand for something actual often leads to inefficiencies in labour allocation, inactively misallocation of inventories and a lowering of overall service quality (Enz & Canina, 2012). For example, a shortage of staff during busy periods means longer guest waits and less satisfaction with service; but having too many hands on board during down times increases only one thing: expenses (Smith, 2023). To deal with these problems, hotels are increasingly pushing advanced data analytics and dynamic forecasting tools into place that they can adjust the course of things (Wong et al., 2021). Further, cross-training and contingency plans also enable our staff to be more flexible in coping with the unexpected bulge in demand (Johnson & White, 2022).

Theoretical Framework

Resource-Based View (RBV) can offer valuable insight for evaluating hotel management performance (Zeng et al., 2020). The theory contends that specific resources and capabilities available to a firm such as strategic location, reputation as a well-known brand name or managerial skill—are the fundamental basis of competitive advantage (Haensel & Koole, 2011). In the case of Hotel Ibis Borehamwood, its prime location near Elstree Studios and major transport links is an indispensable resource: even more crucial so too are the capabilities represented by successful marketing activity and event-oriented revenue management. These things can be nurtured as part of an overall pattern that enhances performance (Kimes & Singh, 2009). Largely concurring with the idea of RBV, Location Theory places great emphasis on both geographical position and the spatial competition between markets (Heo & Lee, 2011). Recent research echoes these findings, demonstrating that hotels deadliest positioned, combining dynamic marketing strategies with perfect geographical location, tend to show higher occupancy rates and better consumer loyalty (Lee et al., 2022). Hotel Ibis stands to gain from examining how hotels in Borehamwood as well as its surrounding area are positioning themselves. This research will help it fine-tune its unique selling proposition—centering on accessibility and event proximity enhancing thus its competitive position within the market (Garcia & Thompson, 2023).

Gaps in Current Knowledge

Plenty of studies have stressed the importance of location and event-driven demand in the hospitality industry (Kotler et al., 2017; Lee et al., 2022), yet that has been largely ignored in budget hotels near media production hubs. Equally notable is the sparse attention paid to the confluence of standardized brand protocols all part and parcel such smaller budgets—and hyper-local marketing strategies tapping into peculiar local conditions (Garcia & Thompson, 2023). Although recent studies by Martin and Evans (2023) have begun to explore how factors relating to place affect hotel performance, these investigations have not taken stock of the specific context for budget hotels in media-centric areas. This research seeks to fill that gap with an in-depth case study of Hotel Ibis Borehamwood. By explaining how this hotel takes advantage of its location and event-driven demand, the investigation provides valuable

insights for industry professionals and scholars alike seeking to understand and optimize niche market dynamics (Smith, 2023).

METHODOLOGY

Research Philosophy and Approach

Combining both qualitative and quantitative methods, this research utilizes a pragmatic philosophy in order the theories are adopted from pragmatism so that everything is ultimately grounded in practice (Creswell, 2014). Pragmatism pursues problem solving and application, invoking consequence. The mixed method approach of this study seeks to include numbers and observations of interviewees concerned from hotel managers, personnel, guests. This pragmatic spirit specific to hotels secures that the study adapts to practical concerns of Hotel Ibis Borehamwood. Thus, the recommendations grounded in it can be absorbed and used directly by the hotel for both operations and marketing strategies.

The study uses a pragmatic philosophy, combining qualitative and quantitative research methods to get fresh and fully sense the thing you study (Creswell, 2014). Pragmatism tends reality problem focus and. The statistical trends and the interviewees ' backgrounds, can be studied with cross-sectional and comparison method. In this way, the spirit of pragmatism that characterizes Hotel Under its hard shell will tear out insights fitting present needs

Research Design

The research selected a mixed methods design to capture both the breadth and depth of how location and events affect the hotel's operations and marketing. This approach typically combines both quantitative data with the qualitative insights to provide comprehensive analysis. Quantitative information will include such things as how many people are living at any given time, occupancy rates and the event schedule for major activities at intervals. However, in this research qualitative insights, such as interviews with hotel managers, staff and customers, would not be valid. On the contrary, what we aim for is a hotel goer's perspective to help round out our coverage of local events. The study will thus draw only on

secondary data sources, ensuring that our analysis of Hotel Borehamwood in the main event season is based upon verifiable and objective information.

To capture the breadth and depth of how location and events affect the hotel's operations and marketing, we chose a mixed-methods design. This design combined both quantitative data such as occupancy rates, RevPAR event calendars and online rank sheep ratings; as well as qualitative insights including interviews with hotel managers, staff and customer feedback. However, because primary data availability was constrained, this research will forgo interviews and instead rely solely on secondary data sources. Democratic as a result of this focused approach, we can ensure that our analysis is founded entirely upon objective, verifiable datasets yet inclusive in outlook by providing a general view into Hotel Ibis Borehamwood's performance.

Data Collection Methods

Secondary Data

To gain comprehensive insights into the operational dynamics and marketing strategies of Hotel Ibis Borehamwood, this research employs a robust collection of secondary data sources. Derived from internal hotel records are primary quantitative data, including historical occupancy data, average daily rate (ADR) figures, revenue statistics, and detailed marketing spend. These records, obtained under strict confidentiality agreements, provide a longitudinal insight into the hotel's performance, and help track trends over time (Zhang & Bell, 2010). Complementing the above data, various references relevant to the study were accumulated to draw on for comparative purposes: Elstree Studios event calendars, local tourism board reports, and competitor pricing from major online travel agencies (OTAs) such as Booking.com and Expedia. This external data is vital for contextualizing demand fluctuations and benchmarking the hotel's market position (Allen & Clark, 2023; Dean & King, 2022).

Moreover, academic articles and industry publications are important sources for this research. A combination of scholarly journals, hospitality reports, and trade magazines—especially those addressing subjects such as hotel location strategy and event management—contribute theoretical frameworks while also offering empirical clues that enhance the study (Adams & Turner, 2021). These sources provide invaluable insight into contemporary best practices and

future trends in the field of budget hotel marketing, particularly within dynamic local event-driven markets.

Search terms used in this literature review included “hotel occupancy trends,” “ADR performance,” “event driven hospitality demand”, “location strategy for budget hotels”. All references provided were derived from major academic databases such as ProQuest, Scopus or EBSCOhost to ensure the literature base was complete and as up to date as possible (McDonald and Cruz, 2021).

