



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

Hospitality & Hotel Management Level 6



Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

www.uwtsd.ac.uk



BMIH6009 Contemporary Themes in the Hotel and Hospitality sector

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

www.uwtsd.ac.uk

Choice of themes

- Artificial Intelligence and human collaboration
- Sustainability in terms of Food waste and its efficacy
- Shift in Hotel Strategies Post-COVID with Reduced Business Commuting
- The deepening mental health crisis in the Hospitality industry
- The mounting financial pressures faced by the hospitality industry



Aims For Today

To explore the following:

- Policy and practice
- Method
- Conclusions and recommendations
- Assignment support



What is Policy?

“A set of ideas or plan of what to do in particular situations that has been agreed to officially by a group of people, a business organisation, a government or political party” (Cambridge Dictionary)



Key Elements of Policy

- **Purpose:** why the policy exists, and its aims
- **Scope:** who or what the policy applies to
- **Principles:** specific guidelines or standards of behavior
- **Procedures:** steps or methods of implementation



What is Practice in Policy

- **Implementation:** The actions
- **Behaviors and decisions:** The choice people make based on the policy
- **Adaptation:** How the policy is interpreted or adjusted
- **Procedures:** steps or method of implementation.

Policy may sound great on theory but if poorly implemented, misunderstood or underfunded its impact is gratefully reduced.





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

Analysis Tools and Frameworks

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

www.uwtsd.ac.uk

Analysis Tools

Tool	Purpose	Benefits
SWOT (Strengths, Weaknesses, Opportunities, Threats)	Strategic evaluation of internal and external factors	Clear visual structure Identifies competitive advantage. Supports strategic thinking
PESTLE (Political, Economic, Social, Technological, Legal, Environmental)	Macro-environmental analysis	Comprehensive external scan Highlights industry trends Encourages contextual awareness

