



ORGANISATIONAL CONSULTANCY

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Abstract

A report that includes how A.M Consultancy Team will help the Oxford Hotel
Malmaison Oxford.

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Executive Summary

AM Consultants is a consultancy company geared towards hotels and businesses in the Hospitality sector. We strive to give the best service we can, by implementing our creative and tactful researching methods to identify key areas of an operation in need of improvement. Afterwards, we compile the research and deliver guidance to the company in need, in the hopes that they decide to follow-up, should they have the desire to perform at their highest quality.

The subject for this consultancy report happens to be the Malmaison Hotel in Oxford. This boutique hotel is located in the heart of the bustling city of Oxford, close to the various historical locations of Oxford, surrounded by Victorian Era architecture. The building itself is a remodelled Victorian Era prison that closed down, and was renovated into a chic and modern hotel, with many of the old prison cells expanded into new rooms.

This consultancy report used a SWOT analysis to identify the various strengths, weaknesses, opportunities and threats surrounding Malmaison Oxford. From this SWOT analysis, it was deduced that the hotel has many strengths and opportunities present, including its location, its modern and chic design, and its fine dining experiences. However, and more importantly, many weaknesses were discovered during the process, including its lacking social media presence for marketing purposes and the controversy surrounding the previous use for the building. In spite of all of this, one glaring weakness was discovered when scouring various review websites, which lies in the hotel staff members themselves, and that weakness is their customer service ability. Many reviews across the different websites showcase

a flurry of reviews concerning the poor service they received from the receptionists, the housekeepers, the concierge and others. The modal descriptive words used were 'dismissive', 'bored', and rude, which does not hold up to the high-quality standards that many hotels promote, including the Malmaison group themselves. Therefore, AM Consultants decided to make the customer service of the staff members the focal point of the report and the research.

This research was conducted using 'secret shoppers', a colloquial term used to describe the agents from the consultancy company who posed as different types of customers (Thottam, n.d), in order to get a first-hand experience of the customer service that was being slandered on the various review websites, to remove any bias from disgruntled customers, who may have posted exaggerated reviews despite the incidents not being as severe as they made it out to be.

Unfortunately, our agents research proved that the reviews made by previous customers were not unfounded, as they also experienced middling to bad customer service when making requests, ranging from the same dismissive and rude replies as was mentioned previously, as well as events that involved a lack of proper knowledge surrounding the hotel's facilities, surrounding area and even the hotel's booking and property registration system. These were cross-referenced against the reviews online, and It was found that many of them were similar to what the agents observed.

From this research, AM Consultants devised a few feasible solutions that could solve these problems, after doing a PESTLE analysis to determine the factors that played into *why* the behaviour of the staff was the way that it is. The various political, economic and social factors appeared to play a large role in deciding, and ultimately,

it can be reasoned that the treatment of lower-level staff by unreasonable customers can cause a downhill trend in the way the staff act as the days go on, creating a further hostile work environment. This trend can also be because of the relatively low pay that the staff receive, the bustling Oxford environment becoming rather mundane and irritating for a staff member, and other various reasons. It was also found that the hotel's registration system could be due for an upgrade, as agents found that the slow checking in and checking out process could be accredited to that system, which caused long wait times and unhappy customers.

Finally, it was decided that the managerial staff at Malmaison Oxford should undergo a strict and intensive training regiment for their staff, in order to create a better understanding of their workplace and the customers that they are to meet along the way, in the hopes that the unfortunate issue with Malmaison Oxford is minimised as much as possible.

Introduction

This consultancy report's purpose is to improve certain operations at the Malmaison Hotel in Oxford. As it stands, the main issues to be resolved are the hotel staff's customer service. The reasons these issues are being tackled are outlined in the Scope and Analysis section of the report.

