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# THEFTS AT THE MAYFAIR HOTEL

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CERTIFICATE IN HIGHER EDUCATION: SKILLS FOR THE WORKPLACE  
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## 1. INTRODUCTION:

Currently and for four years, I have been working in a luxury hotel called The Mayfair Hotel that was opened in 1927 and located on the Stratton street near Green Park station, its opening was attended by King George V and Queen Mary.

This hotel belongs to the Edwardian hotels group, which owns 10 hotels in London and 1 more in Manchester, managed by Mr. Inderneel Singh, son of the chairman and CEO Jasinder Singh.

The hotel has more than 400 rooms that were renovated in November 2006 and had a value of 150 million dollars. The building also houses the Mayfair Theatre which opened in 1963.

Since June 2019, the Hotel joined the Radisson Collection luxury hotel brand.

At present hotel is closed by the Coronavirus situation but is opening again on 10<sup>th</sup> September 2020.

## 2 COMPLEX PROBLEM AT THE WORKPLACE

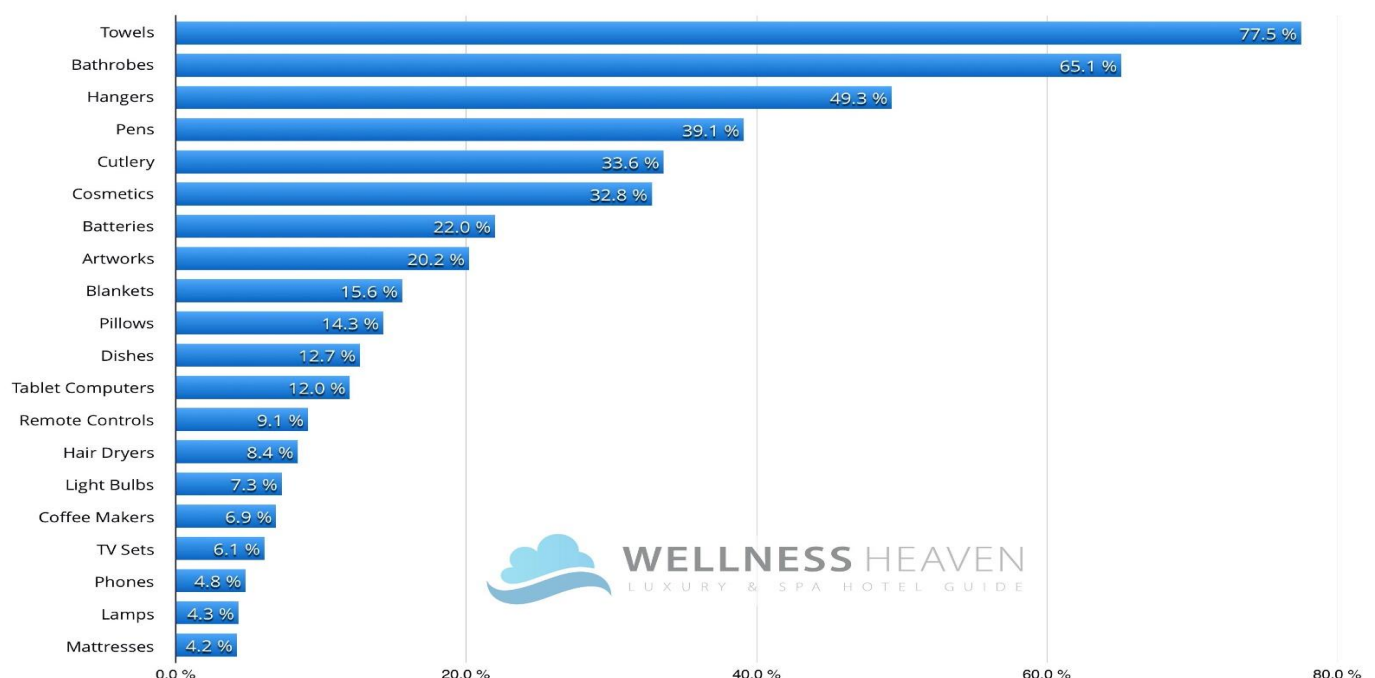
The Mayfair hotel faces problems of theft both externally by its clients and professional thieves, as well as internally by its employees. Its scope can be quite wide, from thefts of a simple pen or work material to luxury watches, TV, and credit card data. Having an economic, time, reputational, emotional and recruitment impact. According to Niehoff and Paul (2000) American companies lose \$ 200 million annually due to the theft of their employees.

we are going to see a little more in depth that objects are stolen by both clients, thieves, and hotel's employees.

