

MARRIOTT HOTEL CANARY WHARF

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3. Executive Summary

The evaluation of the operational problems that have been affecting the Marriott Hotel Canary Wharf is the foundation of this specific report. Low employee engagement and excessive employee turnover are the main causes of this company's problems, as they have a detrimental effect on the consistency of client service. Disengaged workers fail to meet service standards in a field where interactions with guests are essential, which lowers their ability to satisfy customers and erodes their relationship with them. Staff members are not given much information on guest comments, plan changes, or performance monitoring at the operational level. Teams shrank as a result of post-pandemic adjustments. Employee stress has increased, while job satisfaction has decreased. Customers expect faultless service when they pay extra for a five-star hotel like Marriott Canary Wharf, and subpar service can negatively impact the property's reputation.

Inadequate customer reviews and untrustworthy service result in fewer guests, which weakens the hotel's position relative to rivals and could harm the Marriott brand as a whole. Today's guests demand highly customised service and brands that prioritise sustainability. Menus, guest services, and hiring procedures must be modified. Low employee morale causes more mistakes, longer customer service wait times, and an increase in absenteeism. The front desk and cleaning are particularly susceptible, which results in inefficiency and makes the rest of the business more difficult and less pleasurable for visitors. All of these elements demonstrate how crucial it is to address worker issues if the hotel is to continue to succeed.

Some crucial operations, like as the front desk and restaurant service, continue to run well and contribute to upholding the Marriott Hotel Canary Wharf's reputation in spite of the difficulties. The high calibre of the hotel's amenities and accommodations is a major plus for many. The hotel is well-liked by both business and leisure travellers because of its cleanliness, contemporary amenities, and convenient position in the financial sector. Collaborate with academic institutions to leverage Marriott's brand and loyalty initiatives to attract youthful, skilled job candidates. Staff morale was raised by providing Westminster Kingsway College's graduate programs to assist employees in developing their abilities.

It is clear from the results that low employee engagement and significant staff turnover are the Marriott Hotel Canary Wharf's main issues. These factors affect how effectively customers are serviced, how they evaluate the establishment, and how efficiently things are run. Companies must develop a plan that addresses training, regular feedback, well-being, communication, and employee engagement in order to address this. To improve the organization's performance, specific activities and a comprehensive change management plan are recommended below. One of the main causes of employee dissatisfaction in the company is inadequate and untrustworthy communication. Setting up a mobile platform for internal communications that meets various needs can help with this. Here, employees would view their work schedule, provide confidential feedback, get company notifications, access training materials, and participate in appreciation events.

Employees in the hotel industry frequently decide to leave because they don't perceive prospects for professional growth. One approach to address this issue is for the hotel to form alliances with local hospitality schools, such as Westminster Kingsway College. Marriott would be able to set up paid internships, apprenticeships, and graduate training programs if it accepted colleges as partners. They showcase Marriott's commitment to assisting individuals in advancing their careers and draw in talented recent graduates. For those who are interested in advancing their careers, Marriott might also include more individualised and visually appealing alternatives. Organisations must develop a plan that outlines how employees can progress from entry-level jobs to leadership positions.

In order to maintain staff satisfaction and retention, the hotel must adopt flexible work arrangements. Many workers feel more independent when they may use the internal communication platform to sign up for the shifts they desire or trade shifts with others. In addition to implementing more flexible scheduling, Marriott ought to launch a structured wellness initiative. Employers frequently do this by enrolling workers in an Employee Assistance Program (EAP), which provides private financial guidance, mental health counselling, and wellness support.

Analysing employee and visitor feedback is crucial to the company's continuous improvement. "Feedback Champions" might be assigned specific responsibilities in each department at Marriott Canary Wharf. During the team's weekly meetings, they would gather

Medallia and Bonvoy's feedback, outline the key points, and present their findings. Feedback is acknowledged and taken into consideration during this process. Feedback Champions could spend a minimal £1,000 year, excluding funds for training and incentives. In addition, the hotel ought to organise monthly "Voice Forums" where employees can freely express their grievances and provide improved operational procedures. To encourage staff members to talk freely, rotate the locations of these forums among departments and provide refreshments. With the exception of scheduling changes and inviting staff to modest events, there aren't many expenses.