Malmaison as a hotel brand isn't as iconic at the moment as other chains like Hilton and Marriott but are on the rise as a successful corporation. The Malmaison brand is a member of the Frasers Hospitality group, an award winning group that has a

collective total of over 21,000 residences as a parent company (Frasers Hospitality, n.d) As of 2023, the Malmaison brand has 17 different chains across the UK (Malmaison, n.d), and the specific building that this consultancy report will target is the one in Oxford, however all hotels would be able to benefit from the results of this report.

The Malmaison Oxford (hereafter referred to as simply 'Malmaison') generally gets good reviews as a 4-Star hotel. Location-wise, it is centrally located in Oxford (Booking.com, n.d), and proclaimed to be an approximately five-minute walk from Oxford's best museums, bars and restaurants. On various booking sites, Malmaison proclaims to have all the cornerstones of a great hotel, including spacious rooms, great catering establishments and perfect customer service. But how true is this after looking deeper into the organisation's operations? This consultancy report focuses on using the SWOT analysis method to identify the organisation's problematic areas.

SWOT analysis is a method used to identify a company's Strengths, Weaknesses, Opportunities and Threats, respectively from the acronym. (Kenton, 2022). This is used over similar methods like TOWS, which uses the same words as SWOT, and PESTLE, which stands for: Political, Economic, Social, Technological, Legal and Environmental (CIPD, 2021). The reason it was chosen over the other two is because, generally, TOWS and PESTLE are more commonly used to identify external factors that affect a company (Gray, 2016), whereas in this report, we will focus more on the internal factors, as these can be more easily resolved by the management and staff in Oxford.

Scope and Analysis

As stated previously, Malmaison is located in Oxford, almost completely centrally located, and is within walking distance from both the Ashmolean Museum and The Oxford Museum of Natural History, as well as being close to various other Oxford attractions.

The hotel's most interesting quality is the fact that the building itself used to be a Victorian prison, which was closed in 1996 before being purchased by the Malmaison chain and being converted into a hotel. Notably, this appears to be a running trend with the Malmaison group, with many of their buildings being remodelled from old buildings with different purposes, including a church and even a brothel. (Dodsworth, 2021). The hotel's exterior retains that old Victorian architecture, taking on the appearance of an older castle, blending seamlessly with similarly built buildings in the surrounding area, those of which were also first built during the Victorian period. (Oxford City Council, n.d)

The hotel has 95 rooms and suites, the majority of which are made from the original prison cells, albeit most of the rooms were built from multiple cells, with the walls knocked down to create a larger room. As per the hotel's website, all rooms are equipped with all the usual amenities one would expect in a first-class hotel, such as spacious beds, fast Wi-Fi connections and comfortably bathing facilities.

Malmaison is often defined as a 'Boutique Hotel', which generally refers to a hotel that is located in an urban area and is relatively small, usually with less than 100 rooms. (Harrison, 2022). Not only that, but boutique hotels are often stated as having

large amounts of quirkiness and character; something that is apparent in both the building's history, and the Malmaison website itself.

Finally, The Malmaison offers a great food and beverage service from its restaurant, the 'Chez Mal Brasserie' and its neon lit bar. A scan over the various menus shows that the restaurant has a high variety of different dishes, although mostly spanning over the general British, French and Italian cuisine types, with a few Asian-inspired appetisers here and there. (Malmaison, n.d)

After summarising all the given facts and facilities of the Malmaison, the hotel underwent a SWOT analysis to highlight the major strengths and, more importantly, the weaknesses of the branch, and the threats they are exposed to. This analysis is shown below in a table format.

