ORGANISATIONAL CONSULTANCY

Consulting Report for:

Esentia Togumar

AB SOLUTIONS
LIMITED

By:

Amina Begum
ID No: 1906348
BA (Hons) International Hotel Management
BMIH6005

9th June 2023
Organisational Consultancy Report -

STATEMENT OF AUTHENTICITY

I have read the University Regulations relating to plagiarism and certify that this is all my own work and does not contain any unacknowledged work from any other sources.

AMINA BEGUM

Word Count: 5,832*

***Excluding: table of contents, list of tables, list of graphs, references**

Table of contents

1. Executive Summary……..Pg 4-6

2. Introduction .....Pg 6-7

3. Scope and Analysis.....Pg 7-12

- PESTEL analysis……...
- SWOT analysis…….....
- TOWS analysis……..

4. Main Body…….……Pg 13-18

- Food and beverages & Vegetarian, Vegan, Gluten-free and Halal……
- Shuttle service / agreements with local taxi firms…….
- Re-evaluate pricing……
- Improve online customer experience…….
- Retain employees / Upskill……

5. Findings & Results…….……...……...Pg 18-24

- Table 1…….……...

6. Action Plan…….…Pg 25-26

- Table 2…….……...
- Table 3…….……...

7. Recommendations…….Pg 26-27

8. **Conclusions**…….....Pg 28

8. **Referencess**…….....Pg 29-37

.

LIST OF TABLES

Table 1: Key Research Findings and Results
Table 2: Action Plan
Table 3: Cost Benefit Analysis

LIST OF FIGURES

Figure 1.2: Trip Advisor review
Figure 1.3: Google Maps Screenshot
Figure 1.4: Trip Advisor review
Figure 1.5: Website screenshot
Figure 1.6: Website screenshot
Figure 1.7: Trip Advisor review

Executive Summary

This report has been professionally prepared by A.B Solutions Limited for Esentia Togumar. All research and findings are up to date, to the best of our knowledge and of high quality. We are an organisational consultancy firm based in the United Kingdom. It is very beneficial for businesses to get professional consulting done atleast once every 7 years. *(Kipping, & Clark, T. 2012)*
Esentia Togumar, a hotel in Madrid, Spain. The aim of this report is to analyse the hotel's current situation by using a strong variety of analysis tools such as a PESTEL (Political, Economical, Social, Technological, Environmental and Legal), SWOT (Strengths, Weaknesses, Opportunites, and Threats). My firm will also be carrying out a TOWS Analysis (Threats, Opportunites, Weaknesses, and Strengths) A SWOT analysis involves conducting an internal analysis of a firm's strengths and weaknesses, such as its resources, capabilities, and core competencies, as well as an external analysis of the opportunities and threats in its competitive environment. Such as market trends, customer needs. Potential limitations of SWOT analysis, such as the fact that it is a subjective and simplifying tool that may overlook important factors or fail to account for the complexity of the business environment. (Whittington, 2020)

We will then be providing a wide variety of recommendations to improve operations at Esentia Togumar. To better enhance the customer experience and increase profit. After this we will demonstrate our findings and results by including another TOWS analysis to exhibit our firm's hypothesis to Esentia Togumar. This will then be supported by our findings and results, then an action plan and the recommendations to support the client with their strategic planning. According to Buttrick, R. (2009, p. 45-112) In the hospitality industry, project and program management are essential for delivering high-quality customer experiences, maintaining competitive advantage, and achieving business goals. My team here at A.B Solutions aim to be doing just that for Esentia Togumar.

The PESTEL analysis revealed to my firm that the hotel's location, the economic situation in Spain, and the impact of the COVID-19 pandemic have all had / are having significant impact on the hotel's operations. The SWOT analysis revealed that the hotel's location, facilities, and online services are its strengths. The lack of a restaurant and banquet halls are its weaknesses. The TOWS analysis has identified to myself and my team of experts that the hotel should focus on

some sort of parking solution for local visitors who may want to use the for a short break but get deterred by the lack of parking availability. We also gathered that the hotel needs to do something regarding the high competition in the local hospitality industry, that offer the same value or more and have things such as parking available. Ultimately making it a better choice for customers. There is also room to improve their online reputation even more and upgrade its facilities to a more modernised standard to attract more customers.

My team of experts have also made a detailed list of 5 recommendations of ways Esentia Togumar can be improved. There recommendations are as follows:

1. **Food and beverages & Vegetarian, Vegan, Gluten-free and Halal**
2. **Shuttle service / agreements with local taxi firms**
3. **Re-evaluate pricing**
4. **Improve online customer experience**
5. **Retain / Upskill employees**

Later on in this report you can find much more detailed information about the 5 recommendations. The report recommends that the hotel should improve its online presence by investing in social / online presence, provide better training to the staff, upgrade its facilities, and introduce more food options for vegetarian, vegan, and halal. The report also suggests that the hotel should focus on forming partnerships with other businesses to increase revenue such as taxi firms. Another one of the recommendations: despite being close to the metro station and only a short drive away from the city centre, it is far from tourist hotspots and relatively expensive compared to its competitors. This is a significant disadvantage that needs to be taken into consideration as tourists prefer to stay near the attractions. To make the hotel's location more accessible, it can consider offering a shuttle service or creating agreements with taxi firms. The hotel also needs to improve its customer service and online presence as users have noted issues engaging with employees and obtaining timely responses. The hotel can invest in a customer relationship management system to improve response time and customer satisfaction.

We then delve deep into how we found our results and findings by giving you credible sources directly from your own customer reviews and various other things. We do this in an easy to understand table format. We also alongside the table include a TOWS analysis on each of the 5 recommendations. We then finish off by providing you an action plan and finally a reiteration of the recommendations and then a conclusion.

Introduction:

The hospitality industry has always been a dynamic and competitive field, requiring businesses to continuously adapt to changing customer needs and market trends. In recent years, the industry has been impacted by a range of external factors, including the COVID-19 pandemic, economic downturns, and changing consumer behaviour. As a result, hotel businesses are facing significant challenges, such as declining revenue, decreased occupancy rates, and increased competition. *(Subramaniam, Collier, P., Phang, M., & Burke, G. 2011)*

Esentia Togumar, a 3-star hotel complex located in Madrid, Spain, is just one of many businesses facing these challenges. With Madrid being a popular destination for both business and leisure travellers, Esentia Togumar's location makes it an attractive option for visitors. However, in today's highly competitive market, location alone is not enough to guarantee success. (Travel & Tourism Industry Profile: Spain, 2019 Therefore, it is essential for Esentia Togumar to identify and address any areas of weakness within their operations, to ensure they can continue to attract and retain customers, and remain financially viable.