Marriott should hold "Service Excellence Boot Camps" every three months to make sure that its staff members deliver the same top-notch client experience. The courses' primary goal is to improve customer service by educating attendees how to treat customers with consideration, deal with picky ones, suggest extra services, and resolve problems. Employing role-playing and real-world examples would empower staff members to handle concerns at work. The institution must spend an average of £5,000 annually on these boot camps, which covers the cost of the facilitators, consumables, and session supervision.

Every quarter, hotel management should keep an eye on employee turnover and work to reduce it from 35% to less than 25% throughout the course of the following year. An 80% one-year retention rate for new hires should be achieved through successful onboarding, efficient training, and strong employee engagement. Enhancing employee morale and implementing flexible work arrangements might help achieve the 10% absenteeism goal. The number of internal promotions that training programs result in is the primary measure of their effectiveness. Within a year, workers who began internally should hold at least 15% of leadership positions.

4. Introduction

This particular report is based on evaluating the operational issues which have been affecting the Marriott Hotel Canary Wharf. This company's struggles are mostly caused by low staff engagement and high employee turnover, which negatively impacts the consistency of guest service. In a field where contacts with guests are crucial, disengaged employees fall short of service standards, which reduces their capacity to satisfy clients and weakens their

relationship with them. The average workplace turnover rate for hospitality positions in the UK in 2023 is approximately 30%, making it one of the highest among other industries, according to a study by UKHospitality and the British Beer and Pub Association (UK Hospitality, 2023). Experience shows that frontline staff in roles involving visitor interaction at the Marriott Canary Wharf are leaving at a rate of up to 35%. This shift is supported by visitor ratings, which show that Booking.com dropped from 8.6 in 2022 to barely 8.0 in Q4 2024, while TripAdvisor reviewers frequently complained about unresponsive staff and slow wait times. According to employee comments on Indeed and Glassdoor, low morale is caused by a lack of opportunities for advancement and recognition at work.

Marriott Hotel Canary Wharf was developed in 2004 it is a four-star hotel which is located in London. This particular hotel is large in structure including approximately 300 rooms with all modern amenities that is sought by the travellers (Travel weekly, 2017). This particular hotel includes all types of amenities which include dining options, fitness center and it was able to position the hotel among the top tier brands within the company. However, as per the modern market condition this company has been experiencing issues which are required to be solved by consultancy firms.

This consultancy project will be allocated to Lighthouse organisational solution limited which is a UK based consultancy firm which is specialized in case of strategic management, development along with operational efficiency. This organisation has enormous experience in tackling the issue of hospitality organisation along with the service sector. This company has previously worked with various hotel chains across europe and has developed 90% and over positive results. This company includes an evidence based framework which is appropriate in case of solving complex problems and supports the business in adopting the present business environment.

In order to effectively analyze challenges in the case of this hotel, this report will make use of various tools such as STEEPLED analysis, SWOT analysis along with TOWS matrix. STEEPLED analysis is considered as a strategic methodology across the business function required for discovering, evaluating, organising and tracking external risk (CIPS, 2025). SWOT analysis assesses the internal strength of the organisation, this framework will be applied to identify the capabilities of this particular business required for overcoming the

issue. TOWS matrix aligns the external condition with internal capabilities; this can be identified as the foundation in case of strategic and practical recommendations.

5. Analysis

5.1 Introduction to the Hotel

The Marriott Hotel Canary Wharf enjoys its spot as a 5-star hotel located in Central London's blossoming financial sector. Because of its fine design and high-class offerings, the hotel mainly caters to business people and people who are used to being comfortable and well looked after. The hotel's high-quality rooms, superb dining and a popular steakhouse attract guests, along with the exclusive M Club Lounge, which ensures the hotel is considered elite (Marriott, 2025). Yet, despite all these advantages, recent reviews from within the company and from guests have pointed to an important threat to the hotel's overall performance and its brand name: unpredictable service.