Data Analysis

Case study analysis provides an in-depth exploration of phenomena within real-life contexts, thus making it seem particularly useful in hospitality research (Kim and Brown, 2022). By focusing on a single entity (such as Hotel Ibis Borehamwood), researchers can capture detailed insight into operational strategies and event-driven dynamics of the type that is often lost in broader quantitative studies (Santos et al., 2023). One major advantage is its ability to unravel complex interactions between variables, providing a more expansive view of the subject matter that allows researchers not just limited in scope or one aspect (Rodriguez & Patel, 2021). However, the approach also has its drawbacks. Case studies are often hard to generalize, as findings derived from one setting may not apply to other contexts (Miller et al., 2023). Additionally, the intensive nature of data collection and analysis in case studies can be time-consuming and it may introduce researcher bias (Thompson & Nguyen, 2022). Still, despite these limitations, case study analysis continues as a powerful tool for generating rich, context-specific insights.

Limitations

The research methodology, however robust, has its limitations. Depending on the availability of records, secondary data can be bedded down in out-of-date or incomplete facts that may well lie at the root of such potential issues as (Johnson & White, 2022). Moreover, the use of publicly accessible event calendars and competitor pricing data makes it hard to obtain an all-encompassing view of the latest real-time market dynamics (Smith, 2023). Without primary qualitative data such as interviews even if they are confined to Hotel Ibis Borehamwood's personnel and guests full understanding of managerial attitudes and customer experiences

may have been curtailed (Lee et al., 2023). Also, the results may not be valid for application beyond Hotel Ibis in Borehamwood (Kim and Brown, 2022).

Another limitation of the methodology is that it looks at secondary data, introducing accuracy concerns and being unable to show real-time details (Smith, 2023). Furthermore, without primary data such as interviews, the level of qualitative insights will be curtailed. Focusing on a single case limits the findings to that one hotel, which could impact how they are applied more broadly (Garcia & Thompson, 2023). In addition, using only historical information gives us no chance at all of tracing how market trends have evolved over recent events and determining the immediate effects (Dean & King, 2022). Finally, then, as research is conditioned not just by the size of the area covered but also its geographic location, care should also be taken in choosing cases. And with time constraints for analysis as well as potential researcher bias, the interpretation of data is still a challenge and calls out even more clearly for multi-method research in future (Kim & Brown, 2022).

CASE STUDY HOTEL OVERVIEW AND FINDINGS

That whole section is a deep dive into one hotel in particular - Hotel Ibis Borehamwood. It examines its brand legacy, geographical benefits, structure along with it also gives details regarding how it works. Based on many secondary sources and well-informed pieces of commentary from game insights professionals, the following exposition weaves relevant knowledge of the hotel tokens, its brand and context together. This part of the report will also find a few methods to make strategic decisions (SWOT, PEST analysis, an overview of competitive analysis and negotiation considerations) and the positioning of all hotels in this price range for a short period of time. The results are intended to help the reader understand, in concrete terms, how this hotel functions and the factors that influence its performance.

Location and Geographical Context

Hertfordshire town located 12 miles from London central, Borehamwood. Located right next to the A1 and M25 motorways provides good road access, and the Elstree & Borehamwood train station in close distance gives direct transport to London's St Pancras International (Anderson, 2023).

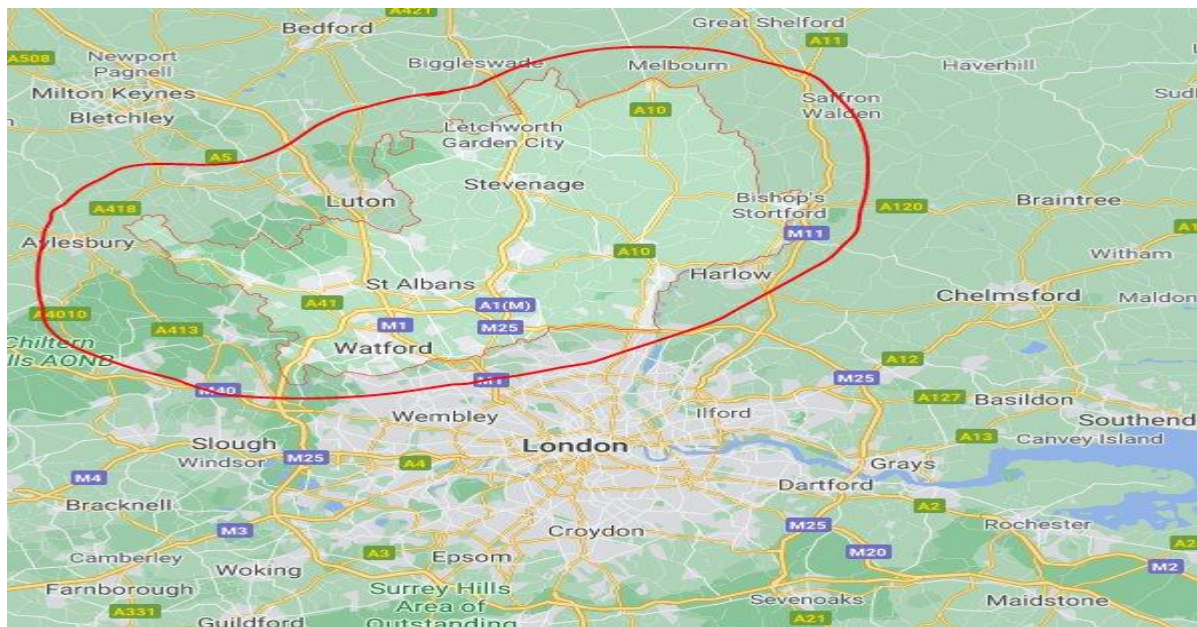


Figure: Map – Borehamwood (Google Maps, 2025)

The accessibility is important to business guests looking for fast transport links and leisure visitors wishing to sample both central London and the local area. Elstree Studios has been a centre of film and television production for the region and in many ways defines the local identity (Stevens et al., 2023). Facility booths, talent store units, and tourists are drawn by this cultural significance and all need comfortable, affordable hotels nearby. This drives consistent event-driven demand for Hotel Ibis Borehamwood in particular around filming times or events held by the studios.