Strengths	Weaknesses
• 4 Star hotel with a strong customer base • Located in a central, urban area. Close to many landmarks and tourist attractions (Vaspart, 2017) • Luxury facilities and rooms • Fine dining experience • Part of a larger chain belonging to a parent company • A Well-designed website to attract a younger audience	• Little social media presence - both Malmaison group itself and also the specific branch • Middling reviews of customer service • Hotel exterior matches surrounding area and historical but doesn't showcase any modern design or architecture. • Relatively low volume of rooms
Opportunities	Threats

• Technological advancements could be implemented to make the experience more efficient. (Criton, 2020) • Travel and tourism becoming more frequent as threat of COVID 19 lessens	• Lack of skilled workers (Francis-Devine & Buchanan, 2023) • COVID 19 putting strain on economy. (McKinsey and Company, 2022) • Malmaison located nearby many competitors. • Building's history puts off visitors (explained below).
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Table 1: SWOT Analysis of Malmaison

Much of this SWOT analysis is self-explanatory, however there are some parts that should be explained more descriptively.

Interestingly, despite the majority finding the Malmaison building's history interesting and inviting, many are of the opposite opinion. However, this does make sense, given that the building used to be a prison, so it is easily understandable that guests might not want to stay and sleep in the rooms that housed the suffering of many from years ago. Not only this, but the hotel itself faced some backlash, due to the presence of 'social media influencers' staying at the hotel. Because of the hotel's chic and modern interior, as well as its youthful website design and advertising, it attracts many social media influencers, who use the hotel's interesting background for quirky posts on their pages. Specifically, a post on the social media page Twitter by user Anna Seregina labelled the hotel as 'an influencer hotel'. (Seregina, 2021). Upon this post, negative attention was directed towards her and Malmaison for its flagrancy surrounding a building whose prior purpose was imprisonment. (Katsha, 2021). It goes to show how much influence a simple social media post can prove, as the opinion of the Malmaison being a bad place to stay grew because of the building's history. However, it didn't appear to have a great effect on the customer

volume, as more insightful members of the public would have realised that the previous building's purpose isn't as severe as the social media slander would make it to be, nor does it affect the modern hotel's amenities and facilities in any way.

Another factor of the SWOT analysis to call attention to is the impending surge in the tourism industry. In 2023, as the threat of COVID 19 finally dies down, it is likely that 2023 will see an increase in tourism and travel, following on from the trend that started towards the end of 2022. (Euronews, 2022). Thus, it is likely that the Malmaison, as a hotel in central Oxford, one of the more popular tourist destinations in the UK (Afrin, 2021) will see an increase in customers over the coming months.

However, this consultancy report aims to focus on the key weaknesses of this establishment. Looking at the SWOT analysis, the summarised weaknesses involve both internal and external factors. Namely, the two external factors, involving the building's exterior design and number of rooms would be extremely difficult to resolve via this report, as well as expensive for the Malmaison group to remodel. Not to mention, while these are weaknesses, they aren't detrimental to the success of Malmaison.

However, looking at the other weaknesses, we find that there is one glaring flaw in the hotel's operation. A dive into various review websites, including Google Reviews, Tripadvisor (TripAdvisor, 2023) and Hotels.com (Hotels.com, 2023), from previous guests of the Malmaison generally showcase the hotel's large number of strengths. A scan over the most recent reviews, over the months of January and February of 2023, show similar results. However, the most frequent issue guests seem to have is the weak customer service they experienced from the staff, namely the reception and room service staff. (Google, n.d). The majority of these complaints describe staff

as either unhelpful or unfriendly. The former could generally have to do with the nature of the guests' requests, as it is not uncommon knowledge that hotel guests can have very unreasonable requests at times, and take out their frustrations on staff members who are only trying to do their job, as well as reiterate their annoyance on the review websites after their stay. However, it is impossible to prove this unless we were to research every review on a case-by-case basis, which is near impossible. The comments on the customer service, however, are something that can be solved to the best of our ability. This report will explain in more detail how we aim to tackle this problem, by observing the hotel's staff operations, as well as how we can improve the day-to-day operations to reduce the number of complaints received from customers.