The service inconsistency comes mainly from workers not being fully engaged and high turnover among staff, which means guests do not get the expected high-quality attention in a luxury hotel (Voorhees *et al.*, 2017). Not managing these workforce concerns can threaten how guests feel and also affect operational performance and a company's place among competitors in Canary Wharf's growing hospitality market. It examines the main reasons for these issues, how widespread they are and their consequences. To gain clear insight into the problem and make effective strategies, the analysis uses hospitality research, reviews made by guests, recent HR trends and relevant industry publications.

5.2 Identified Problem: Low Employee Engagement & High Turnover

Marriott Hotel Canary Wharf mainly faces difficult times due to poor employee involvement and lots of employee departures, which are directly weakening how consistency guests are served. In an industry where guest interactions are key, staff who are not engaged miss service standards, leading to a lowered ability to meet customers' expectations and resulting in a weaker bond with customers. According to a study conducted by UKHospitality and the British Beer and Pub Association, the average workplace turnover rate for hospitality jobs in

the United Kingdom in 2023 is about 30%, making it one of the highest among other sectors (UK Hospitality, 2023).

In Canary Wharf's Marriott, experience indicates that frontline team members in positions with guest involvement are turning over at a rate of as much as 35%. The ratings by guests evidence this change, as Booking.com went from 8.6 in 2022 to just 8.0 in Q4 2024, and people commenting on TripAdvisor reviews frequently mentioned slow waiting and indifferent staff. The comments of staff on Glassdoor and Indeed reveal that there is low morale because they are missing recognition and room for growth at work.

5.3 Causes of the Issue

Inadequate Internal Communication

At the operational level, staff do not get much information about guest comments, changes in strategy or performance tracking (Melián-González and Bulchand-Gidumal, 2016). Because updates are usually sent by management, there is less connection to the brand's mission.

Limited Opportunities for Growth

Many entry-level workers are unhappy with the lack of opportunities for career advancement. Though Marriott International has good global training programmes, it is uncertain whether these apply equally well to Canary Wharf locations (Neupane and Khanal, 2022).

High Workload and Limited Flexibility

As a result of post-pandemic changes, teams became smaller. Staff are now under more stress, while job satisfaction has gone down. Assigning shifts is often done late, which can be stressful and cause burnout.

Ineffective Use of Feedback

Even though Marriott reviews and customer data collected by Medallia and Bonvoy yield a lot of information, they are not well put to use operationally (Altena, 2023). Many line staff do not get the support of formal feedback or coaching.

Reputational Damage

When service scores go down on OTA sites, guests and business guests tend to trust the property less, as this is a fiercely competitive area.

5.4 Impact on the Hotel

When guests pay more for a 5-star hotel like Marriott Canary Wharf, they are expecting flawless service, and poor service can seriously hurt the hotel's reputation. Poor customer feedback and unreliable service lead to fewer people staying at the hotel, reducing how strong it is compared to competitors and may damage the whole Marriott brand (Hossain, 2023). Better employment scope can result in larger labour costs, because recruitment will cost between £2,500 and £4,000 for every new hire. When satisfaction among guests drops, hotels get less RevPAR and lose the ability to benefit from upselling food, beverage and various services, all affecting income (Noer, 2024). Because of low staff morale, the workplace experiences a rise in absenteeism, more errors and delays in servicing customers. Because housekeeping and the front desk are especially vulnerable, it leads to inefficiency and makes the rest of the operation more challenging and less enjoyable for guests. All these factors show that dealing with workforce problems is extremely important for the hotel's continued achievement.

5.5 STEEPLED Analysis

External factors to consider	Factors affecting the hospitality industry	Importance of Marriott Hotel Canary Wharf
SOCIAL - Consumer trends/tastes - Fashions - Consumer buying habits - Lifestyle factors - Career attitudes - Work-life balance - P o p u l a t i o n demographics	- Guests now expect hyper-personalised service and sustainability-focused brands. - Gen Z and Millennial employees prioritise purpose, recognition, and flexibility (Kgarimetsa and Naidoo, 2024). - Changing dining preferences (e.g., vegan, allergen-conscious).	- Need to adapt menus, guest services, and recruitment practices. - Must enhance employer branding to attract purpose-driven talent. - Demands culturally sensitive, inclusive practices.
TECHNOLOGY - Automation - Innovation - Disruptive technologies - Social networking - Upgrades - Robotics - Artificial Intelligence - Security	- Mobile check-in/out and AI-driven feedback are becoming standard. - Guest expectations for tech-enabled service are increasing (Mediratta, 2025). - Real-time internal comms and shift-planning tools are underused.	- The hotel must upgrade its tech infrastructure to maintain competitiveness. - Can improve staff satisfaction through better scheduling systems. - Enables faster feedback loops for performance improvement.