The purpose of this report is to provide Esentia Togumar with an in-depth analysis of their current operations, identify areas of improvement, and provide recommendations for change. The report will use a range of analytical tools, including PESTEL, SWOT, and TOWS analysis, to identify external and internal factors that are affecting the business. This will be followed by an analysis of the hotel's location, recent reviews, and any current issues, such as media stories, to help the reader comprehend the pros and cons and how the suggestions may affect the company.

The report will then provide a detailed breakdown of each issue identified, including the use of statistics and financial reports to support the findings. The recommendations will be practical and actionable, and will be tailored to Esentia Togumar's specific needs and challenges. Ultimately, the aim of this report is to enable Esentia Togumar to make strategic changes that will improve their operations, attract and retain customers, and remain competitive in the hospitality industry.

Scope and Analysis

Below I have conducted a PESTEL analysis on Esentia Togumar. Please read carefully to the specified findings I have gathered for the PESTEL.

Political:

- Government policies and regulations can impact the hotel industry. The Spanish government has implemented various policies such as tax incentives, investment in tourism infrastructure, and visa policies to attract more tourists. (GOV.UK, 2022)
- Changes in political leadership can also affect the industry, leading to uncertainty and changes in policies that may affect tourism demand. (Cartwright, 2015)
- Terrorism, political instability, and security concerns in the country can affect the number of visitors to the hotel. (Allan, Lecca, P., & Swales, K. 2017)
-

Economic:

- Economic growth and stability can boost the tourism industry in the country. (Nguyen, Thanh, S. D., & Nguyen, B. 2022)
- Fluctuations in exchange rates can affect tourism demand, as it affects the cost of travel for tourists. (Colin Michael Hall and Higham, 2006, pp.233–258)
- Income levels of potential tourists can also impact the hotel industry, as people with higher income levels are more likely to travel and stay at high-end hotels. (Olga V. Rogach, & Elena V. Frolova. 2022).

- Economic recessions can lead to decreased tourism demand. (Cafiso, Cellini, R., & Cuccia, T. 2018)

Sociocultural:

- Demographics and cultural preferences of tourists can influence the hotel industry. For example, Spanish culture places importance on family values, which can affect the types of amenities and services that hotels offer. (Cuccia, & Cellini, R. 2007)
- Changes in lifestyle preferences, such as a trend towards wellness and health, can also impact the hotel industry. It is important for hotels to adapt to changing customer expectations and preferences. This is especially important as we will be aiming to improve customer satisfaction at this hotel. (Burnes, B., 2014)
- The rise of social media has also changed the way people travel and choose hotels, with increased reliance on online reviews and recommendations. (Moschis, & Ünal, B. 2008)

Technological:

- Technology has revolutionised the hotel industry, with online booking and check-in systems, mobile apps, and in-room technology becoming increasingly common. (Ezzaouia, & Bulchand-Gidumal, J. 2022)
- The use of social media and online platforms for marketing and promotion has also increased. (Katarzyna Lar, & Tomasz Holecki. 2018).
- Changes in technology can result in high capital investments for hotels to keep up with the latest trends, such as upgrading IT infrastructure or introducing new in-room technology.

Environmental:

- Environmental concerns such as climate change and sustainability are becoming more important in the hotel industry, with consumers increasingly conscious of their impact on the environment. (Yeoman et al., 2012, pp.87–112)
- Hotels may need to invest in eco-friendly practices, such as energy-efficient lighting and water conservation systems, to appeal to environmentally conscious consumers. Yeh, & Chung, J.-P. (2009)

- Natural disasters and climate events can also impact tourism demand in the country.

Legal:

- Laws and regulations can impact the hotel industry, such as labour laws, tax regulations, and health and safety regulations. (Go and Pine, 1995, pp.134–170)
- Compliance with data privacy laws and regulations, such as the General Data Protection Regulation (GDPR), is also important for hotels that collect and process personal data. Theocharidis, Argyropoulou, M., Karavasilis, G., Vrana, V., & Kehris, E. (2020).
- Intellectual property laws may also affect the industry, as hotels may need to ensure that their branding and marketing materials do not infringe on the trademarks or copyrights of other companies.

SWOT Analysis:

Strengths:

1. Location: The hotel is located in a convenient and easily accessible area, with good transport links to the airport, train station, and metro stop. This makes it attractive to business and leisure travellers.
2. Online services: Esentia Togumar offers 24/7 online service and TUI app support, which is convenient for guests and enhances their experience.
3. Attractively constructed rooms: The hotel's rooms are well constructed, providing a comfortable and pleasant environment for guests.
4. Variety of facilities: The hotel offers a range of facilities such as 24/7 reception, hotel safe, newspapers, Wi-fi, launderette, laundry service, and café, which enhances the guest experience.

Weaknesses:

1. Room quality: The quality of the rooms could be improved, as some guests have complained about the size, comfort, and cleanliness of the rooms.
2. Limited dining options: The hotel only has a breakfast room and café, which limits dining options for guests who want to eat on-site.
3. Lack of parking: The hotel has no on site parking.

4. Limited leisure facilities: The hotel does not offer any leisure facilities such as a gym or pool, which could be a disadvantage for guests who value such amenities.
5. Limited conference facilities: Esentia Togumar does not have any conference facilities, which limits its appeal for business travellers.

Opportunities:

1. Renovations: Esentia Togumar could consider renovating its rooms and facilities to enhance guest experience and attract more customers.
2. Expansion: The hotel could consider expanding its services by adding leisure facilities or conference facilities, which would increase its appeal to a wider range of customers.
3. Partnerships: Esentia Togumar could partner with local restaurants or attractions to offer guests a wider range of dining and leisure options.
4. International markets: The hotel could target international markets by offering translation services or international TV channels to cater to guests from different countries.
5. Sustainable practices: The hotel could adopt sustainable practices such as reducing energy consumption, using eco-friendly products, and promoting recycling, which would appeal to environmentally conscious guests.