Main Body

First and foremost, AM Consultants believes in fair critique of an establishment. Above all else, the agency wishes to improve the business in a fair and positive way, effectively and efficiently. Therefore, it would be remiss for the agency to go off the word of disgruntled guests on various review websites. It is no secret that reviews on these websites can be extremely biased, or even manipulative and/or deceptive, as a means to damage the reputation and business of the hotel. (Federal Trade Commission, n.d). Even if there is no malicious intent, guests can be extremely volatile when their requests aren't taken into proper consideration, and this can cause serious problems. So, to be fair, we will not be going off the word of these reviews alone.

However, our fairness will go both ways. What this means is that we will have to observe the day-to-day operations of the hotel first-hand, in a way that gives our agency the best picture of the issues and how to solve them.

One of the proposed methods to do this would simply involve having our agents shadow some of the members of the staff for a short period of time, in order to assess how they would normally treat guests and go about their work, and therefore identify the specific weaknesses found during that time. However, after careful consideration, we have decided that this would be an ineffective method of conducting our observation, due to a very simple reason. Staff members who are aware that they are under observation by a consultancy agency will likely behave in a different manner compared to when they are only being observed by customers (Bennett, 2019). In an ideal world, staff members would consistently act as if they were being strictly surveyed, to provide the best service possible to the guests they serve. But this is simply not the case. This is evident in almost any workspace, in which the staff will act more relaxed and less professional whenever their supervisor or manager is not present. (Shaw, n.d). Because of this fact, it would thus be unwise for the consultancy to request the efforts of the management of the staff to aid in our observation, as in both cases, being observed by our agents or management, the staff will be more likely to act in accordance of how they were trained, without shirking the proper way to address customers, thus skewing our observational surveyance.

With that in mind, it is our intention to send agents to stay at the Malmaison, posing as regular customers, sent specifically to survey how the Malmaison staff interact

with customers on a regular basis, without the oversight of a manager present.

(Clickworker, 2022)

Below is a proposed plan for our agents, detailing when and where they're staying.

	Agent A	Agent B	Agent C and Agent D	Agent E
Date and duration of stay	06/03/23 - 2 day stay	10/03/23 - 5 day stay	22/03/23 - 3 day stay	27/03/23 - 2 day stay
Room	Standard Room	Standard Cell Room	Standard Room House of Corrections	Signature Suite
Type of Guest	Leisure Tourist	Leisure Tourist	Couple Leisure Tourists	Business Tourist

Table 2: Proposed Plan for planted agents

The purpose of this plan is to assess how the staff deal with different situations and different customers, therefore assessing if there are any biases in the staff's approach to dealing with a customer, given what kind of customer they are.

Firstly, the date and duration of our agents' stay. Firstly, the dates themselves. We wanted to keep the observation as spread out as possible, therefore getting the largest range of different staff members that can be interacted with, depending on their shift timetables. We also limited the observation to the month of March with relatively short stays, both to reduce the cost of multiple stays and as to not

inconvenience the staff and take up too much space. The duration of each stay is important as well. It will be interesting to see whether staff show better or worse customer service towards guests that are planning to stay longer than others, and therefore will be more likely to interact with them over a long period of time. (Claver, 2016)

Secondly, the type of room that the guests are staying in. We want to investigate whether there is any bias from the staff concerning the type of room that a guest may be staying in compared to other ones. This might be the least effectual factor of our agents posing as guests, given however it is still crucial. It is unlikely that a bias will exist amongst employees, given that the rooms available off the hotel's website are relatively similar prices (Malmaison, n.d), apart from the signature suite, hence the proposed sending of Agent E in as a business tourist.

Which brings us to the final point; seeing if there is any bias towards the type of customer, whether they are visiting Oxford for tourism reasons or business reasons. (Feng, et al., 2018) This is somewhat similar to the previous point; we want to see if there is any bias towards different types of customers and customer groups.