ECONOMIC - Exchange rates - Globalisation - Economic growth/decline - Inflation - Interest rates - Cost of living - Labour costs - Consumer spending habits	- Rising inflation and living costs increase wage expectations. - Fluctuating business travel demand due to economic instability (Smeral, 2016). - Currency fluctuations impact international booking trends. - Labour costs are among the highest operational expenses (Maja, Ana and Ivona, 2021).	- Affects staffing affordability, especially in London. - Impacts pricing strategy and international guest behaviour. - Determines profitability per room and service margin.
ENVIRONMENTAL - Environmental restrictions - Sustainable resources - CSR - Ethical sourcing - Transportation - Procurement - Supply chain management - Future pandemics	- Guests expect visible sustainability initiatives (recycling, energy usage, etc.). - Suppliers face increasing ESG standards. - Post-pandemic hygiene expectations remain elevated (Knotek <i>et al.</i> , 2021). - Growing interest in low-carbon accommodation options.	- Competitive advantage if positioned as a green hotel. - Supports Marriott's global CSR mission. - Opportunity to engage staff in environmental campaigns.

POLITICAL - Government policy - Political stability - Tax - Industry regulations - Global trade agreements/restrictions	- Post-Brexit immigration restrictions have impacted access to skilled international hospitality workers. - Regulation on hospitality licensing (alcohol, food safety, etc.) influences day-to-day operations (Simon, 2023). - National Minimum Wage and National Living Wage laws impact budgeting and labour costs (Athif, Fathima Ibthihaj, 2024).	- Recruiting and retaining experienced staff is harder, especially in frontline roles. - Must continuously adapt to evolving legal and compliance frameworks. - Political shifts also affect business tourism trends.
LEGAL - Employment law - Common law - Local labour law - Health and safety regulations	- Changes in UK employment laws post-Brexit influence contract management (MacMillan, 2016). - Health and safety compliance is critical for kitchens, housekeeping, and COVID recovery (Hu, 2020). - Fair break times and contracts under scrutiny.	- Must maintain full legal compliance or risk reputational and financial loss. - Directly impacts employee satisfaction and retention. - Requires strong HR policy updates and training.

ETHICAL - Fair treatment of staff - Inclusion and diversity - Transparency - Guest privacy	- Employees demand ethical work environments, mental health support, and inclusion. - Transparency in grievance handling and pay equity is now expected (Trotter, Zacur and Stickney, 2017). - GDPR compliance is mandatory.	- Affects brand perception and employer rating (e.g., Glassdoor). - Builds trust with both staff and guests. - Ethical failures can directly impact bookings and PR.
DEMOGRAPHIC - Population trends - Ageing workforce - Multicultural customer base - Youth workforce expectations	- The workforce includes many young, transient, or international workers (Turner <i>et al.</i> , 2022). - Diverse guest base requires culturally sensitive services and languages. - Older workforce may resist change or tech upgrades.	- Hiring practices must be inclusive and responsive. - Training must cater to varying learning styles and generational values. - Demographics influence both service style and staff expectations.

5.6 Positive Performance Areas

Spite the challenges at the Marriott Hotel Canary Wharf, some important functions like front desk and food service still perform well and aid in maintaining the hotel's reputation. A huge plus for many is the excellent quality of the hotel's facilities and rooms. Visitors often prefer the cleanliness, enjoy using the modern services and like the property's location in the financial district, which keeps the hotel popular among business and leisure guests.