SWOT



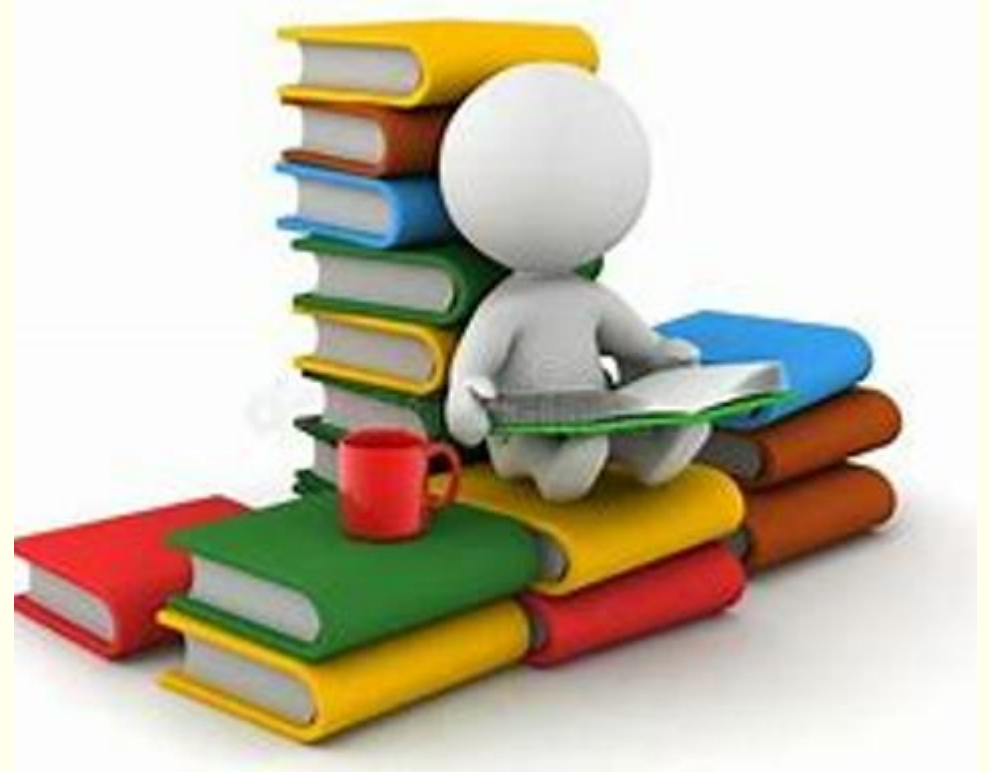
PEST

P	E	S	T
Political	Economical	Social	Technological
Political and government stability Political orientation Local and National elections Taxation (current & future) Trade Unions Wars (both home and international) Pandemic policies Grants, and other funding Pressure groups	National debt Consumer spending Government Spending (current & future) Inflation Unemployment levels Taxation Exchange rate Supply chain volatility Overall economic situation	Demographics Customer attitudes and buying patterns Media Influencers and role models Brand image Ethical issues Consumer spend Post pandemic lifestyle changes Cultural shifts	Technology demand Technology development (current & future) Levels of research and development funding Intellectual property rights & copyright Lifecycle of a product Government investment in technology Internet connectivity



Activity

- Use the next 30 minutes to individually research into your chosen theme, complete an initial SWOT and PESTLE analysis.



Strengths • Growing awareness and dialogue around mental health within the hospitality industry. • Emerging support initiatives such as the Burnt Chef Project and Hospitality Action. • Increasing engagement from leadership in addressing employee well-being. • Post-pandemic reflection encouraging better work–life balance.	Opportunities • Potential for industry-wide reform focusing on well-being, retention, and sustainability. • Implementation of mental health training and leadership development to build awareness and resilience. • Opportunity to strengthen employer branding by promoting positive workplace culture. • Collaboration with universities, charities, and health professionals for evidence-based interventions.
Weaknesses • Persistent stigma and reluctance to discuss mental health issues openly. • High-pressure work culture with long hours, low pay, and irregular shifts. • Lack of formal mental health policies or trained support staff. • High staff turnover disrupting continuity and support systems.	Threats • Labour shortages intensifying workload and employee burnout. • Economic pressures leading employers to deprioritise well-being initiatives. • Cultural resistance to change due to traditional “toughness” norms. • Legal and reputational risks if mental health issues are neglected. • Generational expectations for better work–life balance may push talent away if unaddressed.

PESTEL Factor	Key Points
Political	• Growing government focus on mental health and workplace well-being. • Hospitality associations promoting improved working conditions. • Limited regulation means action often remains voluntary. • Shifting political priorities could reduce funding or attention.
Economic	• Labour shortages and tight budgets increase staff pressure. • Mental health initiatives often viewed as non-essential costs. • Well-being investment can reduce turnover and absenteeism. • Cost-of-living pressures heighten financial stress among workers.
Social	• Rising awareness and reduced stigma around mental health. • Hospitality culture still normalises long hours and toughness. • Younger generations expect better work–life balance. • Advocacy groups and social media driving cultural change.