### 2.1 External theft

**Clients** which can steal cutlery, batteries, blankets, plates, remote controls, light bulbs, television sets, coffee makers, hair dryers, tablets, artwork, cosmetics, pens, hangers, towels, pillows, lamps, mattresses, and bathrobes.

Theft in Hotels (Wellness Heaven, 2019) "Many hotel guests find it harmless to steal pens and soaps, but there are others riskier who dare with pianos, mattresses, televisions and stuffed animals. 1,157 hotels were asked by Wellness Haven about the most stolen items and this was the result"



**Professional thieves** who steal the identity of clients, cyber-crime stealing card data and physical theft, with theft of suitcases in the lobby, in the spa and gym closets, jewellery and mobile phones at the entrance of the hotel and in the rooms safes.

### 2.2 Internal Theft:

**Employee's theft**, this being one of the most damaging for the industry, with theft of pens, food, drinks, products, cash, lockers of co-workers and theft of the number of the credit cards of its clients. According Bullard and Resnik (1993) Employee theft is ten times more costly than the nation's street crime.

### 2.3 Impact:

The impact in the Mayfair hotel is economical, (loss of cash, customers, products), loss of time (controlling who is stealing, firing employees, recruiting new employees), Reputation ( unsatisfied customers, bad review in medial social, articles in newspapers talking about the problem), emotional ( for clients who were stolen, for co-workers who is in the middle of the situation and for managers and owners who cannot arrive to goals),

### 3 ANALYSIS OF THE PROBLEM

Analysis of the problem according clients, thefts, and employees. And SWOT and PESTLE analysis and fishbone to see the causes.

#### 3.1 Clients:

##### **Depending on taste**

According to Wellness Heaven (2019). German and English customers like towels, bathrobes, and cosmetics more, Austrians prefer coffee makers and plates while Americans prefer pillows and batteries. Italians have more tastes for wines and one of their favourite objects is wine glasses, the Swiss tend to take more care of their hair and are inclined towards hair dryers. The French go a little further and get televisions and remote controls and the Dutch among their favourite objects are light bulbs and toilet paper.

##### **Depending room's Price:**

According to (Chun, 2020) it says that so many toiletries are not stolen anymore and that now guests steal more framed artwork, televisions, and a fireplace.

According Wellness Heaven (2019) there is a different between clients steal in a hotel 4\* (toiletries) and 5\* (art & technology) and it is according the price

#### 3.2 Thieves:

##### **Hotels are an Easy target:**

Thieves make rational decisions, they look for easy robberies where they can get their loot but cannot be identified, and hotels offers these kinds of features, come in and run away easily.

##### **They know the security systems:**

As good professionals, they study security systems and act when the security system is most vulnerable.

#### 3.3 Employees:

According Kennedy (2016) All businesses have in common and a serious problem is the theft of their employees, especially in the hospital sector where employees have contact with a lot of cash, transactions, fix assets, tangible gifts and edible food and beverage items.

##### **Employees do not really believe they are stealing:**

Many employees think that taking merchandise is not stealing or that taking something of little economic value is not stealing either. According Shingihara (2013) An alternative explanation can be seen as the neutralisation effect where stealing a little does not hurt the business.

##### **Employee underpaid:**

When an employee feels underpaid, he will seek some way to compensate that money that he thinks is his due.

According Geller (1991) reported that employees in their study conducted petty theft of food to supplement their low and unfair pay.

##### **Employee has grudge against employer:**

If an employee is resentful of his/her boss, he will look for a way to hurt him/her without his/her knowing it and one of those ways is to steal material from him.