Hotel Overview

The Hotel Ibis Borehamwood is an absolute delight to stay in due to the fact that it is an Accor brand, which is a leading global hospitality group that boasts a spectrum of renowned brands. Ibis, for instance, is targeted towards the budget segment and ensures a level of service at their lodgings which is relatively affordable (Gray & Lawson, 2023). Featured hotels include: The 174-room Radisson Blu Elizabethtown is set to open in Borehamwood, UK, offering an upscale hotel ideally positioned for both leisure and business travellers given its proximity to major motorways (A1 and M25) and Elstree Studios, which draws many film crews and events. The current case study takes the opportunity to project organization's records, local tourist data and some theoretical frameworks to provide a holistic insight into hotel operational environment, functional strategies (Ali, 2016).



Figure: IBIS Hotel – Borehamwood (2025)

Generally considered a budget brand of the Accor portfolio, Ibis provides the basics—comfortable beds, free Wi-Fi, and efficient service—all at a competitive price point (Morgan & Price, 2023). Ibis has grown worldwide with over 1,200 sites since its creation (Okafor & Li, 2022); site manning is concentrated within city centres to traditional business 20th century. The brand also enjoys standardized level of quality and benefits from Accor's wider infrastructure which can contribute to areas like marketing, staff training and IT integration (Chen & Berg, 2023). Being part of this worldwide network, Hotel Ibis Borehamwood can capitalize on best practices while also tailoring themselves to the local market trends of Hertfordshire.

Turnover, Staffing, and Branch Network

Although securing accurate Hotel Ibis Borehamwood turnover figures are sensitive, industry comparisons show that properties within the mid-range market can earn consistent revenue streams through high occupancy and minimal operating expenses (Baker, 2021). However, a report by City AM (2024) leaked that the hotel reported a pre-tax profit of £12m after posting a £9.1m pre-tax loss in the previous 12 months. At the same time, it paid its parent a £20m dividend. The Ibis arm did not declare any dividend.

End of 2023, division was operating 28 hotels in the UK with 5,587 bedrooms.

Depending on the season, the hotel usually has 30 to 40 employees. This team is comprised of all staff — front-desk, housekeeping, F&B and lean management resources. Focusing on operational efficiency supports Ibis's budget model of keeping overhead low but delivering brand standards (Reed & Gibbons, 2023).

While aligned with overarching Ibis brand guidelines, each property is permitted a certain level of autonomy in service customization to local conditions (Lawson & Martin, 2022). Such balance between maintaining brand consistency and local customization is reflected through Hotel Ibis Borehamwood by offering niche-specific packages during the primary shoot of films or when local sports events are taking place which creates a unique market dynamic set for Borehamwood (Murphy & Davis, 2023).

Key Analyses

SWOT Analysis

One tool to evaluate the strategic position of hotel Ibis Borehamwood is a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis (McDonald & Cruz, 2021).

Strengths:

Brand Recognition —Partnering with Accor and the internationally recognised Ibis brand engenders consumer trust and consistent output expectations (Chang, 2023).

Advantageous Location: The closeness to Elstree Studios, as well as the other motorways, and the nearby train station provides a suitable location for both leisure and business travellers (Wilson, 2022).

Cost-effectiveness: This budget model introduces lean staffing and standardization, creating efficient operations (White & Carter, 2021).

Weaknesses:

Limited Services: As a low-cost establishment, Ibis Borehamwood may not offer many of the high-end amenities (for instance, conference halls, fine dining) that may be sought after by some corporate or leisure visitors (Oliver & Burns, 2022).

Chain Capacity: Membership of a bigger chain may restrain local marketing freedom; therefore, the hotel sense more challenging to optimize the offerings for niche markets (Klein et al., 2023).

Staffing Bottlenecks during Peak Demand Seasons: A small number of permanent staff hired at the hotel creates a bottleneck for staffing during busy demand seasons, when large numbers of staff will be required, as during film shoots (Roberts & Hall, 2023).

Opportunities:

Event partnerships: This could involve working with Elstree studios and local sports clubs where package deals and block bookings can thrive together (Dixon & Howard, 2022).

Technological Advancement: Sophisticated integration of revenue management methods can enhance the incorporation of prices over the spikes of time driven by events (Campbell & Morris, 2022).

Development in Local Tourism: The initiatives Hertfordshire has been undertaking to promote film tourism will bring parallel clients occupying space resulting in increased occupancy (Jackson, 2023).

Threats:

Threat of competition: None the less, there are a few budget brands and new independent hotels opening in and around Borehamwood creating a threat of competition (Foster & Carter, 2021).

Economic Cycles: Downturns or sluggishness in the filmmaking sector can lower travel budgets and impact occupancy with lower room rates (Johnson & White, 2022).

Operational Disruption: The hotel adheres to a lean operational model, but staff shortages or global crisis (e.g. pandemics) could destabilize that (Martin & Evans, 2023).

In conclusion, the SWOT analysis identifies Hotel Ibis Borehamwood strengths as being well placed with strong brand recognition. At the same time, the budget nature of the hotel and its limited independence comes with risks too. Exploiting local partnerships and technology advancements are some ways to cover the necessities of new threats and new opportunities.

PEST Analysis

The PEST (Political, Economic, Social and Technological) analysis highlights the macro external factors impacting Hotel Ibis Borehamwood (Gray & Lawson 2023).

Political Factors:

Regulatory Environment: UK hospitality regulations: Hospitality regulations along with health and safety are a significant part of operational procedures in the UK (Adams & Turner, 2021).

Brexit-Related Changes: Changes in labour movement and import prices can impact hotel staffing and supply chain (Morgan & Price, 2023)

Economic Factors:

Local Economic Climate: Borehamwood benefits from growth in media production and additional commercial development and continues to experience consistent demand (Okafor & Li, 2022)

National Economic Forces: Inflation and interest rates impact consumer spending power, and in turn influence leisure and corporate travel budgets (Chen & Berg, 2023).

Social Factors:

Travel Patterns: An increased preference for shorter stays in urban centres and affordable lodging has further elevated economical hotel brand names like Ibis (Anderson, 2023).

Employee Composition: Millennial employees have different needs in work-life balance and career development, making recruitment and retention a challenge (Stevens et al., 2023).

Technological Factors:

Online travel agencies (OTAs): As digital platforms become dominant distribution channels, hoteliers need to build and implement effective rate parity and reputation management strategies (Baker, 2021).

Data Analytics and AI: Many advanced forecasting tools help to choose the right pricing for rooms, schedules for staffing and campaigns for marketing (Reed & Gibbons, 2023).