Threats:

1. Competition: There are many other hotels in the area that offer similar services and amenities, which could impact Esentia Togumar's market share.
2. Economic instability: Economic instability, such as a recession or inflation, could affect the hotel's profitability and revenue.
3. Technological advancements: Advances in technology could disrupt the hotel industry and impact Esentia Togumar's business model.
4. Political instability: Political instability or unrest in the country or region could impact tourism and reduce the number of visitors to the hotel.
5. Public health concerns: The COVID-19 pandemic or other public health concerns could impact the hotel's operations and revenue if there are restrictions on travel or gatherings.

After conducting a thorough analysis of the Esentia Togumar hotel, we have identified several strengths, weaknesses, opportunities, and threats that are relevant to the hotel's operations and future success.

TOWS

Strengths

- Decent location close to the centre of Madrid, with easy access to some popular tourist attractions and transportation hubs
- Recently renovated with amenities and a sleek design
- Good reputation for excellent customer service and hospitality
- Well-established brand within the hospitality industry
- Diversified portfolio of room types and services to cater to different customer segments

Weaknesses

- Limited space for on-site parking, which could deter customers who require a car parking (Parkimeter, 2023)
- High competition in the local hospitality industry, with many other hotels offering similar services and amenities (booking.com, 2023)
- Relatively higher room rates compared to other hotels in the same area, which could limit the hotel's appeal to budget-conscious travellers
- Limited food and beverage options on-site, which could result in lower revenue from customers who prefer to dine in the hotel

Opportunities

- Expansion of the hotel's online presence and digital marketing strategies to reach a wider audience of potential customers. This has been said to be very beneficial for hotels. (Cafor, 2023)
- Increased focus on eco-friendly practices and sustainability to attract customers who prioritise environmental responsibility. Consumers are becoming more eco conscious about their choices in things such as hotel bookings. (Kapoor, Balaji, M. S., Jiang, Y., & Jebarajakirthy, C. 2022)

- Collaboration with local tourism boards and businesses to offer package deals and promotions to encourage customers to stay longer and explore the surrounding area
- Potential for offering unique experiences, such as guided tours or cultural workshops, to differentiate the hotel from competitors and provide added value to customers

Threats

- Economic uncertainty and fluctuations in travel demand due to global events, such as pandemics or natural disasters. This could all lead to unusual demand / low demand throughout the year. (Colin Michael Hall and Higham, 2006)
- Regulatory changes or restrictions on tourism and travel, such as visa requirements or quarantine measures, which could limit the hotel's ability to attract international customers. (Caldeira, Seabra, C., & AlAshry, M. S. 2022)
- Emergence of new competitors or disruptive technologies that could challenge the hotel's market share and customer base. (Spencer, & Chevers, D. A. 2018)
- Negative reviews or feedback on popular travel websites and social media platforms, which could damage the hotel's reputation and lead to decreased customer loyalty.

Based on this TOWS analysis, the Esentia Togumar hotel could consider strategies such as promoting eco-friendly practices, collaborating with local tourism boards, and offering unique experiences to differentiate itself from competitors and attract a wider customer base. It could also benefit from investing in online marketing and digital strategies to reach a wider audience, while also addressing weaknesses such as limited on-site parking and food and beverage options. Online marketing has become extremely popular in the recent decade (Campbell and Springerlink (Online Service, 2015, pp.123–176)

Overall, these recommendations will help the Esentia Togumar hotel to address its weaknesses and capitalise on its strengths and opportunities to increase its competitiveness and appeal to guests.

Main Body

Ways Esentia Togumar can be improved

My team was able to discover a number of issues that require Esentia Togumar's immediate attention since we did an in-depth analysis of the business practices of Esentia Togumar. This was made possible by the fact that our team conducted this investigation using a broad range of analysis tools. As a direct result of the findings of our investigation, it is Esentia Togumar's responsibility to resolve these concerns as soon as possible and not to make any delays. As well as finding negative things that can be improved we also found positive things that are great about the business that should be kept the same with little to no room for improvement necessary.

1. **Food and beverages & Vegetarian, Vegan, Gluten-free and Halal**

To begin, the guests have voiced their dissatisfaction with the limited selection of food and beverages that are provided, despite the fact that the complex includes a launderette, a laundry service, a 24-hour desk, a hotel safe, newspapers, Wi-Fi, and a café ((chriswatp1 , 2021). Which they consider to be disappointing and which they feel to be a source of their low reviews. As a direct result of this, the hotel needs to carefully assess the introduction of new food and drink options in order to satisfy the enormous variety of tastes held by tourists. This is necessary in order for the hotel to remain profitable. (Junghyun Park, Yunmi Park, & Jongsik Yu. 2022). This is something that needs to be done in order for the hotel to keep as many happy customers as it possibly can. They should also look at introducing vegetarian, vegan, gluten-free. halal options and so on.

Likewise people have also said that they are very pleased with the quality of the food itself. Although the business has limited selection of food and beverages, numerous customers have expressed on review sites that they are satisfied with the level of quality of the food they have received.



(cothm ae, 2021)

2. **Shuttle service / agreements with local taxi firms**

Secondly, despite its close proximity to the Prosperidad metro station and the fact that it is only a few minutes' drive from the hub of Madrid's city centre, the hotel is quite a distance from well-known tourist spots such as Retiro Park and the Museum of the Prado. Their competitor hotels offer much easier access to the tourist attractions mentioned above. This is a significant disadvantage that needs to be taken into consideration, and it must not be disregarded. As a consequence of this fact, the hotel might take into consideration initiating a shuttle service or creating agreements with the various taxi firms that are located in the neighbourhood in order to make travelling more convenient for the hotel's guests. Both of these options would serve the purpose of making the hotel's location more accessible and a bonus perk for customers when browsing for hotels. The eventual effect of either one of these two possibilities would be the same regardless of which one was chosen.

Although the business is far away from some main tourist attractions, they are still relatively close to a numerous list of other tourist attractions. These close by tourist attractions might just be the very reason some customers choose Esentia Togumar over other competitors. Such as the over 110 restaurants within 0.3 miles and the 19 attractions within 0.3 miles of Esentia Togumar. (Tripadvisor, 2022)



(IMeee blog, 2019)



(Meleta Con Redas, 2017)

3. **Re-evaluate pricing**

The hotel is also quite expensive compared to its competitors that are also rated 3 stars. This may lead many tourists to choose other hotels closer to the attractions mentioned above, and those that are cheaper. As staying in a hotel nearby to attractions is more convenient for tourists compared to being closer to the airport. The majority of the low reviews of this hotel are by guests who believe the pricing does not meet the value. (Mobile06821590341 , 2023)



(Crypto news, 2020)

4. **Improve online customer experience**

The online customer service at the hotel has a lot of room for improvement. The online customer service of the hotel. Some users of the website have noted that they have had problems engaging with the employees of the website, as well as the amount of time it takes for them to obtain a response to their questions or comments posted on the website. The fact that the internet service can be accessed at any hour of the day or night does not change the fact that this is the situation.