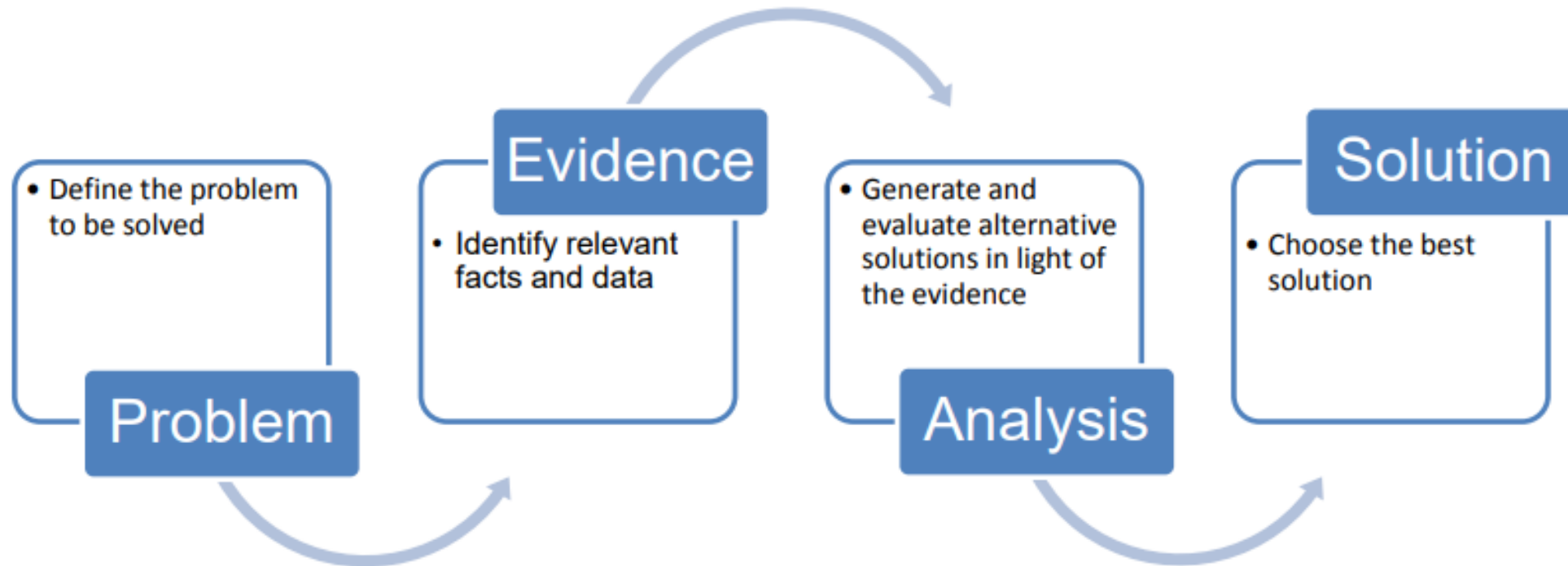
PESTEL Factor	Key Points
Technological	• Mental health apps and helplines offer accessible support. • Digital tools can improve scheduling and workload management. • Overuse of tech or surveillance can add stress. • Potential for AI to detect early signs of burnout.
Environmental	• Physically demanding, high-pressure environments affect well-being. • Sustainable practices can boost morale and engagement. • Climate-related disruptions increase stress and workload.
Legal	• Employers have a duty of care for mental health under law. • WHO guidance encourage proactive well-being measures. • Neglecting mental health risks legal and reputational consequences. • Future regulation may require formal mental health policies.