##### **Relative ease and access to merchandise:**

Employees have access to quantity of goods depending on the department in which they work, thus, they know the security systems and know when to act and how.

#### **Employee thinks he can get away with stealing:**

As in the previous case, knowing the security systems and knowing when to act, they believe that they can be immune from crime.

#### **Employee believes he deserves it**

Employees often believe that they deserve something else for various reasons, such as hard work, being low paid, or because they believe that life is not fair to them.

#### **Unexpected expenses, hard times**

In times of crisis, employees may be tempted to take items from companies in order to meet their expenses.

There are many types of employee workplace theft in hospitality such as removal of cash, inventory, equipment, free use of facilities, improper use of employee discounts, fraudulent refunds and unauthorised coupons (Krippel et al., 2008).

### **3.3 FISHBONE diagram in appendix 1**

### **3.4 PESTLE Analysis in appendix 2**

### **3.5 WOT Analysis in appendix 3**

## **4 POSSIBLE SOLUTIONS:**

### **4.1 Security system:**

- Install more security systems such as CCTV,
- Chips with alarms in objects of great value so that when they are going to be stolen from the hotel they sound.
- Acquire mobile devices with applications as BEEKEEPER that connect back of the house with front of the house so that everyone can make a safer working place and anticipate to any problem or theft.

### **4.2 Trainings:**

Provide security training to all personnel for external robberies by clients and thieves. Training on how to detect and prevent theft by both customers and thieves. Provide ethical behaviour and awareness training to employees as to why thefts, both external and internal, have a negative impact on the company and employee benefits are affected as well. Even though business ethics is paramount to a company's success, 81% of hotel managers report that their hotels do not offer ethics training for their employees and expect more ethics training for students before they enter the workforce (Yeh, 2012).

Employee theft is more common within the workplace where there is inadequate training and policies (Tryon and Kleiner, 1997). Maintaining an ethical working climate is important as it enhances employee satisfaction, reduces turnover and increases profit margin (Cheng et al., 2013). A healthy ethical working climate correlates positively with increased job satisfaction and organisational commitment (Kim and Miller, 2008).

### **4.3 Increase security team:**

Increase the security team ( as they saying goes four eyes see more than two), so many more parts of the hotel can be controlled and the team can be divided into groups, some covering external thieves, another group theft from clients and another group of internal robberies.

#### 4.4 Implement new policies:

Implement new company policies where larger deposits are made in the event that something disappears from the room, also company policies where at the time of the client's arrival they are warned of possible fraud around the hotel by external thieves.

## 5 EVALUATING THE DECISION MAKING

| WEIGHTED DECISION MATRIX |           |                  |                |                     |              |
|--------------------------|-----------|------------------|----------------|---------------------|--------------|
| 1 not good               |           | 2 not quite good |                | 3 medium good       |              |
|                          |           |                  |                | 4 good              | & very good. |
|                          |           | OPTIONS          |                |                     |              |
| CRITERIA                 | WEIGHTING | TECHNOLOGY       | STAFF TRAINING | MORE SECURITY STAFF | NEW POLICIES |
| Effectivity              | 5         | 3                | 5              | 3                   | 4            |
| Long-term effective      | 4         | 4                | 4              | 3                   | 5            |
| Cost                     | 3         | 5                | 3              | 2                   | 3            |
| Time                     | 2         | 4                | 3              | 4                   | 2            |
| flexibility              | 1         | 3                | 4              | 4                   | 3            |
| TOTAL                    |           | 19               | 19             | 16                  | 17           |

After having evaluated the options, it has been decided to leave two alternatives because both can give a more complete result to solve the problem. The first Alternative is training staff, where employees can be made aware of the importance of stopping internal thefts. According Bullard and Resnik (1993) Employee theft is ten times more costly than the nation's street crime. The second alternative is technology, which can prevent both internal and external theft but will focus more on external theft to thieves who come to the hotel.