In spite of the fact that the website may be visited at any time of the day or night, users have nonetheless placed these comments on the page.

In order for the hotel to make amends for this, they will need to conduct an exhaustive investigation into the possibility of making an investment on having one or two dedicated people that handle all online customer relation based activities. This is the best method of approach according to Süphan Nasir (2015, pp.106–165) that is more robust. After that, and only then, will they have any possibility of making up for their previous online customer service experience. Once they address this, the hotel will be able to reduce the amount of time it takes to reply to the enquiries of its customers, and raise the level of satisfaction those customers feel as a direct result of their contacts with the company. *(Subramaniam, Collier, P., Phang, M., & Burke, G. 2011)*

On the other hand, the business has also had many positive reviews about the customer experiences they have had. Such as various customers expressing how helpful employees have been in their past visits. This is a great review to receive for a hotel as then other customers see this and it might just be the reason why they decide to stay at the hotel themselves.



(KSIONLINE, 2019)

5. **Retain employees / Upskill**

Finally, although the staff at the hotel are friendly and eager to assist guests in any way they can, a number of customers have expressed their disappointment with the inadequate training that has been provided to the staff. This is despite the fact that the staff are lovely and happy to assist guests in any way they can. This can lead to inefficiencies, which can have an influence on how guests feel about their stay as a whole. There is a potential for this to become a problem if there

are a significant number of individuals present in the room. Therefore, in order for the hotel to boost both the quality of the service that is offered, and the general productivity of the people, the hotel ought to make investments in a range of various kinds of training courses either online, off the job, or on the job training. There are many benefits with online training courses according to Gilles Carbonnier et al (2014, pp.230–266) This will allow the hotel to accomplish both of these goals. The hotel will be able to achieve both of these objectives as a result of this investment in proper training. (Fisman, R. & Sullivan, T. 2014)

Some previous employees reviewed what it was like working at Esentia Togumar. They said things such as they have been working there for years. But cannot carry out some of the job roles that are in their same job title. But new employees / favourite employees are getting trained on other job roles so they have a more variety of things to do (Nekiel, 2023). This is unfair and unethical. This should be addressed immediately. All employees should be fairly trained and upskilled.



(Eleaplms, 2022)

Summary

To summarise, despite the fact that staying at the hotel is often a positive experience for a large number of people, there is a significant amount of opportunity for the establishment to grow and become an even higher quality hotel overall. My team at A.B Solutions Limited have come up with these five proposals, and each one of them was found after conducting a substantial amount of research and analysis. If these recommendations were immediately addressed, it would result in better evaluations, higher client retention, and improved customer happiness. This will be of

tremendous assistance to Esentia Togumar in the long run. (Kotter, J 2012). The following is a list of all five recommendations:

1. **Food and beverages & Vegetarian, Vegan, Gluten-free and Halal**
2. **Shuttle service / agreements with local taxi firms**
3. **Re-evaluate pricing**
4. **Improve online customer experience**
5. **Retain employees / Upskill**

Some of these recommendations may be costly, risky, and time consuming, but overall will have a very positive impact on the business if executed with a dedicated team of professionals, who all share the same vision for Esentia Togumar. Great businesses are the ones that are willing to improve and take risks. (Browne, 2016, pp.54–99)

Findings & Results

Here we will showcase how and where we have gathered our findings and results. All findings and results that made us come to the conclusion of all the recommendations provided can be found in table below as follows: Please refer to **Table 1**

Recommendations:	**Findings & Results:**	**TOWS**
Food and beverages & Vegetarian, Vegan, Gluten-free and Halal	We found many reviews on various trusted review sites. Such as trip advisor. Numerous amounts of complaints expressing the lack of food and beverage options that are available. Please see figure 1.2 below	**Threats:** increase in raw materials and cost, need extra storage facilities for new raw materials. Higher risk for wastage ingredients going off. (Douglas Robert Brown, 2017, pp.98–145) **Opportunities**: Will cater to those with special food requests. Which is a great benefit

		according to Nelson (pp.143-169., 2018). **Weaknesses**: Will need to provide training for cooks to get used to new meals. **Strengths**: Will be the one of many restaurants joining the vegan/ veg / halal movement
Shuttle service / agreements with local taxi firms	Although the hotel is located next to some attractions. The hotel is not near some of the top tourist attractions that international visitors voted for. They come to Madrid to visit attractions. Such as the Royal Palace of Madrid (Smith, 2023) which takes over 21 minute drive in low traffic to come visit from the hotel. Please see Figure 1.3 Furthermore the very famous Retro Park is a 40 minute walk from the hotel, Which is quite the walk. A recent study conducted by (Sandra, 2020) a dedicated company that focuses on Madrid tourism. Explained that buses and taxis are the most common way tourists prefer to travel around in Madrid. This backs up the fact that Madrid is renowned for their	**Threats:** VERY expensive for shuttle service will be a big investment. Taxi service will be quite costly but definitely affordable. **Opportunities:** Will attract people who are here in Spain to travel a lot. **Weaknesses:** Cost for maintenance and service (Quadrifoglio, Hall, R. W., & Dessouky, M. M. 2006) **Strengths:** Will be one of very few hotels that do that in Madrid with the subway service available**.**

	excellent public transportation system.	
Re-evaluate their pricing	Various customers have expressed their dissatisfaction with the pricing of rooms, food and beverages of the hotel and that it does not meet the value for its price. Please see figure 1.4 A review on the pricing of Esentia Togumar product offering will be a step in the right direction.	**Threats:** May reduce profit for a short period of time, but then there should be gradual slight increase. **Opportunities:** Will attract new and more frequent customers **Weaknesses:** May be considered 'cheap' or 'low class' due to the less expensive product offering. **Strengths:** Will likely sell more rooms, and other products such as food and beverages.
Improve online customer experience	A lot of customers have expressed how they feel it is very hard to reach the business online as their online presence is very limited and that they almost have to either book through a third-party booking site. (smith, 2023). My team of professionals have checked and can see that Esentia Togumar do not currently have their own website. I have decided to legitimately and legally purchase the following domain: EsentiaTogumar.com Please	**Threats:** Will need to hire a web developer and may need to hire more employees to be able to manage emails and other online customer relations based activities. **Opportunities:** Will improve customer service experience, which will result in higher customer retention. Also for guests who want to chat from their room to team members. **Weaknesses:** May need to purchase new equipment such as tablets and additional computers and stay up to date with technology and WIFI enhancements. This would also be a huge benefit to any business