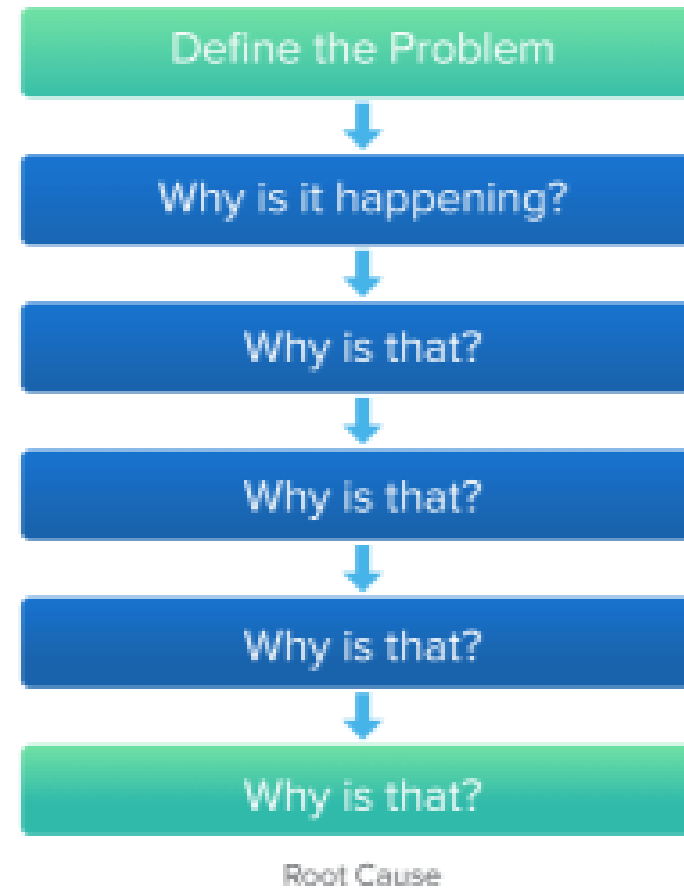
Analysis Frameworks

Tool	Purpose	Benefits	Common Uses in Research	Examples of Application in UK Hospitality and Hotel Market
PEAS (Problem, Evidence, Analysis, Solution)	Structured reasoning and argumentation	Encourages logical flow. Supports evidence-based writing Easy to apply in research	Policy analysis critical analysis Problem-solving reports	Exploring the impact of rising energy costs on hotel operations and proposing sustainable cost-reduction strategies
5 Whys	Root cause analysis	Simple and intuitive. Reveals systemic issues Avoids superficial conclusions	Operational audits HR and staffing issues. Reflective writing	Investigating the underlying causes of high staff turnover in city-centre hotels or poor guest satisfaction in budget accommodations
DPSIR (Drivers, Pressures, State, Impact, Response)	Systems-thinking for environmental and policy analysis	Holistic view of cause-effect. Links human activity to outcomes. Supports sustainability research	Evaluating the environmental pressures of increased tourism in national parks and the response strategies adopted by local hospitality providers	Environmental impact studies
STAR (Situation, Task, Action, Result)	Case study and performance evaluation	- Clear narrative structure. Highlights decision-making. Useful for real-world scenarios	Reviewing how hotels implemented contactless check-in systems during COVID-19 and analysing the outcomes for guest satisfaction and operational efficiency	Leadership analysis. Innovation case studies. Crisis response reviews