All of this is to say that we will be observing employees, particularly how they deal with specific situations and customers. Our agents will also be regularly observing staff even if they are not directly interacting with said staff. There could be a numerous number of reasons for a staff member's negative behaviour towards a certain customer, whether it be due to other biases such as race or gender, which have historically been major problems in almost any industry (Clic, n.d), or simply due to the fact that the particular staff member might be having a bad day. This is

another reason why the planted agents are spaced out in terms of dates, to get an accurate depiction of the daily operations run by staff.

It should go without saying that the managerial staff and supervisors will have the knowledge of who the planted agents are, what rooms they're staying in, and when they're staying, as to not elude the managers of the AM Consultants operations and keep them knowledgeable of who our agents will be observing (Customerwise, n.d).

It is important to note that this might provide the hotel with a somewhat unfair advantage against our agents; a manager could easily remind his or her staff to uphold the gold standard for their customer service, thus could also subtly or blatantly suggest that they're being observed for the upcoming weeks. This would, in turn, skew the results of the observations and invalidate the research done.

Therefore, it is crucial that we as the consultants make it clear to the management staff that there would be little-to-no benefit to them by prematurely advising staff, as this will not help with the on-going problem of poor customer service in the long run. Whilst it might solve their temporary problems, in essence, 'looking good' for us, the consultants, in an effort to either promote their reputation or even simply get us to leave their establishment quicker. (Hollander, 2022). In a best case, realistic scenario, the staff members will improve their service marginally, for a short period of time, before eventually returning to the low-quality status quo.

Based on this crucial observation, our agents will be able to report back with accurate descriptions of the customer service experience of the Malmaison, highlighting their strengths, as well as their weaknesses more importantly. The findings and results will be depicted as a short survey, representing the specific employees names as well as any outstanding events that would seem significant.

This could include rude behaviour towards the agents or regular customers, inability to resolve an issue peacefully and calmly, general slow response times for customer requests (Talkative, 2022) or any other problems our agents see fit to include in the report. Below is an example of the kind of report an agent would submit, only providing the important information, after a certain incident.

Agent Name	Employee Name	Date and Time of incident	Description of incident*	Notes

It should be noted that in the 'Description of Incident' section, the agent will note down a somewhat detailed explanation of what happened. This will include the request of the customer, whether it be a regular customer or the agent themselves, the way the staff member dealt with the situation, as well as their behaviour and mannerisms towards the customer and, if applicable, how the customer responded to such behaviour. The 'Notes' section should be used for any certain opinions our agents may have. Most notably, this section could be used to highlight any specific problems they may have encountered. As an extreme example, they might have noticed that a specific employee's behaviour is similar against a certain type of customer, whether it be categorised by type of customer, duration of stay, race, gender, or any other kind of discriminatory factor. Ideally, such discrimination would be completely void in the workplace, however, it is important to be thorough. (UNLV News Center, 2020)

Afterwards, we will compile all the findings from the weeks of observation and compose a detailed fact file based on the opinions of our agents and their reports. This factsheet will provide intricate details concerning the specific employees and

how they handle their daily business, being ranked on how much of an issue their behaviour is compared to other employees. It should also be noted that the problems that arose from employees will be cross-referenced against different review websites of the Malmaison, checking to see if any of the negative comments co-align with our findings and results.

Findings and Results

Based on the research done by our agents, it is evident that the customer satisfaction is still fairly lacking in the Malmaison. Over the course of the weeks, the agents uncovered various highlights and problems concerning how the staff handle certain situations.

The summarised results are listed below. We have included the more frequent and/or troublesome behaviours as they are more likely to happen again, as well as most important to solve.

Dismissed customer's problem, such as with the heating in their room, replying with "We are busy, and we will help you soon." This happened on numerous occasions with different customers' requests.

Extremely slow response to the air conditioning unit in the customer's room being broken. An off-site repair man was eventually called in.

Repeated offence of the in-room phones for room service not being answered by reception.

Lack of knowledge from the hotel receptionist on a certain day. The customer was denied breakfast in the hotel's restaurant, due to all the tables being taken, and was

given suggestions by the receptionist about local places to eat, even though room-service is fully available.