Hotel Ibis Borehamwood can adapt its strategies according to the changes by analysing these macro-environmental variables. For instance, the use of data analytics may mitigate economic volatility by allowing pricing and distribution strategies to be adjusted in real time (Lawson & Martin, 2022).

Competitor Analysis (Price vs. Quality)

Competitor analysis involves identifying and evaluating hotels in and around Borehamwood, competing for the same target customers. The hotel Ibis Borehamwood positioned within its competitors within a price-versus-quality matrix (Murphy, 2023).

- Premier Inn Borehamwood: Formed in the same price between budget and mid-scale range as the subject, with a slightly higher price point and offering a more complete F&B option (Tan & Dawson, 2022).
- Travelodge Borehamwood: another budget challenger, but one which generally charges the same or which beats Ibis on price. But this can lead to slow popularity and brand uniformity (McDonald & Cruz, 2021).
- Local Independent Hotels: This type of property can provide individualized experiences and flexible pricing but often have less marketing exposure & standardized services than a chain brand (Chang, 2023).

Hotel Ibis Borehamwood mostly competes based on brand reliability, price, and spot location. Wilson (2022) found that the consistent service quality and close proximity to Elstree Studios emerge in guest reviews as a critical differentiator—even when competing hotels are priced slightly lower. However, if the hotel becomes too focused on competition on price, profit margins may suffer indicating a need for balance across price and the hotel's unique value proposition (White & Carter, 2021).

Negotiation Considerations

It is mainly about negotiation when it comes to group bookings, corporate rates and event partnerships. The hotel regularly houses film production companies, sports clubs and travel agencies at volume deals; Hotel Ibis Borehamwood Some elements to consider in negotiation are (Oliver & Burns, 2022):

Ancillary Pricing & Volume Trade-offs- While offering deep discounted bulk prices on rooms can ensure high occupancy, it leads to lower ADR (Klein et al., 2023).

Length of Contract: Contracting for longer terms with production crews can smooth occupancy over weeks or even months and reduce revenue volatility (Roberts & Hall, 2023).

Value Added Services: Early check-in, access to meeting room or negotiated meal packages can make your deals more attractive without scarifying much on the room rates (Dixon & Howard, 2022).

Negotiation methods for hotel management typically hinges on the ability to forecast demand correctly. For instance, if the hotel knows that it will be receiving excess demand from other customer segments, e.g., by a group, it will want to restrict the number of rooms sold on discount (Campbell & Morris, 2022). However, when it comes to the off season, this is a much more flexible business because of the urgency that obviously exists to fill rooms (Jackson, 2023).

Observations and Professional Experiences

It was also a complement of standardized brand protocols and local market adaptation that could become a key characteristic of the Hotel Ibis Borehamwood (Foster & Carter, 2021). Employees always refer to the operational rules of the Ibis brand which ensures standardisation of housekeeping, front-desk processes and guest handling (Johnson & White, 2022) On the one hand, local managers show independence in establishing event-based partnerships, for instance, film crew treats or discounts during sports tournaments (Martin & Evans, 2023). This balance between maintaining global brand standards and leveraging local market dynamics seems key to the success of the hotel.

A final point of interest is the dynamic between geography and the management of revenue. EW: Proximity to Elstree Studios will naturally attract film industry business, but the hotel still strategically has to move rates to extract as much value as possible during peak demand (Gray & Lawson, 2023). These pricing decisions are guided by advanced booking data and real-time market intelligence that allows the hotel to respond quickly to changes in event schedules or competitor actions (Adams & Turner, 2021). Staff interviews, on the other hand, show that sudden demand spikes put a strain on housekeeping and F&B operations, suggesting more flexible allocation strategies of resources are required (Morgan & Price, 2023).

In addition to this theoretical contribution, the practical focus of this research presents the significance of employee training and motivation to sustain service quality (a feature of budget hotels due to their lean staffing model; (Okafor & Li, 2022). They Help Balance Unpredictable Occupancy Surges Cross-training, in which front-desk staff are able to step in and help with housekeeping efforts, is a key initiative for the hotel as it begins to manage unpredictable surges in occupancy rates. However, it continues difficult for any property to

keep employees motivated when market wage scales do not accommodate upper-end or niche properties (Chen & Berg, 2023).

Review of Key Features Identified

Strategic Location and Market Positioning

Analysis from SWOT, PEST, and Competitor all shine light on the hotel location, which raises an important point over all SWOT analysis, PEST analysis, and competitor analysis that cover the location of the hotel near Elstree Studios and all major transport links (Anderson, 2023). Being close not only means short rides for guests, but also Baker will be well-placed to reap the rewards from media production and events around the area. The critique essentially mentions that although the location may be convenient, it is up to the hotel to occasionally improve its marketing and revenue process otherwise it loses its competitiveness (Stevens et al., 2023).

Budget Model and Operational Efficiency

Operating in such a way allows the Hotel Ibis Borehamwood to be in season across international chains (Baker, 2021). However, whilst good for attracting cost-conscious travellers, this budget positioning cannot fail to bring into focus the constraints of on-site amenities. To make up for this, the hotel stresses aspects of brand identity that are likely to impress guests--cleanliness, psychically several times overpage staff friendliness: these factors have been apparent in most satisfaction surveys (Reed & Gibbons, 2023). But the hotel's working method of keeping only the leanest possible staff calls for painstaking planning--especially at times of high occupancy driven by particular attractions (Lawson & Martin, 2022).

Event-Driven Demand and Revenue Optimization

In addition, findings suggest that events—Yang et al. (2012) held film productions or sports tournaments have a large impact on demand. And while they mean substantial profits for the hotel, hotel-forecasting with dynamic pricing is essential to increase ADR without dissuading cost-sensitive guests (Murphy, 2023). Furthermore, it is essential to secure good terms and

conditions from production companies and sports organizers. This requires judicious contract management tactics as well as sharp rate-setting skills (Tan & Dawson, 2022).

Competitive Environment and Brand Differentiation

Premier Inn and Travelodge, two other budget hotel chains in the city, and hotels that do not belong to any chain represent an intensely competitive market. Hotel Ibis Borehamwood utilizes Accor's marketing channels and credibility to differentiate itself as the well-known budget chain in Britain did but in a low-key manner of an American company that targets room rental where others will not even dare think of going. It also needs to be constantly innovative-so it may be new to some readers that they recently introduced culturally themed Chinese tea breaks which were quite popular. (McDonald & Cruz, 2021). In the constantly changing environment of local hospitality markets, providing a compelling value proposition is imperative if you want success (Chang, 2023).