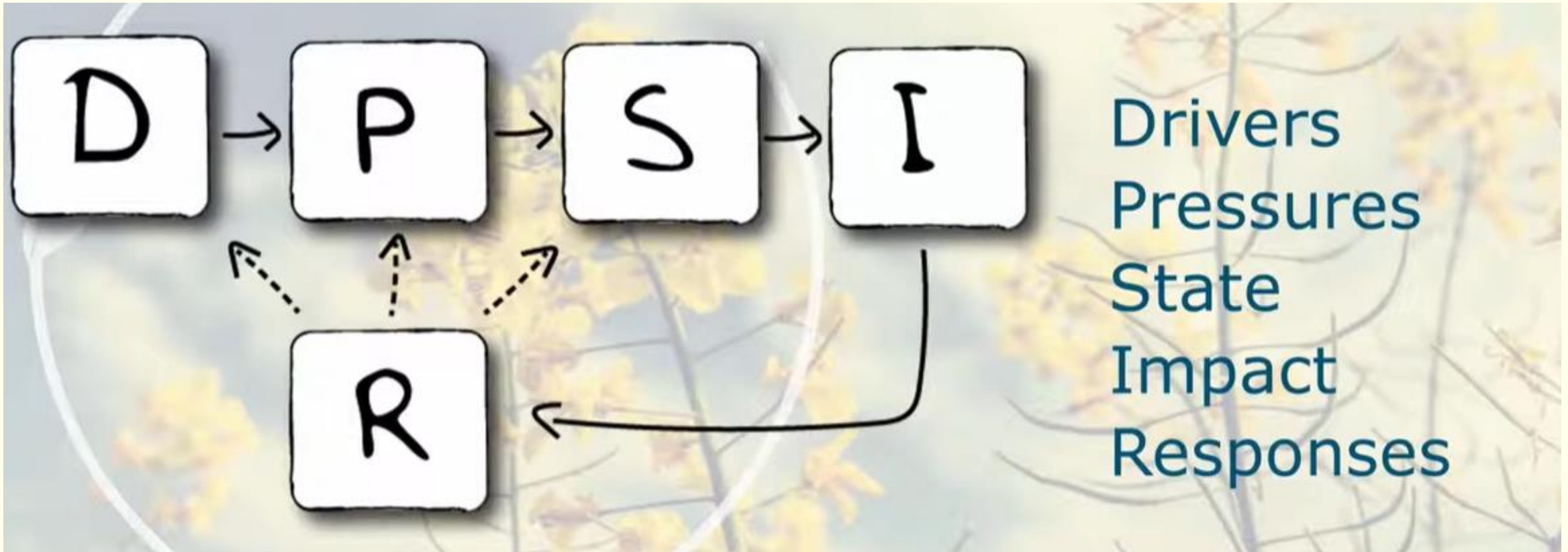
PEAS



5 Whys



DPSIR



DPSIR

Component	Meaning	Example in Hospitality
Drivers	The underlying social, economic, or cultural forces that initiate change	Tourism growth, demand for luxury experiences, urban development
Pressures	The direct effects of those drivers on the environment	Increased energy use, food waste, water consumption, emissions
State	The current condition of the environment or system	Degraded air quality, reduced biodiversity, overflowing landfills
Impact	The consequences of the environmental state on ecosystems and human well-being	Loss of natural habitats, health risks, reduced tourism appeal
Response	Actions taken by society or policymakers to address the issue	Sustainability programs, eco-certifications, waste reduction initiatives

STAR

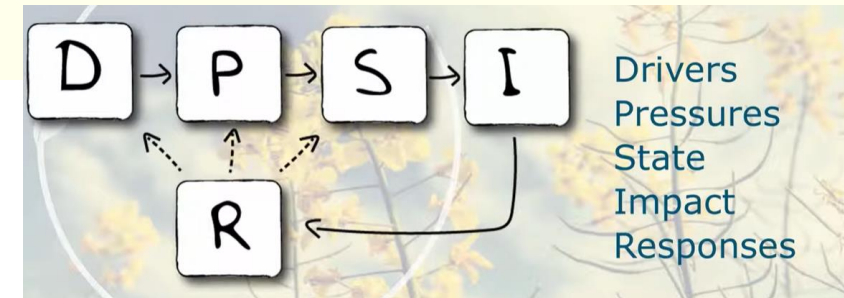
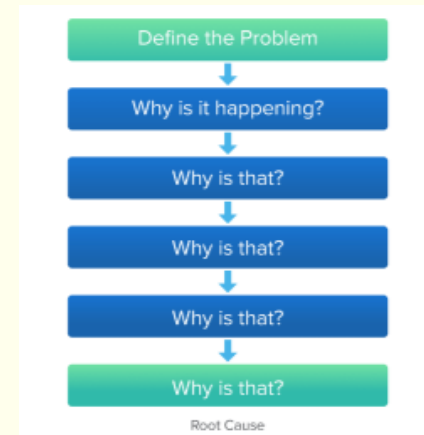
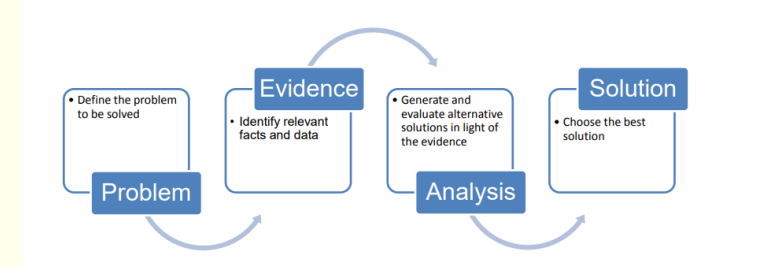


How They Work Together

Framework	Strength	How It Pairs with SWOT/PESTLE
PEAS	Structured argumentation	Use SWOT to identify internal/external factors as evidence; use PESTLE to enrich context for the problem and solution.
5 Whys	Root cause analysis	Use SWOT to identify weaknesses that may be root causes; use PESTLE to explore external pressures contributing to the problem.
DPSIR	Systems thinking	Use PESTLE to expand the Drivers and Pressures; use SWOT to evaluate organizational capacity to respond.
STAR	Case study evaluation	Use SWOT to assess strategic positioning in the Situation/Task; use PESTLE to explain external influences on the Result.