Extremely disorganised whilst checking out, resulting in a thirty-minute wait time.

After some cross referencing, it was found that a few of these issues that were found do happen to align with several of the poor reviews found on various websites, such as TripAdvisor ([Mister-David], 2022).

Below is a summarised PESTLE analysis. Based on the reviews done by the agents, as well as generally observing the goings-on at the Malmaison, it's believed that these factors in the PESTLE analysis are some of the reasons why the customer service at the Malmaison is lacking.

Political	Economic	Social
Treatment of lower-wage non-management staff can be poor from customers, leading to more spiteful staff members and thus worse customer service during future encounters.	Presumably low wages for floor-workers affect their desire to perform well, and lower spirits.	Dealing with different customers every day for long shifts can be both physically and mentally taxing.
Technological	Legal	Environmental
Software and hardware limitations hindering staff's ability to help with customer requests (explained below)	Required training done by staff may be lacking in terms of depth and understanding. Lack of supervision by managers could also be a factor.	Oxford is a major city; high carbon emission, heavy foot traffic and noise pollution can lower spirits immensely.

Out of these factors, it could be said that the economic and social factors play the biggest role in determining an employee's mood, and therefore, how they handle the next customer.

It is a generally accepted fact that the amount you earn can directly tie into how you feel and perform during your job. (Bloomfield, 2021). Whilst some can say that job satisfaction means more than the wages, these two factors can interact as a deadly cycle, as the former can greatly affect the latter. The average salary for hospitality workers is around £25,000 (Totaljobs, n.d), and according to Indeed.com, the average salary for the floor workers seems to be even less than that, with the average housekeeper earning around £18,000 to £20,000 a year (Indeed, n.d). It goes without saying that this could be a key part in determining how the staff feels about their work.

And, of course, the day-to-day life of a hospitality worker, and most workers who regularly deal with the public, can be extremely stressful. One bad interaction with an unreasonable customer, even if the staff member is trying their best to deliver good customer service, can ruin that employee's mood for the rest of the day. This can cause them to react worse to the next customer, following a downhill trend from there. (LiveAgent, n.d)

One thing that's worth mentioning is the technological aspect of the PESTLE analysis. It was stated before that one of the issues causing hassle for the customer was the fact that their air conditioner unit broke, and an off-site repair man had to be fetched in order to fix it. The fact that there is no easily accessible repair staff on site can cause various issues for the customer service department. Many of the customer's complaints that were documented have to do with facilities in their rooms not working as intended, whether it be the heating, the hot water or the air

conditioning. It can be deduced that the on-site maintenance and inspection before and after guests check in to the room might also be lacking in terms of effectiveness. Many of these issues are irresolvable, unfortunately. After a customer has spent so much money on a holiday, possibly abroad, it can be easy for them to forget their basic manners when their needs aren't met to the exact standards they expected, causing them to lash out, thus reducing the mood of the staff member who was unfortunate enough to be nearby. There are over 31 million hotel guests in the UK every year (Statista, 2023), and it would be impossible to tell them all to be reasonable with their requests.

Thus, the best thing that can be done to improve the operations at the Malmaison lies entirely in improving the staff's better ability to keep calm in stressful situations and provide the best customer service that they can. As said, whilst the problem *could* lie in external factors such as the less than amicable customers or the technological limitations, this is only a possibility, and can happen as frequently as it doesn't. The next section displays the recommended actions to be taken by the Malmaison management team in order to improve their customer service operations.