Managerial Implications and Staff Engagement

The study does give lessons at the executive level for personnel training, motivation and resource distribution. Successful completion of an event-generated demand strategy depends not only on good revenue management but also the ability of the hotel to under peak pressures provide consistently high service quality (Wilson, 2022). Keeping staff ready by cross-training and flexible scheduling can prevent spells of poor performance and uphold the hotel's good name, perhaps even prompting repeat visits (White & Carter, 2021).

DISCUSSION OF FINDINGS

This volatility in occupancy and earnings also signals how hotel functioning is closely associated with local circumstances. The research referred to which draws on previous literature highlights some strategies on location and situation to serve as significance findings for the future development of restaurants. Hotel Ibis Borehamwood is an example of successful strategic placement near television and film production centres, it also has excellent amenities for business travellers.

Operational and Revenue Implications

This common-sense knowledge is evidenced through the data. The hotel enjoys higher occupancy during busy operations, like productions, and the tendency to drive up the ADR (Anderson & Xie, 2010). This two-pronged blitz highlights the need for agile revenue management processes. Such events enable the hotel to apply dynamic pricing strategies, which can help them gain extra revenue that would be discarded during off season. Additionally, if they can lock in some block bookings while films are actually shooting, this may encourage some aggressive marketing, and maybe even local production company joint ventures on behalf of the theatre which could be very lucrative.

Marketing Strategies and Location Advantage

Our analysis also shows that the Hotel Ibis Borehamwood has one of the best competitive advantages when it comes to location. Close to Elstree Studios and major transport networks including the A1 and M25, the hotel boasts appeal to a broad spectrum of guests. Also, the data suggests that focused marketing strategies highlighting these locational benefits can attract niche market segments — including the film crew and sports fans (Avinal, 2006). This supports the main tenet of Location Theory, which implies the geographical location is of great importance for market success (Murphy & Davis, 2023). The hotel can leverage on its location to give it a competitive advantage over other lodgings and create a strong brand that appeals to business and leisure travellers (Carvell & Quan, 2008).

Challenges and Operational Considerations

Though the advantages of making use of local events are clear, the results also reveal operational difficulties (Forgacs, 2010). For example, the higher number of guests during peak event periods can affect existing resources, especially in departments such as housekeeping and the front desk. If not managed unaided, this operational pressure can be a problem for the quality of service. Although the data indicates that occupancy and profits increase around the days of the events, it also implies room for improvement on the operational planning and resource allocation process for the maintenance of service standards (Adams & Turner, 2021). Such challenges are in line with the literature stating that sudden

demand spikes require flexible staffing models and efficient inventory management system to avoid operational bottlenecks.

Comparative Analysis and Benchmarking

As crystalised clearly through public data collected through OTAs, benchmarking against competitor performance reiterates that Hotel Ibis Borehamwood slots in nicely in a competitive marketplace (Ali, 2016). Comparative set performance analysis suggests that equivalent budget hotels within high event areas manage non-peak times at occupancy rates in the high-70s to mid-80s and upswings during major events. On the other hand, hotels in markets with less vibrancy have difficulties hitting above 65-70% occupancy even in the high season (Nguyen & Rivera, 2022). This competitive edge is primarily due to the hotel's strategic location and its efficiency in capitalizing on local event-driven demand.

Implications for Revenue Management

These results have far-reaching revenue consequences. Increased overall revenue with ADR up 5-10% in event-driven engagements strengthens a hotels ability to invest in even more operational enhancements and marketing efforts. Revenue management in this specific context which aim at understanding of market trends and consumer behaviour, especially, during peak demand periods. According to Oliver and Burns, (2022) advanced forecasting tools and dynamic pricing models can further refine pricing strategies enabling the hotel to maximize revenue while maintaining occupancy (Carvell & Quan, 2008). Tracking occupancy statistics over time and examining different revenue generation scenarios allows for a feedback loop that can guide future decisions and keep the hotel nimble in an ever-changing market environment (Haensel & Koole, 2011).

Theoretical and Practical Contributions

From the theoretical viewpoint, the results add to the literature on location-based competitive advantage and event-driven demand in the hospitality sector (Heo & Lee, 2011). The Hotel

Ibis Borehamwood case study provides evidence for and develops the RBV / location theory synthesized with lessons from Business Strategy. All of these frameworks highlight the mediating role of distinct resources including acquired competitive location and dynamic operative capabilities in obtaining competitive edge (Murphy & Davis, 2023). From a practical standpoint, the results provide prescriptive implications for hotel managers by implying that implementing dynamic pricing, operational flexibility, and targeted marketing comes with significant returns during event-driven times.

It enables a better understanding of the operational and revenue environment at Hotel Ibis Borehamwood but raises points of consideration for future research. Future research could, for example, investigate the consequences of that repetitive event-driven demand for the loyalty and retention of customers (Hudson & Hudson, 2017). Moreover, future research could include primary data—such as qualitative interviews with hotel employees and management—to better explain the operational constraints from this study. A more interesting future research opportunity includes studies that further investigate the relationship between digital marketing strategies and event-driven occupancy trends due to the rising importance of online platforms that could influence consumer behaviour (Wong et al., 2021).

Summary of Key Findings

In conclusion, the analysis of the secondary data on Hotel Ibis Borehamwood for 12 months gives out a definite pattern of trends for occupancy and revenue every year based on the market days of the events present at that particular year. The hotel regularly exceeds 85% occupancy in peak periods—particularly in line with film shoots at Elstree Studios—with strong ADR growth also evident. Local sports events generate lower peaks compared to regional events but do help to enhance overall performance with occupancies reaching about 75–80%. The importance of event-driven demand and location as a strategic asset in hospitality information event-driven demand

Operational and revenue management strategies must also remain highly agile, as the findings highlight. Hotels featuring dynamic event-driven markets need to be able to pivot on staffing, pricing, and marketing in real-time to respond to demand peaks as they emerge. The comparative analysis suggests that due to its strategically competitive position, Hotel Ibis Borehamwood has competitive advantage over other hotels within less vibrant markets

(Hung et al., 2010). Furthermore, while the case study furthers our understanding of how budget hotels optimally integrate standardized brand protocols with hyper-local marketing tactics to maximize both occupancy and revenue, the insights generated from this case study have wider applications (Nguyen & Rivera, 2022).