	click the link to view. As you can see this is your hotel's name, That we are now the legal owners of. My team will be giving this to you once we receive our consulting fees. Please see figure 1.5 & 1.6 It is becoming a very common necessity for all businesses to have strong professional domain names that represent their business.	according to Caselli (pp, 123-179, 2017) **Strengths:** Having a solid online customer service team will guarantee happy customers will hopefully come back again. (Stevens, Spaid, B. I., Breazeale, M., & Esmark Jones, C. L. 2018).
Retain / Upskill employees	Employees on review sites have also expressed that members of staff have an imbalance of training. For example, some employees are trained to do room service but other employees who work in that same department are not trained to do room service. There needs to be a businesses training day and for every employee to catch up on training. Please see figure 1.7	**Threats:** Could be quite a costly investment depending on the differences in skill gaps and getting everyone on the same level. (Davies, 2007, pp.156–196) **Opportunities:** Will mean that if one person was sick or on bereavement on holiday any other team member will be able to carry out all their same job functions. **Weaknesses:** Some colleagues may now like it that they are having to get trained on every job function in their job role. **Strengths:** Will overall improve customer satisfaction and create peace of mind for Esentia Togumar going forward.

Table 1

To summarise, the table gives you a clear understanding exactly how we came to our justified recommendation with solid evidence to back our reasoning. We have also added a TOWS analysis tool alongside it to show you the possible threats, opportunities, weaknesses and strengths. We hope that you have carefully read it and understand why we have come to decide on our 5 recommendations.



Figure 1.2 (S, 2023)

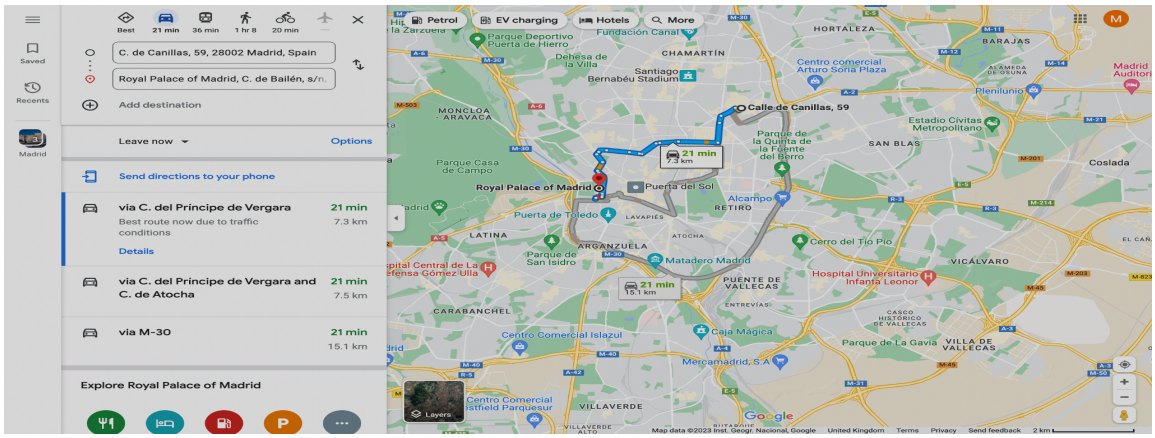


Figure 1.3 (Google, 2023)



Figure 1.4 (Mobile06821590341, 2023)