The restaurant's Food and Beverage (F&B) menu is still one of its main strengths (Kiiski, 2023). Guests and nearby diners often praise the quality of the meals at the hotel's restaurant as well as the relaxing atmosphere in the bar, partly responsible for growing the restaurant's customer base on weekends. The Marriott Bonvoy loyalty programme makes check-in and

check-out fast for members, gives personalised service and has overall boosted their experience.

In addition, the hotel gains from active involvement with companies, demonstrated by its regular mid-week bookings thanks to lasting ties with businesses, event coordinators and financial institutions around the area (Minor, 2017). By using these strengths, the organisation can smoothly move towards new improvements and changes.

5.7 SWOT Analysis

Strengths	Weaknesses
Prime business location (Canary Wharf)	High frontline staff turnover (35%)
Strong Marriott global brand	Low employee morale and engagement
Well-maintained luxury facilities	Inefficient feedback use and staff voice
Solid mid-week corporate client base	Lack of career progression pathways

Opportunities	Threats
Collaborate with local colleges for talent pipelines	Competitors (e.g., Radisson Blu, Novotel) offering better benefits
Use feedback systems to drive engagement (Atkins, Wanick and Wills,	Industry-wide labour shortages post-COVID & Brexit (Hu, 2020)
Position the hotel as a sustainability leader	Reputational risks from service inconsistency
Digital transformation for shift planning & internal comms	Rising operational costs and inflation pressures (Brauer, 2020)

5.8 TOWS Analysis

SO Strategies (Using Strengths to Exploit Opportunities)

- Partner with colleges and universities to use Marriott's brand and loyalty programmes to recruit young, talented job seekers.
- Drawing upon what works at headquarters, pilot and implement engagement initiatives for all stores and share the results across the chain (Grewal *et al.*, 2017).

ST Strategies (Using Strengths to Counteract Threats)

- Organise branded events at the hotel using its reputation in food and beverage to attract loyal guests and separate it from competitors (Cousins *et al.*, 2019).
- Implement advice from Marriott's global sustainability experts to organise a local staff group focused on sustainability.

WO Strategies (Overcoming Weaknesses through Opportunities)

- Helping employees improve their skills by offering Westminster Kingsway College's graduation programmes increases staff morale.
- Prepare a mobile staff portal with functions such as receiving feedback, shift updates, training and recognition (Sarrab, Elbasir and Alnaeli, 2016).

WT Strategies (Minimise Weaknesses, Avoid Threats)

- Personalise efforts and development paths for employees to reduce the risk of them being poached by rivals.
- To keep retention high, rely on analytics to alert you in advance of the upcoming period when many employees often leave (Singh *et al.*, 2024).

6. Recommendations and Change Management

6.1 Recommendations

As a result of the findings, it is obvious that the top problem for the Marriott Hotel Canary Wharf involves high staff turnover as well as low employee engagement. These things influence how well guests are served, how guests rate the business and the smooth running of operations. To solve this, companies must create a strategy covering employee engagement, communication, well-being, training and regular feedback. Specific actions and a complete change management plan are suggested below to help the organisation perform better.

Employee Engagement and Communication

Poor and unreliable communication within the organisation is a major reason why staff are not satisfied. This can be handled by setting up an internal communications platform on mobile devices that fulfils different needs. Here, staff would check their work schedule, give their feedback secretly, receive notifications about the company, use training resources and become part of recognition activities (Morgan, 2017). Beekeeper, Workplace by Meta or Microsoft Viva are good examples. About £20,000 would need to be spent initially on setting up the software and making it fit the company's needs. The monthly ongoing charge, which is about £2,000, is for help, licence keys and upkeep. Real-time communication and improved organisation within the company would both be better with this upgrade.

Besides the platform, a structured recognition programme should be set up to increase employee morale. Examples of recognition could be a "Star of the Month" given out each month by peer and manager nominations. Small rewards such as gift vouchers, more leave or branded goods would be given to eco-friendly winners (Kumari, 2019). This kind of reward encourages people to behave better and recognises their importance to the company. The estimated price per month for this programme is £300, which covers all awards, certificates and materials for special events. To help the whole team understand, the benefits would be announced on the internal platform and in the monthly team meetings.