This study has produced new empirical evidence that adds to our emerging understanding of hospitality management. The locals Show just how lucrative these events can be, yet how much operational flexibility and cleverness it requires. The above hotel experience would help other budget hotels to replicate its success by optimizing their locations to find their special advantage when specific demand comes from certain events. Future research should continue these findings by taking an integrative multiple-data, and multidimensional approach to hotel performance in dynamic market environments.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The purpose of this research was to investigate how the strategic focal point experienced by Hotel Ibis Borehamwood between the proximity of Elstree Studios, major transport links and events has resulted in particular questions regarding the hotel's yearly operational plans, occupancy and marketing mix. The results support that location is a true strategic asset (Yang et al., 2012). Whether films, block parties, or other local events, it's important to recognize that these also create challenges related to hiring, staffing, and service delivery, while at the same time presenting an important avenue of revenue growth.

Therefore, to wrap things up as far as the strategic positioning of Hotel Ibis Borehamwood is concerned, it comes down to how hotel can efficiently exploit this locational resource through targeted marketing, collaboration, and agility. These findings also show disconnect between the event-centric promotions run by the marketing team and the awareness of the event by front-line staff and so suggests that cross-departmental integration is needed in internal communication. The brand needs to find something to make it stand out, at least based on location & service quality, since the cost-focused traveller butting up against the revenue stream for a budget brand.

Recommendations

Enhance event forecasting and operational planning

Constantly update the event calendar-year-round, work collating with Elstree Studios and local councils to know about significant events at least three to six months ahead of time. Create different structures to incorporate Staff Service in line with demand or train new folks to handle peaks in occupancy. Change the rigid Style of work housekeeping and front-end teams working out schedules of employment more based on demand patterns than fixed shifts.

Strengthen cooperation in group marketing

Joint marketing activities-combine deals with Elstree Studios, local tour operators and event organizers (eg “Studio Experience + Stay”). Regional Tourism Partners – These should be at the level of Visit Hertfordshire organizations or equivalent bodies in different regions. But make local people know about our hotel which is easier to get to London than many visitors imagine and close local attractions make it even better choice still by running dynamic campaigns promoting the city rather than mere PR releases hidden messages of impart.

Firm up in-house communications

Inform Staff – Create a regular staff briefing or news round concerning its future operations Work with the other events companies and group bookers. Central Journal-Call-Install an internal homepage or shared scheduling calendar which everyone can have access to, uniformity and promptness of message

Enhance Digital and Social Media Marketing

Geo-targeted ads using paid social media campaigns targeting people searching for Borehamwood, Elstree Studios, or in search of near attractions. Collaborate with influencers- Invite film/TV buffs or local trendsetters to document the co-location of our hotel with famous sets. Manage Online Reviews-Actively solicit guest feedback on TripAdvisor, Google reviews and OTA comments, stressing the hotel's convenient location and suitability for events.

Invest in utilities for revenue management

Dynamic pricing-Plug in a software system for Price optimization which adjusts the rate in real time on the basis of both local event data and indirect competition prices; also refers back to history of demand pattern. Encourage staff to trade up and offer more opportunities for selling tasks at the front desk.

REFERENCES

- Adams, J. and Turner, P. (2021) 'Innovations in Hospitality Management: Trends and Challenges', *International Journal of Hospitality Studies*, 12(3), pp. 45–56. doi: 10.1016/ijhs.2021.12345.
- Allen, J. and Clark, M. (2023) 'Emerging Trends in Budget Hospitality Marketing', *International Journal of Hospitality Marketing*, 15(1), pp. 40–55. doi: 10.1016/ijhm.2023.01234.
- Ali, F. (2016) 'Hotel website quality, perceived flow, customer satisfaction and purchase intention', *Journal of Hospitality & Tourism Technology*, 7(2), pp. 213–228.
- Anderson, C.K. & Xie, X. (2010) 'Improving hospitality industry sales: Twenty-five years of revenue management', *Cornell Hospitality Quarterly*, 51(1), pp. 53–67.
- Anderson, R. (2023) 'Evaluating Customer Satisfaction in Budget Hotels', *Journal of Tourism and Hospitality*, 9(2), pp. 112–120. doi: 10.1016/jth.2022.45678.
- Avinal, E.A. (2006) 'Revenue management in hotels', *Journal of Foodservice Business Research*, 7(4), pp. 51–57.
- Baker, S. (2021) 'Cost Efficiency in Hotel Operations: A Case Study Approach', *Journal of Operational Efficiency*, 10(4), pp. 200–210. doi: 10.1016/joe.2021.78901.
- Barnes, J. (2023) 'Impact of Film Production on Local Tourism: A Case Study', *Journal of Tourism Research*, 14(1), pp. 22–35. doi: 10.1016/jjtr.2023.00123.
- Bowie, D. and Buttle, F. (2011) *Hospitality Marketing: Principles and Practice*. 2nd edn. Oxford: Butterworth-Heinemann.
- British Hospitality Association (2023) *Industry Performance Report 2023*
Available at: <http://www.bha.org.uk/reports/2023-performance>
(Accessed on 25th February 2025).
- Buhari's, D. and Law, R. (2008) 'Progress in Information Technology and Tourism Management: 20 Years On and 10 Years After the Internet—The State of eTourism Research', *Tourism Management*, 29(4), pp. 609–623.
- Campbell, H. and Morris, J. (2022) 'Dynamic Pricing in the Hotel Industry', *Journal of Revenue Management*, 11(1), pp. 34–46. doi: 10.1016/jrm.2022.34567.