Activity

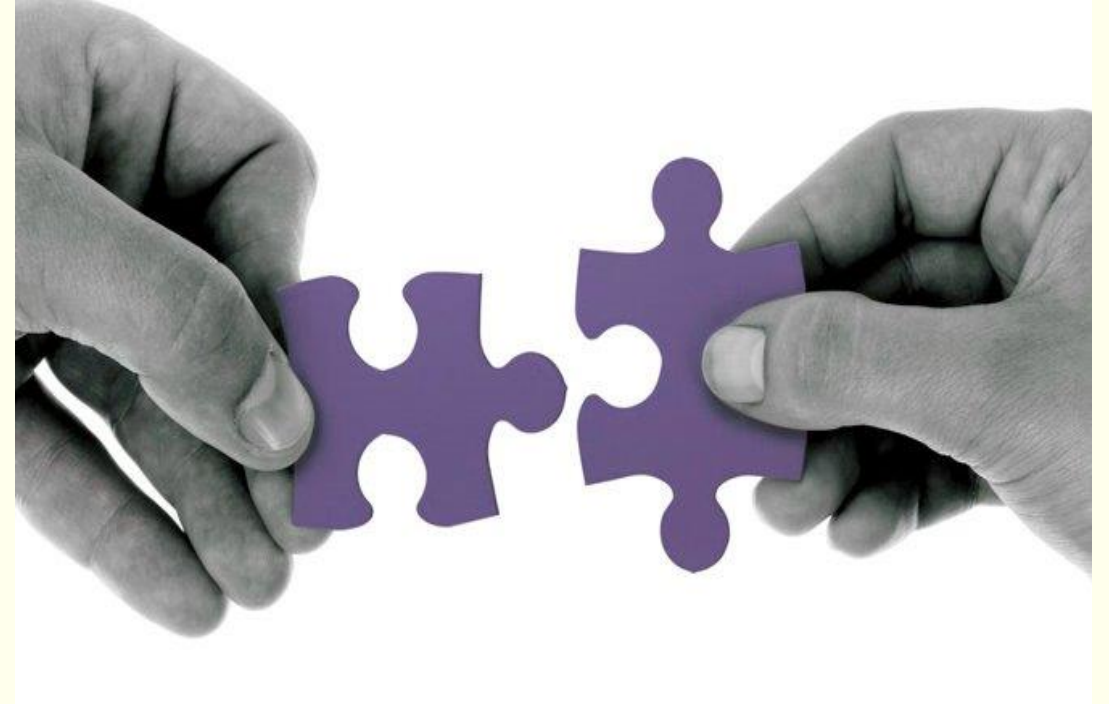
- Use the next 30 minutes to individually apply one of the frameworks discussed to your chosen research theme.



Recap

You should now be in a position

- **To write your literature review and theme impact analysis.**
- **To use a framework to structure and critically analyse your chosen theme.**



Any questions?



Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Thank you for joining

➤ I won't see you next week!

Module Tutor & Programme Manager

Natalie Brailsford - n.brailsford@uwtsd.ac.uk



Semester overview

Week 6 10/11/25	Trip to London	Daniel Payne – lead lecturer
Week 7 17/11/25	Trip to Pembrokeshire	Daniel Payne and Natalie Brailsford – lead lecturers
Week 8 24/11/25	Research paper structure Writing Conclusion and Recommendations	
Week 9 01/12/25	Assignment 1 workshop	
Week 10 08/12/25	Introduction to presentation and practice	
Xmas break - 4 Weeks		
Week 11 12/01/26	Assignment 2 workshop	One to one student appointments
Week 12 19/01/26	Presentation week Module Feedback and Evaluation	