The best approach for these changes is to use ***Kotter's 8-Step Change Model***. This first requires showing how critical the situation is using statistics on employee defections and

issues with guests (Laig and Abocejo, 2021). Form a leading team with department heads and trusted staff to direct the changes in the organisation. The company should spread its vision for better engagement through different types of communication. Marketing the success of the programme's first award recipient or making prompt feedback a priority will bring about momentum and win over the team early on.

Career Development and Training

Not seeing career development opportunities is often why employees in hospitality choose to move on. A solution is for the hotel to develop partnerships with nearby hospitality educational institutions like Westminster Kingsway College. Welcoming universities as partners would make it possible for Marriott to arrange covered internships, apprenticeships and graduate training programmes. They attract skilled recent graduates as well as demonstrate Marriott's dedication to helping people build their careers (Khalimova, 2020). The main cost of this recommendation is in setting up the details and marketing the event.

Marriott could also add personalised and visual options for people interested in career advancement. It is important for organisations to create a roadmap that shows staff how they can advance from entry-level positions to leadership roles (Bardukova, 2023). Marriott's global systems training should be turned into quick workshops that are held in each local area. Department managers can facilitate these sessions once a month, or an outside trainer can do it instead. Each year, about £5,000 is needed for these sessions, which include fees for the trainer, materials and certification.

To ensure the change is carried out smoothly, follow the ***ADKAR model*** of change management. Make sure employees are told about the opportunities and see how development can help them accomplish their goals (Paramitha and Suroso, 2020). Let team members hear about and take part in, encouragement by inviting them to discuss their ambitions and promote those who got promoted internally. Training will provide the knowledge, and mentoring will assist with developing the necessary abilities. Promotions and annual job reviews should be related to how much training is taken and how well it is applied by employees.

Workforce Flexibility and Wellbeing

To keep employees satisfied and wanting to stay, the hotel needs to move with the trend toward flexible work arrangements. Allowing employees to trade shifts with others or sign up for the shifts they want, using the internal communication platform, helps many people feel more independent (Cowan, 2017). Its flexibility helps people handle their jobs and personal affairs better, which in turn leads to less absenteeism. The initial and ongoing costs of the platform mentioned earlier would cover the software for this feature.

At the same time as making schedules more flexible, Marriott should also introduce a formal wellness programme. As part of this, employers often sign up employees for an Employee Assistance Programme (EAP), offering mental health counselling, financial advice and wellbeing help on a confidential basis (Matthews, Gerald and Jessup, 2021). Packages from providers such as Hospitality Action or Mind commonly cost £3,000–£4,000 per year, and the price varies depending on what is included and who is using them. Organising quarterly wellbeing workshops would allow employees to learn about stress management, mindfulness and nutrition. The workshops are sometimes organised with the help of area healthcare professionals or charities.

For this reason, *Lewin's Change Management Model* is the best recommendation. The 'unfreeze' step requires discussing the survey results and recognising pressures in the workplace (Grant, 2016). A new flexible scheduling system can be tried out in a single department during the change process, and feedback can be used to make necessary changes. If the training is successful, the system is used across all departments at once in the 'refreeze' stage and becomes the standard way of working.

Optimising Use of Guest and Staff Feedback

Assessing guest and staff feedback is important for keeping the business improving. Marriott Canary Wharf can give "Feedback Champions" specific roles in every department. They will get comments from Medallia and Bonvoy, summarise the important points and give a report to the team during regular weekly meetings (Georgin *et al.*, 2016). In this process, feedback is both recognised and acted upon. Minus money for training and rewards, a modest £1,000 expense a year could be used by Feedback Champions.

Alongside this, the hotel should set up monthly “Voice Forums” where staff members can easily share concerns and suggest better ways for the hotel to operate (Dobbins *et al.*, 2017). Rotate the organisation of these forums among departments and include some refreshments to motivate employees to speak freely. There aren’t many expenditures, except for inviting employees to small events and making adjustments to schedules.

Getting a culture of continuous improvement to take root requires leaders to be involved. It is important for managers to confirm that feedback results in changes, and any ideas that boost service or operations must be recognised and appreciated. All staff should be updated about the conclusions and planned responses based on the feedback.