## 6 IMPLEMENTATION PLANS OF THE BOHT ALTERNATIVES AND COMMUNICATION TO THE STAKEHOLDERS.

### 6.1 ADKAR:

Awareness:

Communicate the problem company is facing to shareholders, managers, subordinates, and suppliers. Make sure that everybody is aware about the need of change.

Desire:

Director and Managers will explain everyone but especial to reluctant individuals about the excitement of the change how the CCTV, alarms, App, and training will bring a big benefit for everyone. Get employees want to support and be part of the change.

Knowledge:

Every week trainings will be provided to explain how CCTV, Alarms, App Beekeeper, and ethical behaviour works for the benefits of all.

Ability:

After the trainings, there will be practical exercises, so teams can work in it. Security will prove the CCTV, staff the App, some activities about what happen if an object with an alarm is being stolen and experience staff will be able to provide ethical behaviour to new staff.

Reinforcement:

Monitoring if the new solutions are working and if the staff is using them according to the training. Make sure that security is paying attention to whole cameras, special to the new ones. Make sure that all staff is using the new app Beekeeper, Occasionally, test the reaction time of employees when an object with alarm is being stolen and finally infiltrators to be sure that clients, thefts and employee are not stealing.

## **6.2 Gantt Chart:**

For finding how is going to be the implemented the plan please see appendix 4 Gantt Chart

## **7 SUPERVISORY EVALUATION**

Organizational control:

The managers will oversee if employees are applying the training that was given to them for the handling of CCTV, alarms, App and if they are following the training of ethical behaviour.

The control system must provide accurate and timely information from the CCTV, Alarms, App and ethical behaviour training and be flexible so managers can respond as needed.

Managers must follow the feedforward control to anticipate any problem arise with CCTV, Alarms, App or Ethical behaviour training, current control to manage problem as they appear, so, just in case that any of the solutions is not working properly, managers must act immediately and feedback control to manage problem after they have arisen, so, manager will receive feedback form employees, security department and customers about what they thing then managers can corrective any imperfection.

Managers must establish standards of performance about CCTV, Alarms, App, and ethical training to evaluate the performance.

## **8 CONCLUSIONS:**

In this document you can see the problem of theft suffered by 4 \* & 5 \* hotels by their clients, professional thieves, and employees. It can also be concluded that in 4 \* hotels customers steal things of less value and that in 5 \* star hotels customers steal more valuable items. This is due to the price difference of the room between one and the other category. It can also be seen that theft in companies by their employees is ten times more harmful than the street crime of the nations and that for this reason American companies lose \$ 200 million every year.

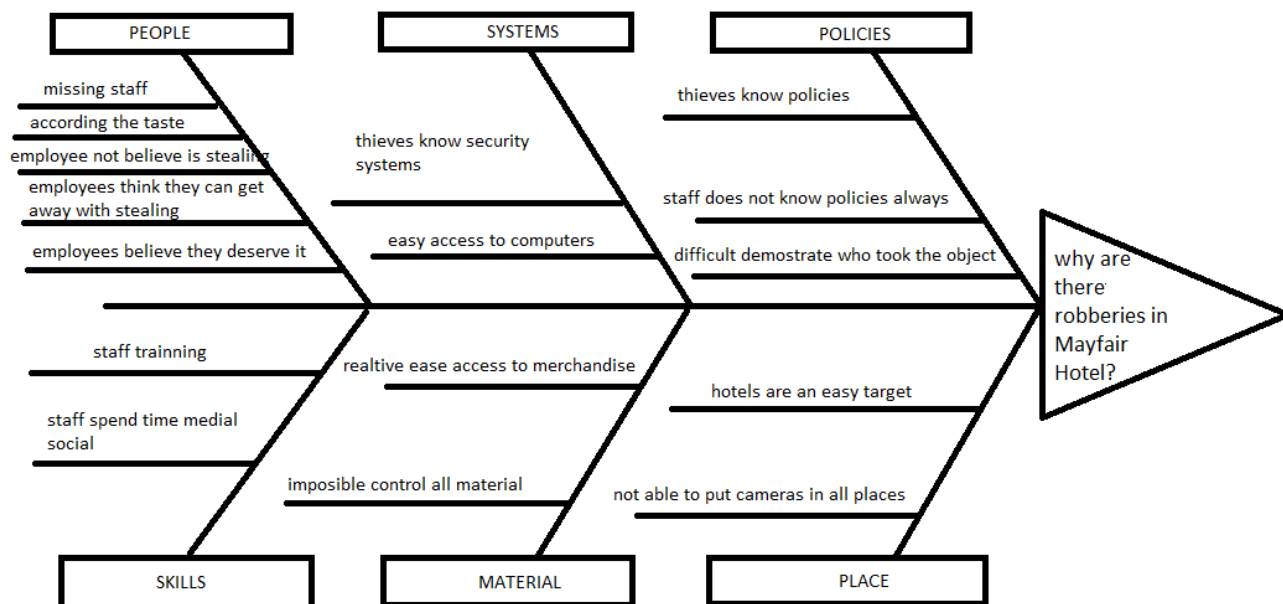
In conclusion, it can be said that investing in technology and employee training is much more profitable than notifying the police about what happened. It is expected that the problem will be solved for many hotels with this procedures as it will create a safer environment and besides it will diminish noticeable the losses of the company to create better workers in a safer company.