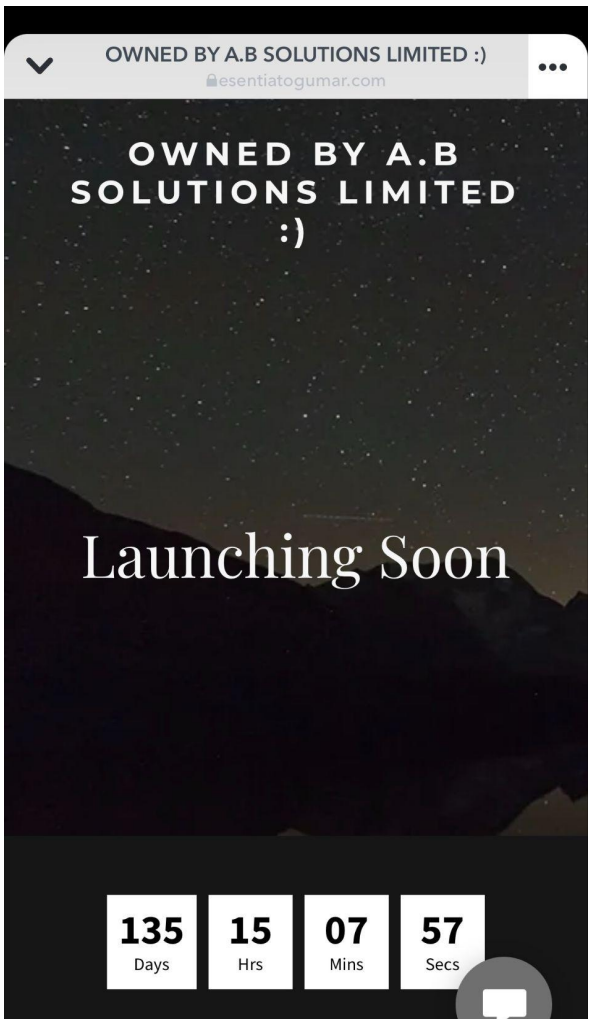


Figure 1.5

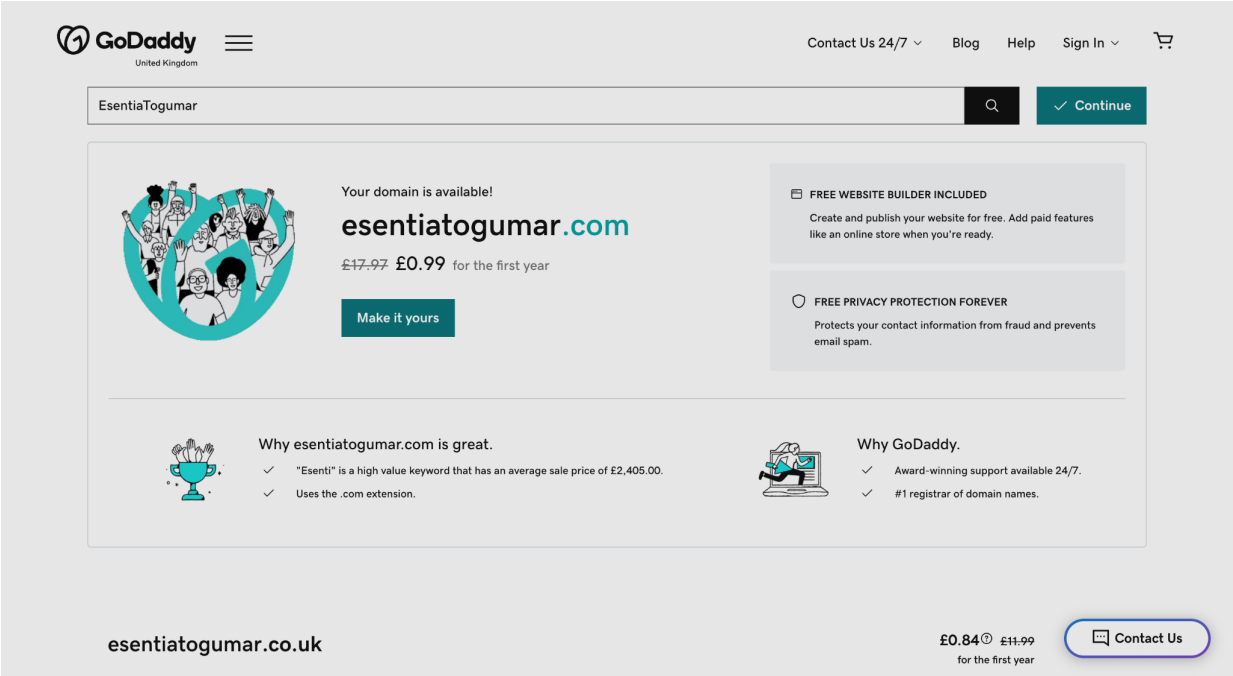


Figure 1.6



Fingure 1.7

Action Plan

Below is an action plan my team has formed for Esentia Togumar. It contains estimated costs for the desired recommendations. Please review the table carefully in **Table 2.** We have also constructed a cost to benefit analysis table. This is a method used by many consulting businesses and has been around since the 20th century. They are a very good tool to see what is most beneficial. (Higgins, 1994, pp.232–250) Please see **Table 3**

Number	Problem	Solution	Desired outcome	Time scale	Completion Date	Planned Budget
1	Customers complaining about lack of food and beverages	Introducing veg, vegan and halal	Higher customer base due to more broad range of customer food and beverage offerings	2 months	01/06/2023	£5000
2	Not that close to some of the main tourist attractions in Madrid	Invest in a shuttle service or make an agreement with local taxi firm	Will attract more customers who will have reliable transport from the hotel.	2 months	01/06/2023	TAXI - £1000 Shuttle service - £15,000
3	Expensive offering compared to other hotels with same value	Re-evaluate pricing	Lower prices ranges on rooms, food and beverages	2 months	01/06/2023	FREE Or hiring an export could be around £1000-£5000
4	Reviews expressing customers are not happy with	Improve online customer experience	Have a dedicated employee managing online customer relation activities	2 months	01/06/2023	May need new employee(s) new payroll

	online customer experience					
5	Reviews expressing customers are not happy with some employees in same department only knowing certain things customer experience	Retrain / upskill employees	All employees are able to carry out each others job functions in their respected areas of the hotel.	2 months	01/06/2023	£5000-£17,000

Table 2

COST BENEFIT ANALYSIS

	Introducing veg, vegan and halal	Invest in a shuttle service or make an agreement with local taxi firm	Re-evaluate pricing	Improve online customer experience	Retrain / upskill employees
TOTAL COST	+£1000 A MONTH IN COSTS	+£2000 A MONTH IN COSTS	£1000	£2000	£9000
TOTAL BENEFIT	£8000	£9000	£6000	£20,000/YR	£20,000/YR
COST BENEFIT RATIO	8.	4.5	6.	10.	2.22

Table 3

It is very important for us to conduct a strong feasibility study for the hotel development project to determine its viability, identifying potential risks and opportunities associated with the project, developing a project timeline and budget, managing stakeholder expectations, and establishing project metrics to measure success. According to (Noordzij, 2014, pp.75–99) this is a key factor that should be done when a development project is going to happen.

Recommendations

- **Food and beverages & Vegetarian, Vegan, Gluten-free and Halal**

Introducing a wider range of food and beverages which include having more vegetarian, vegan, gluten free and Halal options available for guests that prefer them.

- **Shuttle service / agreements with local taxi firms**

Having a shuttle service that travels from the hotel to various popular landmarks that are far from the hotel. Likewise having agreements with local taxi firms to charge their customers a discounted rate or a commission to the hotel for each customer they supply them with. ((Baron, A. and Armstrong, M. 2007)

- **Re-evaluate pricing**

Having a fair and profitable pricing strategy to better compete with similar hotels in the area. This will also make customers happier as they will see a reduction in costs at the hotel which will make Esentia Togumar a more favourable option.

- **Improve online customer experience**

Having a dedicated employee who manages all online queries, emails and online chat bots. Likewise training every employee to be able to do this.

- **Retain employees / Upskill**

Making all employees trained on the same set of skills and job functions that other employees can do in their same respected job role.

Conclusion

This report has been conducted thoroughly, with great dedication and care. By reading the entirety of this report Esentia Togumar should now have a far better understanding of what needs doing to improve their business. In this report we have included various professional analysis tools that have aided us in our 5 recommendations.

We then did a more in depth analysis onto each recommendation and gave a lot of reasons to why you would benefit from these changes and why. We then produced a table which shows you our results and findings for our recommendations. After this we gave you an action plan on how you can approach all of our recommendations.

Everyone here at **A.B Solution Limited** genuinely enjoyed working with Esentia Togumar, and would like to thank you sincerely for choosing us as your consulting firm.