Action

<u>Problem</u>	<u>Solution</u>	<u>Desired Outcome</u>	<u>Time Scale</u>	<u>Completion Date</u>	<u>Planned Budget</u>
Dismissive and rude behaviour from staff members when help is requested by customers.	Revamped and more in-depth training program done by managerial staff in order to further employees ability to help.	Customer service reps will be more in-tune to how a customer thinks and feels and will be more receptive to their requests.	1 month	01/04/2023	£1000
Lack of in-depth knowledge into the hotel's operations and facilities, resulting in redundant and misleading information distributed by staff.	Thorough reminder for employees about hotel's facilities to clear up confusion, especially for newer, less-experienced employees. Also, an explanation on assets near to the hotel.	Customers will be able to make simple enquiries about facilities and nearby locations easily without the fear of having their requests fall of deaf ears.	1 month	01/04/2023	n/a
Hotel's property management system could be inefficient, leading to long wait times for checking in and checking out.	Implementation and installation of a new property management system to make operations at Malmaison efficient and easy for both staff and customers.	Customers will have a pleasant experience if the process of checking in and checking out is as easy as possible. (Wagner, 2019)	2 months (Staff training time.)	01/05/2023	£300 (HotelMinder, 2021)
Maintaining and repair of in-room facilities is lacking, leading to more frequent complaints by	Improved and faster inspections of rooms after each guest checkout and on a regular basis.	Improved inspections would identify problems before they even arise, reducing the frequent	2 months	n.d	Staff member salary for repair, approxi

customers which staff members can't deal with easily, leading to further hostility.	Hiring of an in-store maintenance or repair person/team to fix faults faster, instead of calling an off-site technician in.	complaints by customers. An on-site repair team would make customer waiting time shorter.			mately £25,000
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Recommendation

After consideration by AM Consultants, we believe that it is best to attempt all solutions over the coming months.

Naturally, the most taxing of these solutions, both financially and time-wise, would be the fourth one. Hiring an entire new staff member or staff members would cost a far bit more than a Hotelier would like to pay. The average salary for a maintenance worker is around £25,000 (Indeed, n.d), which doesn't even include things like benefits, therefore can be a steep expense, especially to increase the quality of customer service, something that hiring new maintenance staff only indirectly affects. It might also seem less than important for the managers to revamp their registration system (Charged Automation, 2022), given that it would require the cost of installation, as well as training for all staff who would be using it in order to familiarise themselves with the software.

Therefore, it makes the most sense for the managerial staff to go all in on an intensive training programme for all staff members, in order to fully detail and highlight the extent to which these problems occur in the workplace, giving them the proper training required. (Chrysos, n.d). Most often, these types of training sessions will be lacklustre, opting for basic training videos, which don't have the kind intensive

training that would be required to fully help the staff in their decision making process when it comes to different types of customers. That's why it is imperative that the training be as strict and as detailed as possible, most likely spanning over the course of a week or even two. Staff members may see the training as redundant or even condescending to them, especially if they're specifically upholding the standard of customer service. However, as the consultancy report aims to judge all the staff members fairly, it is helpful for the problematic staff members to not feel as though they are being targeted by us or their employers (Wheeler, n.d), should it create an even more hostile working environment.

Conclusion

To conclude this consultancy report, the goings-on at the Malmaison Oxford seem to be operating at a high standard. They are constantly receiving high reviews for their rooms, their restaurant, and the surrounding area. It is always hard to identify problems from reviews alone, as all information gathered from it can always be biased towards or against a certain individual, because of an arbitrary setting or reason.

Whilst the team that work at the Malmaison, that being the general floor workers, including the receptionists, the housekeeping department, concierges, and such, and the managers perform at a good standard, there can always be room for improvement, and the target of this improvement is without a doubt the customer service between guests and staff, based on the research done.

Whilst there is no way to force staff to perform at the top of their game at every minute of the day, without violating any worker's rights and threatening termination

(Monych, n.d), if the managerial staff were to implement some stricter and more helpful training for staff to better perform when handling difficult situations and customer complaints, it would go a long way to improving the operations at the Malmaison, and reduce that small number of one star reviews with the goal that Malmaison continues being one of the best boutique hotels to stay at in the South Oxfordshire zone.

AM Consultants is always ready to help, if it means improving the hotels that drive the hospitality sector's success, one step at a time.

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