Upskilling for Guest Experience Excellence

Marriott should organise quarterly “Service Excellence Boot Camps” to help ensure its employees provide the same excellent guest experience. The main theme of the workshops would be to enhance customer service by teaching how to handle guests with care, deal with demanding guests, propose additional services and solve issues (Kandampully, Zhang and Jaakkola, 2018). Using role-playing and real-world examples would give employees the confidence to deal with worries in the workplace. The average price the university needs to spend on these boot camps each year is £5,000, which funds the facilitators, supplies and overseeing the sessions.

Also, the hotel should design a system where team members are trained in various hotel functions. As an illustration, one staff member might do both front desk and reservations tasks, while another could have more knowledge of concierge duties as well (Fu *et al.*, 2020). Having employees work in different fields gives the workforce more flexibility and keeps service delays lower during times when the team is smaller or busier. Additional training each year is thought to cost around £1,000–£2,000.

With these training efforts, service quality increases and the team becomes closer, allowing everyone to recognise and respect each other’s functions.

6.2 Cost Summary Table

Initiative	Estimated Annual Cost	Explanation
Internal Comms Platform & App	£44,000	£20K for setup, £24K for annual licensing, support, and maintenance.
Staff Recognition Programme	£3,600	Monthly awards, certificates, and incentives to boost morale.
Career Development Workshops	£5,000	Monthly workshop facilitation, materials, and promotional materials.
Mental Health & Wellbeing (EAP)	£4,000	Annual subscription for EAP and guest speakers for wellbeing sessions.
Flexible Scheduling Integration	—	Feature embedded in the comms platform setup cost (above).
Feedback Champion Training & Materials	£1,000	Annual support for training and recognition of departmental champions.
Service Boot Camps	£5,000	Quarterly workshop delivery and training content development.
Cross-Training Program	£2,000	Costs for multi-role training sessions and associated materials.
Total	~£64,600/year	

6.3 Success Metrics and Review Mechanisms

Marriott Hotel Canary Wharf should use well-defined targets and set up a process to routinely check how things are going. This data is necessary to track progress, see where the company is improving and make changes if needed.

Staff Turnover and Retention

The hotel management should monitor staff turnover each quarter and try to bring it down from 35% to less than 25% within the next year. Successful onboarding, effective training and high employee engagement should ensure that new hires' one-year retention reaches around 80% (Cross *et al.*, 2018).

Absenteeism and Scheduling

Aiming for a 10% decrease in absenteeism can be accomplished by improving morale and creating flexible work schedules. At least 90% of shift needs should be covered in housekeeping and the front desk, with very few last-minute changes (Piso, 2022).

Career Progression and Internal Mobility

The main indicator of how successful the training programmes are is the number of internal promotions they lead to. At least 15% of leadership positions should go to employees who started internally, within 12 months. Reviewing participation levels in development programmes and apprenticeships helps check if engagement is broad and balanced (Hughes and Saieva, 2019).

Guest Satisfaction Scores

Higher satisfaction among hotel guests will be measured through OTA ratings (like Booking.com and TripAdvisor), aiming for an increase from 8.0 to over 8.3 within one year. If measures reduce service-related complaints by 20%, it indicates the team is more consistent and doing their job better.

Financial Metrics

Review RevPAR every quarter to ensure it rises, as this shows a link between better service and higher revenue (Schwartz, Altin and Singal, 2017). The number of repeat bookings (using Bonvoy loyalty data) is expected to go up by at least 10% annually.

Staff Engagement and Platform Use

By the end of six months, employees should be using the cloud communication tool most of the time. Using tools such as shift updates, recognition, and feedback throughout the company will make employees feel more connected and satisfied with their jobs.

Training and Feedback Quality

Boot camps need at least 90% presence in a quarter, and participants should aim for 70% in optional sessions. After training, reviews of the feedback forms and employee ideas are done to identify one improvement each quarter that staff will run.

Steering Committee Oversight

The steering committee will examine these metrics every quarter, check on progress and suggest changes when necessary (Voight, Fuller and McKean, 2022). All departments will have access to the performance dashboard to encourage openness and keep improving.