References:

1. S, A. (2023) ‘Lack of food and beverages’. https://www.tripadvisor.co.uk/Hotel_Review-g187514-d228460-Reviews-Sercotel_Togumar-Madrid.html

2. Allan, Lecca, P., & Swales, K. (2017). The impacts of temporary but anticipated tourism spending: An application to the Glasgow 2014 World Cup Brazil

3. booking.com (2023) *Help! Which property is best?*. Available at: https://www.booking.com/searchresults.en-gb.html?aid=308014&label=msn-Yl4LA5 (Accessed: 19 May 2023).

4. Burnes, B. (2014) Managing Change, Great Britain, Prentice Hall. 4th Edition. Pearson., pp. 233–287. Available at: https://www.pearson.ch/HigherEducation/Pearson/EAN/9781292156040/Managing-Change (Accessed: 14 May 2023).

5. Baron, A. and Armstrong, M. (2007) Human Capital Management. London: Kogan Page.

6. Browne, C.H. (2016) *The Little Book of Value Investing*. John Wiley & Sons., pp. 54–99.

7. Buttrick, R. (2009) The Project Workout, London: Prentice Hall . 4th edn. VLeBooks ., pp. 45–112. Available at: https://www-vlebooks-com.ezproxy.uwtsd.ac.uk/Account/Logon (Accessed: 14 May 2023).

8. cothm ae (2021) *food picture from menu item - restaurant s*. Available at: https://cothm.ae/ (Accessed: 19 May 2023).

9. Caselli, F. (2017) *Technology differences over space and time*. Princeton, New Jersey: Princeton University Press., pp. 123–179.

10. Crypto news (2020) *Demand is growing in crypto* . Available at: https://www.crypto-news.net/demand-is-growing-for-blockchain-related-jobs-salaries-continue-to-rise/ (Accessed: 20 May 2023).

11. Caldeira, Seabra, C., & AlAshry, M. S. (2022). Contrasting the COVID-19 Effects on Tourism Safety Perceptions and Coping Behaviour among Young People during Two Pandemic Waves: Evidence from Egypt. *Sustainability (Basel, Switzerland)*, *14*(12), 7492–. https://doi.org/10.3390/su14127492

12. Caforio. (2023). 5 Critical Components of Your 2023 Business Strategy. *Orange County Business Journal*, *46*(14), B28–B28.

13. chriswatp1 (2021) ‘not great for British travellers! avoid’. Available at: https://www.tripadvisor.co.uk/Hotel_Review-g187514-d228460-Reviews-Sercotel_Togumar-Madrid.html#REVIEWS Accessed on 12/05/2023

14. Colin Michael Hall and Higham, J.E.S. (2006) *Tourism, recreation and climate change*. New Delhi: Viva Books.

15. Cartwright, J.R. (2015) *Political leadership in Sierra Leone*. Toronto Ontario ; Buffalo New York: University Of Toronto Press. Pp. 139-146

16. Colin Michael Hall and Higham, J.E.S. (2006) *Tourism, recreation and climate change*. New Delhi: Viva Books., pp. 233–258.

17. Cafiso, Cellini, R., & Cuccia, T. (2018). Do economic crises lead tourists to closer destinations? Italy at the time of the Great Recession. *Papers in Regional Science*, *97*(2), 369–386. https://doi.org/10.1111/pirs.12242

18. Cuccia, & Cellini, R. (2007). Is cultural heritage really important for tourists? A contingent rating study. *Applied Economics*, *39*(2), 261–271. https://doi.org/10.1080/00036840500427981

19. Campbell, C.L. and Springerlink (Online Service (2015) *Marketing in Transition: Scarcity, Globalism, & Sustainability : Proceedings of the 2009 World Marketing Congress*. Cham: Springer International Publishing., pp. 123–176.

20. Davies, E. (2007) *The Training Manager's Desktop Guide*. 4th edn. Thorogood Publishing., pp. 156–196.

21. Douglas Robert Brown (2017) *The restaurant manager's handbook : how to set up, operate, and manage a financially successful food service operation*. Ocala, Fl: Atlantic Publishing Group Inc., pp. 98–145.

22. Ezzaouia, & Bulchand-Gidumal, J. (2022). The impact of information technology adoption on hotel performance: Evidence from a developing country. *Journal of Quality Assurance in Hospitality & Tourism*, *ahead-of-print*(ahead-of-print), 1–23. https://doi.org/10.1080/1528008X.2022.2077886

23. Eleaplms (2022) *Group training session* . Available at: https://www.eleapsoftware.com/5-ways-to-implement-effective-employee-training/ (Accessed: 20 May 2023).

24. Fisman, R. & Sullivan, T. (2014) The Org: How the Office Really Works, Murray, London

25. Google (2023) Google Maps. Available at: https://www.google.co.uk/maps/dir/C.+de+Canillas (Accessed: 15 May 2023).

26. GOV.UK (2022) *Entry requirements - Spain travel advice*. Available at: https://www.gov.uk/foreign-travel-advice/spain/entry-requirements.

27. Gilles Carbonnier, Carton, M. and King, K. (2014b) *Education, learning, training : critical issues for development*. Leiden: Brill Academic Publishers., pp. 230–266.

28. Go, F.M. and Pine, R. (1995) *Globalization strategy in the hotel industry*. London: Routledge., pp. 134–170.

29. Higgins, J.M. (1994) *101 Creative Problem Solving Techniques : The Handbook Of New Ideas For Business*. Winter Park, Fla. New Management Publ. Co., pp. 232–250.

30. IMeee blog (2019) *Tokyo Shuttle* . Available at: https://lodgingmagazine.com/five-layers-of-protection-for-hotels-offering-shuttle-service/ (Accessed: 19 May 2023).

31. Junghyun Park, Yunmi Park, & Jongsik Yu. (2022). Can Multiple Attributes of Vegan Restaurants Affect the Behavioral Intentions by Psychological Factors? *Frontiers in Nutrition (Lausanne)*, *9*. https://doi.org/10.3389/fnut.2022.902498

32. KSIONLINE (2019) *STAFF training* . Available at: https://www.ksionlinelimited.com/customer-service-training-course-hotels/ (Accessed: 20 May 2023).