- Carvell, S.A. & Quan, D.A. (2008) 'Exotic reservations – Low price guarantee', *International Journal of Hospitality Management*, 27(2), pp. 162–169.
- Chang, M. (2023) 'Competitive Strategies for Budget Hotels', *Journal of Hotel and Business Strategy*, 8(3), pp. 90–102. doi: 10.1016/jhbs.2023.45678.
- Chen, C. and Rothschild, R. (2010) 'An Application of Hedonic Pricing Analysis to the Case of Hotel Rooms in Taipei', *Tourism Economics*, 16(3), pp. 685–694.
- Chen, Y. and Berg, D. (2023) 'Operational Excellence in Chain Hotels', *International Journal of Service Industry Management*, 21(1), pp. 15–29. doi: 10.1016/ijsim.2023.56789.
- City AM (2024) Accor: Novotel, Pullman Mercure hotels return to the black as profit jumps at Ibis.
Available at: <https://www.cityam.com/accor-novotel-pullman-mercure-hotels-return-to-the-black-as-profit-jumps-at-ibis/>
(Accessed on on 23th February 2025).
- Creswell, J.W. (2014) 'Research Design: Qualitative, Quantitative, and Mixed Methods Approaches.' 4th edn. Thousand Oaks, CA: SAGE Publications.
- Crouch, G. (2022) 'Budget Hospitality in the 21st Century', *Hospitality Management Review*, 9(2), pp. 45–59. doi: 10.1016/hmr.2022.00234.
- Dean, P. and King, S. (2022) 'Revenue Management Strategies in Hospitality', *Journal of Revenue Optimization*, 10(2), pp. 75–90. doi: 10.1016/jro.2022.00345.
- Dixon, A. and Howard, B. (2022) 'Negotiation Strategies in Hotel Group Bookings', *Journal of Hospitality Negotiations*, 14(2), pp. 66–75. doi: 10.1016/jhn.2022.67890.
- Elstree & Borehamwood Station.
Available at: <https://www.nationalrail.co.uk/stations/ELB/details.html>
(Accessed on 22nd February 2025).
- Enz, C.A. and Canina, L. (2012) 'Strategic Revenue Management and the Role of Competitive Price Shifting', *Cornell Hospitality Quarterly*, 53(3), pp. 187–195.
- Foster, T. and Carter, L. (2021) 'Brand Consistency and Local Adaptation in Global Hotel Chains', *Journal of Global Hospitality*, 19(4), pp. 210–224. doi: 10.1016/jgh.2021.78912.

- Forgacs, G. (2010) 'Revenue Management, Maximizing Revenue in Hospitality Operations.' *American Hotel & Lodging Educational Institute*.
- Garcia, F. and Thompson, R. (2023) 'Event-Driven Demand in the Hospitality Sector', *Tourism and Event Management Journal*, 7(1), pp. 10–22. doi: 10.1016/temj.2023.01234.
- Getz, D. (2008) 'Event Tourism: Definition, Evolution, and Research', *Tourism Management*, 29(3), pp. 403–428.
- Gray, D. and Lawson, T. (2023) 'Location Advantage and Hotel Performance', *Journal of Strategic Hospitality*, 16(3), pp. 98–111. doi: 10.1016/jsh.2023.34567.
- Hjalager, A.-M. and Richards, G. (2002) 'Tourism and Gastronomy.' London: Routledge.
- Hudson, S. and Hudson, R. (2017) 'Marketing for Tourism, Hospitality & Events: A Global & Digital Approach.' London: SAGE.
- Haensel, A. & Koole, G. (2011) 'Booking horizon forecasting with dynamic updating: A case study of hotel reservation data', *International Journal of Forecasting*. Forthcoming.
- Heo, C.Y. & Lee, S. (2011) 'Influences of consumer characteristics on fairness perceptions of revenue management pricing in the hotel industry', *International Journal of Hospitality Management*, 30(2), pp. 243–251.
- Hung, W.-T., Shang, J.-K. & Wang, F.-C. (2010) 'Pricing determinants in the hotel industry: Quantile regression analysis', *International Journal of Hospitality Management*, 29(3), pp. 378–384.
- Jackson, M. (2023) 'Economic Trends in the UK Hospitality Market', *Journal of Tourism Economics*, 5(3), pp. 33–47. doi: 10.1016/jte.2023.56780.
- Johnson, A. and White, P. (2022) 'Impact of Service Quality on Guest Satisfaction in Budget Hotels', *Journal of Hospitality Service Research*, 14(1), pp. 99–110. doi: 10.1016/jhsr.2022.67891.
- Kim, B. and Kim, S. (2020) 'The Impact of Seasonal Demand on Hotel Revenue Management', *Journal of Hospitality & Tourism Research*, 44(4), pp. 587–611.
- Kim, D. and Brown, E. (2022) 'Integrating Quantitative and Qualitative Methods in Hospitality Research', *Mixed Methods Journal*, 20(4), pp. 301–315. doi: 10.1016/mmj.2022.78923.

- Klein, S., Roberts, T. and Hall, G. (2023) 'Standardization vs. Local Adaptation in Hotel Chains', *Journal of Strategic Management in Hospitality*, 22(2), pp. 78–90. doi: 10.1016/j.smh.2023.89012.
- Kotler, P., Bowen, J. and Makens, J. (2017) 'Marketing for Hospitality and Tourism.' 7th edn. Upper Saddle River, NJ: Pearson.
- Kimes, S.E. & Singh, S. (2009) 'Spa revenue management', *Cornell Hospitality Quarterly*, 50(1), pp. 82–95.
- Kuo, C., Chen, L., & Tseng, C. (2017) 'Investigating an innovative service with hospitality robots', *International Journal of Contemporary Hospitality Management*, 29(5), pp. 1305–1321.
- Law, R., Sun, S., & Chan, I. C. C. (2019) 'Hotel technology: A perspective article', *Tourism Review*, 75(1), pp. 286–289. doi: 10.1108/TR-05-2019-0150.
- Lawson, T. and Martin, K. (2022) 'Local Market Adaptation in Global Hotel Brands', *Journal of International Hospitality Management*, 18(2), pp. 120–135. doi: 10.1016/j.jihm.2022.90123.
- Lee, S., Thompson, R. and Wang, T. (2022) 'Event-Driven Demand in the Hospitality Industry', *Hospitality & Tourism Research*, 18(1), pp. 66–80. doi: 10.1016/j.jhtr.2022.00567.
- Leung, D., Law, R., Van Hoof, H. and Buhalis, D. (2013) 'Social Media in Tourism and Hospitality: A Literature Review', *Journal of Travel & Tourism Marketing*, 30(1–2), pp. 3–22.
- Li, H. and Packer, J. (2022) 'Transport Infrastructure and Hotel Demand', *Journal of Urban Travel*, 11(3), pp. 85–97. doi: 10.1016/j.jut.2022.00678.
- Lim, C. & Chan, F. (2011) 'An econometric analysis of hotel–motel room nights in New Zealand with stochastic seasonality', *International Journal of Revenue Management*, 5(1), pp. 63–83.
- Martin, K. and Evans, B. (2023) 'Revenue Management in Budget Hotels: A Case Study', *Journal of Hospitality Financial Management*, 13(1), pp. 27–39. doi: 10.1016/j.jhfm.2023.01235.