With the decisions taken and the implementation plan, it is expected to solve the problem of many hotels and create better workers for a better future for all.

# APPENDICES:

## Appendix 1

### Fishbone Diagram



## Appendix 2

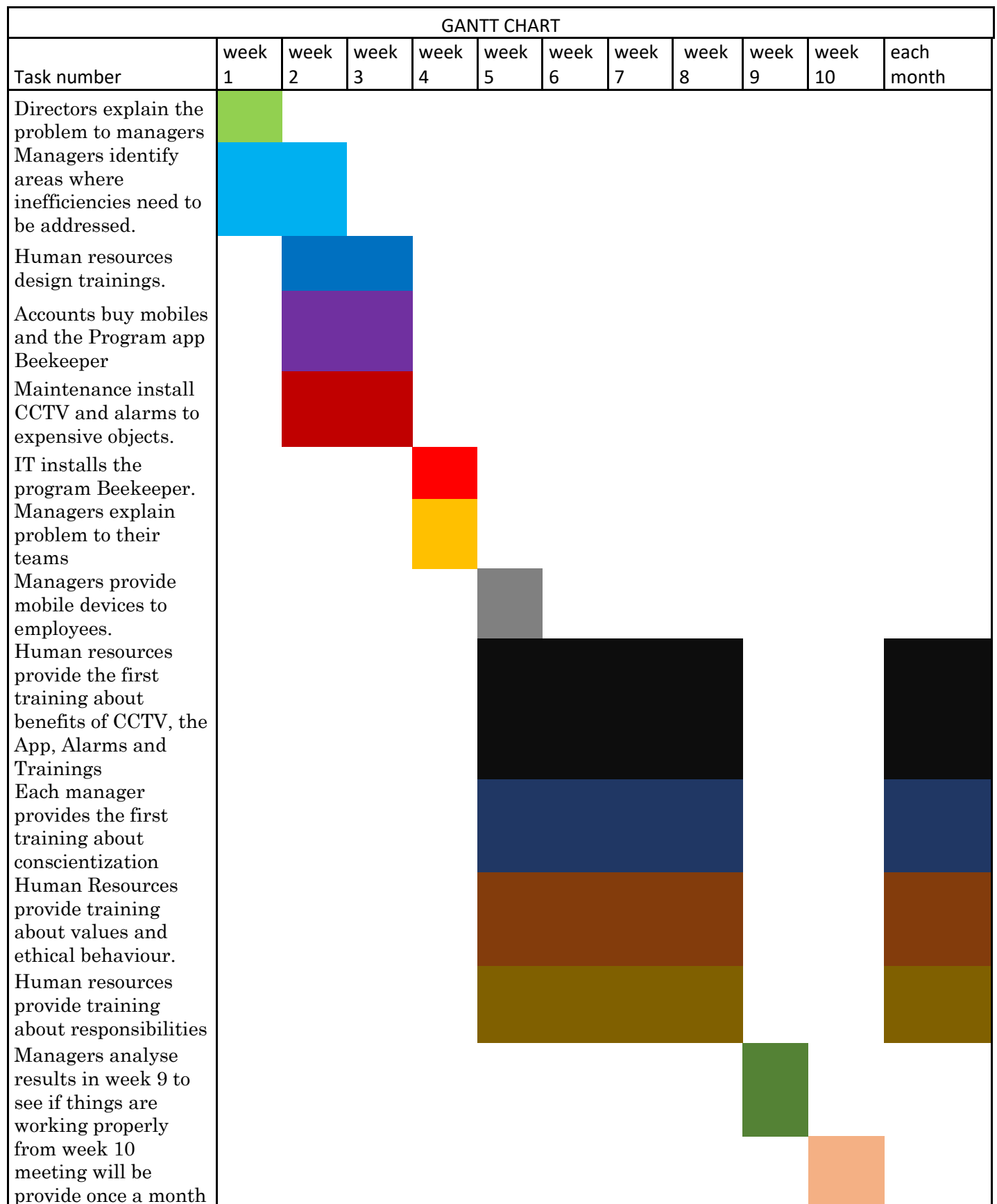
| PESTLE ANALYSIS        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Political factors:     | <p>Factors such as being part of the European Union that allows the free entry and exit of citizens of the European Union which allows armed gangs from other countries to come or go to crime in more attractive countries.</p> <p>With Brexit, it is intended to regulate the type of citizen who will be able to access the United Kingdom. This would be a positive factor for the hotel industry in England which may see the number of robberies to its customers reduced. Also, when hiring employees, they would only select the most qualified.</p> |
| Economic factors:      | <p>Unemployment rates make many people take up robberies, with hotels being one of the easy targets for criminals. The current situation with COVID-19 is critical as many companies are laying off their employees and many families will be left without income, making crime likely to increase.</p>                                                                                                                                                                                                                                                      |
| Social factor:         | <p>The exclusion of a certain part of the population causes some people to be encouraged to form gangs or to rob.</p> <p>According Poulston (2008) this dishonest behaviour has become a delinquent problem especially among the younger people.</p>                                                                                                                                                                                                                                                                                                         |
| Technological factors: | <p>New technologies bring many advantages, but with it also brings many disadvantages such as cyber-crimes, which is becoming more common and safer for thieves to go undetected.</p>                                                                                                                                                                                                                                                                                                                                                                        |
| Legal factor:          | <p>Privacy policies that do not allow cameras on some sites or the handling of your personal data protected by the European Union GDPR</p>                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Environment factors:   | <p>The hotels are usually located in attractive tourist destinations for travellers, be it in a warm city in Spain, in a beautiful and cold landscape in the Swiss Alps or even in a rainy city like London. All these environmental factors attract the tourist and where there is a tourist there will always be the opportunity for lovers of other people's things.</p>                                                                                                                                                                                  |