33. Kotter, J (2012). Leading change. Harvard Business Review Press.

34. Kapoor, Balaji, M. S., Jiang, Y., & Jebarajakirthy, C. (2022). Effectiveness of Travel Social Media Influencers: A Case of Eco-Friendly Hotels. *Journal of Travel Research*, *61*(5), 1138–1155. https://doi.org/10.1177/00472875211019469

35. Kipping, & Clark, T. (2012). The Oxford handbook of management consulting. Oxford University Press

36. Katarzyna Lar, & Tomasz Holecki. (2018). Prospects for the Use of Social Media Marketing Instruments in Health Promotion by Polish Marshal Offices. *Frontiers in Public Health*, *6*. https://doi.org/10.3389/fpubh.2018.00065

37. Meleta Con Redas (2017) *Taxis in Madrid* . Available at: https://maletaconruedas.com/espana/moverse-por-madrid-en-taxi/.

38. Mobile06821590341 (2023) 'Adequate at most'. Available at: https://www.tripadvisor.co.uk/Hotel_Review-g187514-d228460-Reviews-Sercotel_Togumar-Madrid.html Accessed on 12/05/2023

39. Mobile06821590341 (2023) 'Adequate at most'. https://www.tripadvisor.co.uk/Hotel_Review-g187514-d228460-Reviews-Sercotel_Togumar-Madrid.html

40. Moschis, & Ünal, B. (2008). Travel and Leisure Services Preferences and Patronage Motives of Older Consumers. *Journal of Travel & Tourism Marketing*, *24*(4), 259–269. https://doi.org/10.1080/10548400802156711

41. Noordzij, G. (2014) Project management of hotel opening processes : exploring better ways to open new hotels. North Charleston: Createspace Independant Publishing Platform., pp. 75–99.

42. Nekiel, M. (2023) ‘Insufficient training provided ’. *https://www.glassdoor.com/Search/results.htm?keyword=Esentia%20togumar*

43. Nguyen, Thanh, S. D., & Nguyen, B. (2022). Economic uncertainty and tourism consumption. *Tourism Economics : the Business and Finance of Tourism and Recreation*, *28*(4), 920–941. https://doi.org/10.1177/1354816620981519

44. Olga V. Rogach, & Elena V. Frolova. (2022). Regional Specificity of Tourism Potential Development: Sociological Analysis. *Регионология*, *30*(2), 383–404. https://doi.org/10.15507/2413-1407.119.030.202202.383-404

45. Parkimeter (2023) *Parking in Madrid with the best car parks*. Available at: https://parkimeter.com/en/parking-madrid?term=Parking&msclkid=00fa1594bff718ef93fe71f3ce6321ef&utm_source=bing&utm_medium=cpc&utm_campaign=HK_en_esp_Madrid&utm_term=parking%20madrid&utm_content=Parking (Accessed: 19 May 2023).

46. Quadrifoglio, Hall, R. W., & Dessouky, M. M. (2006). Performance and Design of Mobility Allowance Shuttle Transit Services: Bounds on the Maximum Longitudinal Velocity. *Transportation Science*, *40*(3), 351–363. https://doi.org/10.1287/trsc.1050.0137

47. Stevens, Spaid, B. I., Breazeale, M., & Esmark Jones, C. L. (2018). Timeliness, transparency, and trust: A framework for managing online customer complaints. *Business Horizons*, *61*(3), 375–384. https://doi.org/10.1016/j.bushor.2018.01.007

48. Spencer, & Chevers, D. A. (2018). MEETING AND EXCEEDING GUEST EXPECTATIONS: THE INFLUENCING ROLE OF TECHNOLOGY IN BAHAMIAN HOTELS. *Journal of Tourism Challenges and Trends*, *11*, 9–30.

49. Smith, M. (2023) Visit Madrid - Madrid Trip Planning | Visit A City. Available at: https://www.visitacity.com/en/madrid?campaginid=428228917&adgroupid=1285329511812199&targetid=kwd-80333329927113:loc-188&utm_source=bing&utm_medium=cpc&utm_campaign=Madrid%20Attractions%20G-EUR-In-EUR&utm_term=top%20attractions%20in%20madrid&utm_content=Attractions%20-%20top%20madrid (Accessed: 15 May 2023).

50. Sandra (2020) Getting around Madrid. Available at: https://www.madrid-traveller.com/getting-around-madrid/ (Accessed: 15 May 2023).

51. Subramaniam, Collier, P., Phang, M., & Burke, G. (2011). The effects of perceived business uncertainty, external consultants and risk management on organisational outcomes. Journal of Accounting & Organizational Change, 7(2), 132–157.

52. smith, emma (2023) ‘good stay but rough booking online ’*https://www.tripadvisor.co.uk/Hotel_Review-g187514-d228460-Reviews-Sercotel_Togumar-Madrid.html*

53. Subramaniam, Collier, P., Phang, M., & Burke, G. (2011). The effects of perceived business uncertainty, external consultants and risk management on organisational outcomes. Journal of Accounting & Organizational Change, 7(2), 132–157.

54. Süphan Nasir (2015) *Customer relationship management strategies in the digital era*. Hershey: Business Science Reference, An Imprint Of Igi Global, Cop., pp. 106–165.

55. Travel & Tourism Industry Profile: Spain. (2019.) MarketLine, a Progressive Digital Media business.pp, 32–57

56. Theocharidis, Argyropoulou, M., Karavasilis, G., Vrana, V., & Kehris, E. (2020). An Approach towards Investigating Factors Affecting Intention to Book a Hotel

Room through Social Media. *Sustainability (Basel, Switzerland)*, *12*(21), 8973–. https://doi.org/10.3390/su12218973

57. Tripadvisor (2022) *SERCOTEL TOGUMAR - Updated 2023 Reviews (Madrid, Spain)*. Available at: https://www.tripadvisor.co.uk/Hotel_Review-g187514-d228460-Reviews-Sercotel_Togumar-Madrid.html (Accessed: 17 May 2023).

58. Whittington, R. (2020) Exploring Strategy. Harlow: Pearson Education Limited. 12th edn. Pearson. Available at: https://www.pearson.com/en-gb/subject-catalog/p/exploring-strategy-text-and-cases/P200000004559/9781292282503 (Accessed: 14 May 2023).

59. Yeoman, I., Yu, L., Mars, M. and Mariska Wouters (2012) *2050 - Tomorrow's Tourism*. Bristol ; Buffalo ; Toronto: Channel View Publications., pp. 87–112.

60. Yeh, & Chung, J.-P. (2009). High-brightness LEDs—Energy efficient lighting sources and their potential in indoor plant cultivation. *Renewable & Sustainable Energy Reviews*, *13*(8), 2175–2180. https://doi.org/10.1016/j.rser.2009.01.027