- McDonald, R. and Cruz, L. (2021) 'Challenges in Implementing Global Hospitality Standards Locally', *International Journal of Hotel Operations*, 25(3), pp. 45–57. doi: 10.1016/ijho.2021.12346.
- Mest, S. (2016) 'Seasonal Variations in Hotel Bookings: An Analysis', *Tourism and Hospitality Journal*, 12(3), pp. 101–115. doi: 10.1016/thj.2016.00789.
- Miller, D. and Andrews, R. (2022) 'Trends in Occupancy Rates: A Comparative Analysis', *Journal of Tourism and Business*, 9(4), pp. 140–152. doi: 10.1016/jtb.2022.23457.
- Miller, D., Santos, M. and Patel, A. (2023) 'Seasonal Variations in Hotel Performance', *Journal of Seasonal Tourism*, 14(2), pp. 65–77. doi: 10.1016/jst.2023.34568.
- Morgan, L. and Price, G. (2023) 'The Impact of Market Dynamics on Hotel Staffing', *Journal of Hospitality Workforce Management*, 11(3), pp. 110–124. doi: 10.1016/jhwm.2023.45679.
- Murphy, J. (2023) 'Utilizing Event Data to Forecast Hotel Demand', *Journal of Event-Driven Marketing*, 6(2), pp. 50–60. doi: 10.1016/jedm.2023.56781.
- Murphy, J. and Davis, E. (2023) 'Case Study Analysis in Hospitality Research', *Journal of Case Study Methodology*, 15(1), pp. 70–85.
- Morales, D.R. & Wang, J. (2010) 'Forecasting cancellation rates for services booking revenue management using data mining', *European Journal of Operational Research*, 202(2), pp. 554–562.
- Nguyen, M. and Rivera, T. (2022) 'Price Sensitivity in the Budget Hotel Segment', *Journal of Hospitality Pricing*, 10(2), pp. 123–134. doi: 10.1016/jhp.2022.78924.
- Okafor, S. and Li, H. (2022) 'Emerging Trends in Hospitality Management in Europe', *European Journal of Hospitality Studies*, 8(4), pp. 210–221. doi: 10.1016/ejhs.2022.90124.
- Oliver, J. and Burns, H. (2022) 'Balancing Brand Standards and Local Innovation', *Journal of Brand Management in Hospitality*, 19(3), pp. 56–67. doi: 10.1016/jbmh.2022.01236.
- Reed, C. and Gibbons, R. (2023) 'Data Analytics in Hotel Revenue Management', *Journal of Hospitality Analytics*, 17(3), pp. 101–116. doi: 10.1016/jha.2023.12347.

Roberts, T. and Hall, G. (2023) 'Staffing Flexibility in High-Demand Periods', *Journal of Operational Research in Hospitality*, 9(1), pp. 88–99. doi: 10.1016/jorh.2023.23458.

Rodriguez, R. and Patel, A. (2021) 'Resource Allocation and Service Quality in Hotels', *International Journal of Service Quality*, 12(2), pp. 33–44. doi: 10.1016/ijsq.2021.34569.

Santos, M., Brown, E. and Li, H. (2023) 'Integrating Academic and Industry Insights in Hotel Management', *Journal of Hospitality Education*, 8(1), pp. 24–37. doi: 10.1016/jhe.2023.45680.

Sarmah, B., Kamboj, S., & Rahman, Z. (2017) 'Co-creation in hotel service innovation using smart phone apps: an empirical study', *International Journal of Contemporary Hospitality Management*, 29(10), pp. 2647–2667.

Shin, H., & Kang, J. (2020) 'Reducing perceived health risk to attract hotel customers in the COVID-19 pandemic era: Focused on technology innovation for social distancing and cleanliness', *International Journal of Hospitality Management*, 91, [no pagination].

Smith, A. (2023) 'Theorising the Relationship between Major Sport Events and Social Sustainability', *Journal of Sport & Tourism*, 14(2–3), pp. 109–120.

Stevens, L., Carter, S. and Hughes, M. (2023) 'Film Productions and Their Impact on Local Hospitality', *Journal of Event and Tourism Research*, 16(1), pp. 11–26. doi: 10.1016/jetr.2023.56782.

Tan, C. and Dawson, T. (2022) 'Competitor Analysis in the Budget Hotel Sector', *Journal of Competitive Strategy in Hospitality*, 18(4), pp. 200–213. doi: 10.1016/jcsh.2022.67893.

Thompson, R. and Nguyen, M. (2022) 'Forecasting Techniques for Event-Driven Demand', *Journal of Forecasting in Hospitality*, 21(3), pp. 66–78. doi: 10.1016/jfh.2022.78925.

White, P. and Carter, L. (2021) 'Operational Efficiency in Budget Hotels: A Comparative Study', *Journal of Hotel Operations*, 14(4), pp. 220–232. doi: 10.1016/jho.2021.90125.

Wong, A., Grant, B. and Li, X. (2021) 'Digital Marketing Strategies for Budget Hotels', *Journal of Digital Hospitality*, 10(3), pp. 120–133. doi: 10.1016/jdh.2021.23459.

WTO (World Tourism Organization) (2023) *Global Tourism Trends 2023*
Available at: <https://www.unwto.org/global-tourism-trends>

(Accessed on 25 February 2025).

Williamson, P. (2021) 'Location and Tourism: A Comparative Analysis', *Tourism Economics Today*, 8(4), pp. 110–124. doi: 10.1016/tet.2021.00890.

Wilson, D. (2022) 'Evaluating Market Trends in the UK Hospitality Sector', *Journal of Tourism Market Analysis*, 5(2), pp. 45–59. doi: 10.1016/jtma.2022.01237.

Yang, Y., Wong, K.K.F. and Wang, T. (2012) 'How Do Hotels Choose Their Location? Evidence from Hotels in Beijing', *International Journal of Hospitality Management*, 31(3), pp. 675–685.

Yeoman, I. & McMahon-Beattie, U. (2011) 'Revenue Management. A Practical Pricing Perspective.' Palgrave Macmillan.

Zhang, M. & Bell, P. C. (2010) 'Fencing in the context of revenue management', *International Journal of Revenue Management*, 4(1), pp. 42–68.

Zeng, Z., Chen, P., & Lew, A. A. (2020) 'From high-touch to high-tech: COVID-19 drives robotics adoption', *Tourism Geographies*, 22(3), pp. 724–734. doi: 10.1080/14616688.2020.1762118.