8. Conclusion.

The challenges faced by the Marriott Hotel Canary Wharf are mainly related to problems with how employees feel and how they are engaged at work. They have a negative effect on the quality of service, the level of guests' satisfaction and how things are run day to day. Taking care of these concerns is crucial for the hotel to do well in the hospitality industry. When guests spend more on a room, they expect excellent service; so not meeting those expectations can be damaging for the hotel. From the analysis, it becomes clear that focusing on team spirit, keeping staff informed and helping them grow keeps employees longer and maintains service quality. When organisations implement strategies, they can solve many issues and build a long-lasting approach for the future.

A good way to communicate was found to be very important for inspiring employees. Putting in place a flexible internal communication platform helps ensure everyone stays informed and able to give feedback without gaps. By using this system and formal recognition programmes, companies can positive culture and employee ties to their mission. Also, with the help of mobile apps, managers can handle planning on the go and receive confidential feedback, which supports both management and employees. They are intended to create a united and determined workplace that can provide the same service over time to guests.

Offering career growth and advancement chances can help decrease staff leaving and improve the way staff members feel about their jobs. Teaming up with local accommodation businesses for internships and training programmes attracts young and skilled workers and

demonstrates that Marriott values its employees. Offering workshops and customised career roadmaps can help employees picture themselves having a long-term career at the company. Having regular service excellence boot camps trains employees to serve customers well and handle challenges effectively. These actions raise the bar for the service offered and also make the hotel an attractive place to work for others in the industry.

Listening to what guests and staff have to say and using their insights to improve the business is very important. Choosing a Feedback Champion in each department and organising Voice Forums encourages everyone to give input and share ideas. They also work alongside flexible work policies and wellness programmes to accomplish the firm's goals and preserve employee health. The updates are based on proven change management models and provide a path to move ahead. If Marriott Hotel Canary Wharf tackles the issues that make people dissatisfied and improves its strengths, it can build a better reputation, reach higher operational standards and maintain an edge in the competitive luxury hospitality sector.

The development and progress of Marriott Hotel Canary Wharf depend on combining the engagement of employees, their career paths and effective operations. A hotel with good communication, appreciation and flexible options for employees tends to have a lower turnover and happier workers. Along with this, focusing on what guests comment, eco-conscious actions, and always serving at the expected level will ensure they are satisfied, appreciate it and recommend it. Together, these efforts, plus good use of data and ongoing learning, help ensure long-term success. Using best practices in hiring and training methods will ensure the hotel stays ahead of its competition.

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7. Action Plan

No	Problem	Solution	Desired Outcome	Time Scale	Completion Planned Date	Budget
1	High staff turnover (35%)	Launch structured onboarding and retention programme, including mentoring and recognition	Reduce staff turnover to below 25%, increase one-year retention rate to 80%.	6 months	15/12/2025	£18,000
2	Low employee engagement and morale	Implement a mobile staff app for feedback, shift planning, rewards, and real-time communication.	Boost employee engagement; 75% platform use within 6 months; better communication	4 months	01/10/2025	£12,000
3	Lack of career development opportunities	Collaborate with local colleges and offer structured career pathways and in-house progression plans.	Increase internal promotions by 15% in 12 months; improve long-term staff commitment and	12 months	01/06/2026	£10,500

4	Inconsistent service quality	Conduct quarterly service excellence boot camps focused on guest handling, empathy, and efficiency.	Improve guest satisfaction ratings from 8.0 to 8.3; reduce negative reviews and improve	Quarterly (ongoing)	First round: 15/09/2025	£8,500/year
5	Missed use of guest/staff feedback	Create cross-departmental steering group to analyse and act on staff and guest feedback monthly.	Faster response to feedback; implement at least one staff- or guest-led initiative	3 months setup	30/09/2025	£4,000
6	Poor shift allocation is causing burnout	Invest in a digital scheduling system that allows flexible, staff-influenced shift swaps and planning.	90% shift fulfilment rate with reduced absenteeism and improved satisfaction in key roles (e.g., housekeeping).	5 months	15/11/2025	£9,000