### **Appendix 3**

#### SWOT Analysis

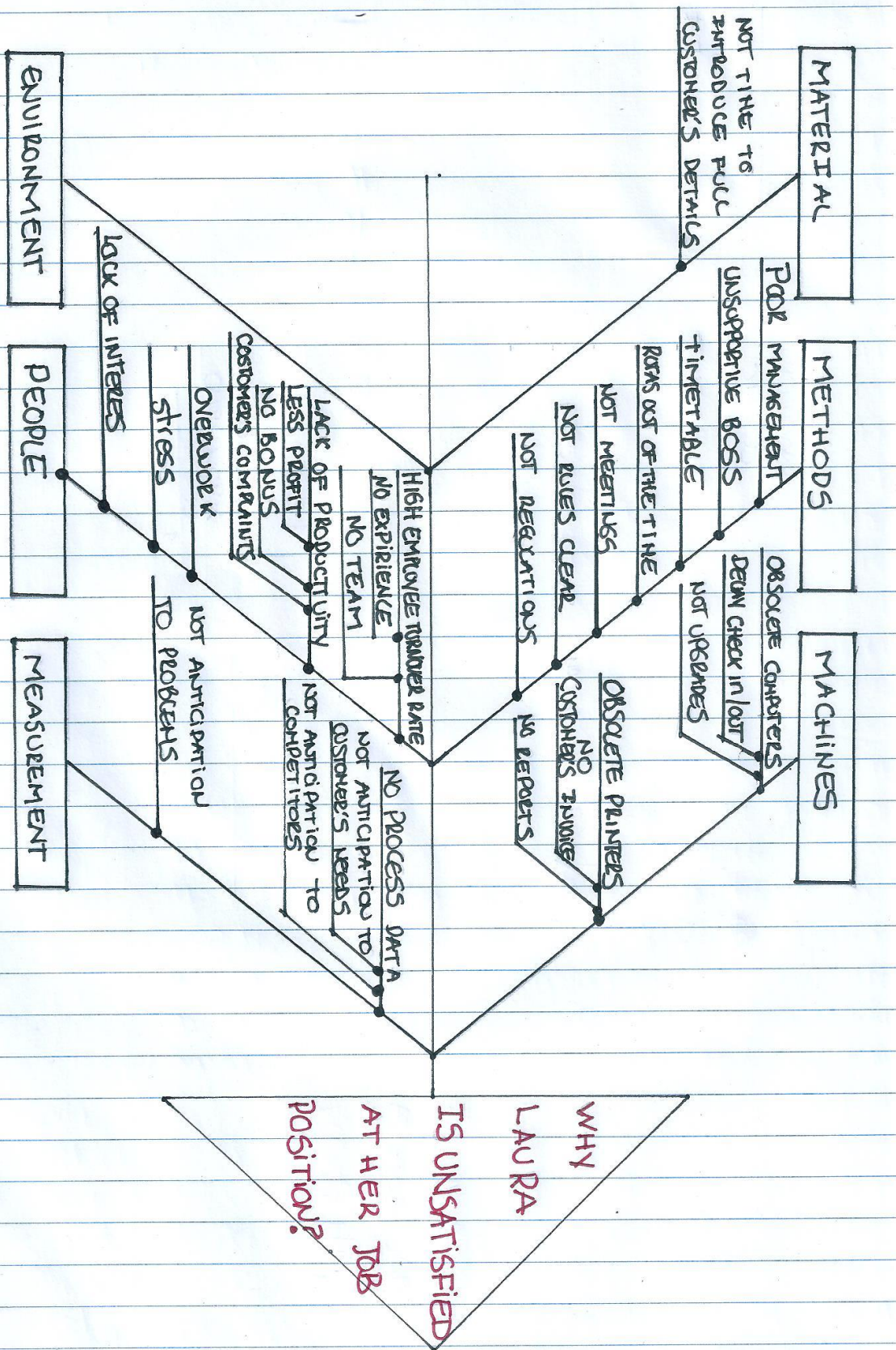
| STRENGTHS                                                                                                                                                                            | WEAKNESSES                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>- ABLE TO CHANGE POLICIES</li><li>-ABLE TO INVEST IN TRAININGS</li><li>- ABLE TO MODIFY VALUES AND MISION TO MOTIVATE EMPLOYEES.</li></ul>     | <ul style="list-style-type: none"><li>- POOR TRAININGS</li><li>-POOR POLICIES</li><li>- POOR COMMUNICATION</li><li>- DIFFICULT TO DETECT THE THEFT</li></ul> |
| OPPORTUNITIES                                                                                                                                                                        | THREATS                                                                                                                                                      |
| <ul style="list-style-type: none"><li>- TO GET LOYAL EMPLOYEES</li><li>- TO REDUCE THE THEFTS</li><li>- TO INCREASE THE REVENUE</li><li>- TO CREATE AN AMAZING ENVIRONMENT</li></ul> | <ul style="list-style-type: none"><li>- SPEND LONG TIME</li><li>- INVEST A LOT OF MONEY</li><li>- HIGHT TURNOVER EMPLOYEE RATE</li></ul>                     |

## Appendix 4



## Appendix 5

Role play Management consultant vs unsatisfied employee with Laura Librado Zuluaga



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