

BMIH6013

Organisational Consultancy

Week 2

Week 2 · Consultancy in Hospitality & Ethics

Importance of consultancy for hotel management
Ethical considerations in organisational consultancy

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Register



Recap

What did we discuss last week?

Today's Objectives

- Discuss the importance of consultancy for hotel management
- Explain key principles in consultancy
- Discuss ethical Considerations in organisational consultancy
- Assignment brief

Activity

What are some of the benefits of engaging a consultant for business organisations?

Improved Operational Efficiency

Consultancy helps streamline processes, optimise resource allocation, and enhance overall operational efficiency in the hospitality industry.



Increased Profitability

By identifying revenue generation opportunities, cost-saving measures, and effective pricing strategies, consultancy contributes to increased profitability in the hospitality sector.



Enhancing Guest Experience

Organisational consultancy helps in improving service quality, customer satisfaction, and loyalty, leading to a better overall guest experience.

Adapting to Market Trends

Consultants assist hospitality businesses in staying updated with industry trends, technological advancements, and customer preferences, enabling them to remain competitive.

Enhanced Employee Performance

Through training, skill development, and performance management strategies, consultancy boosts employee productivity, motivation, and job satisfaction.



Importance of OC in Hospitality Industry?

Group discussion and presentation: 15 minutes

Is it necessary to implement OC in the hotel and hospitality industry?

If No, WHY?

If yes, WHY?

Why implement OC in Hospitality Industry?

1. Improved Operational Efficiency:

Resource Allocation , Process Streamlining, Enhanced Service Delivery

2. Increased Profitability:

Revenue Generation, Cost Savings, Pricing Strategies

3. Enhanced Employee Performance:

Training and Development, Performance Management, Employee Satisfaction

Why implement OC in Hospitality Industry?

4. Customer Satisfaction and Loyalty:

Service Quality Improvement, Guest Experience

5. Strategic Planning and Adaptability:

Strategic Vision, Adaptability

6. Risk Mitigation:

Identifying Risks, Crisis Management

KEY PRINCIPLES OF ORGANISATIONAL CONSULTANCY

Understanding the fundamental principles



Client-Centred Approach

Consultants prioritise the needs and goals of the client organisation, tailoring their strategies and recommendations accordingly.



Collaboration

Consultants work closely with the organisation's stakeholders, fostering open communication, trust, and collaboration throughout the consultancy process.



Continuous Learning

Consultants actively seek knowledge, stay updated with industry trends, and adapt their methodologies to provide the most effective solutions.



Principles in OC

OC's principle seeks to ensure effective, sustainable, and adaptable firms. E.g.,

1. Client-Centered Approach:

Understanding Client Needs, Tailoring Solutions, Building Trust and Rapport.

2. Collaboration:

Partnership with Clients, Cross-Functional Collaboration, Facilitating Team Dynamics.

3. Continuous Learning:

Adaptability and Flexibility, Reflection and Feedback, Professional Development

Activity

What key steps would a consultant need to take to be effective?

What process would they follow?

STEPS TO CONDUCT AN EFFECTIVE ORGANISATIONAL CONSULTANCY IN HOSPITALITY

Ensuring a successful consultancy process



Diagnosis

Understand the organisation's current state, challenges, and goals through data analysis, interviews, and observations.



Implementation

Execute the planned strategies, monitor progress, and make necessary adjustments along the way.



Planning

Develop a comprehensive plan outlining the objectives, strategies, and timeline for the consultancy project.



Evaluation

Assess the outcomes of the consultancy project, measure its impact, and provide recommendations for further improvement.

Steps for Conducting Effective OC in Hospitality

1. Diagnosis:

- **Data Analysis:** Collect and analyse relevant data, including financial reports, customer feedback, and operational metrics.
 - Identify trends, patterns, and areas of concern that need attention.
- **Interviews and Observations:** Conduct interviews with key stakeholders, including management, staff, and customers, to gather insights into organizational dynamics.
 - Observe daily operations to understand workflow, customer interactions, and employee behaviors.
- **SWOT Analysis:** Perform a SWOT analysis to identify the organization's strengths, weaknesses, opportunities, and threats.
 - Use the analysis to inform the development of targeted strategies.

Steps for Conducting Effective OC in Hospitality

2. Planning:

- **Objective Setting:** Clearly define the objectives and prioritise areas for improvement based on the diagnosis phase.
- **Strategy Development:** Develop a comprehensive plan that outlines specific strategies and consider the integration of best practices, industry trends, and innovative solutions.
- **Timeline and Milestones:** Establish a realistic timeline with measurable milestones and ensure alignment with the organization's operational calendar and peak seasons.

3. Implementation:

- **Execution of Strategies:** Clearly communicate changes, provide any necessary training to employees, and implement the planned strategies systematically-in collaboration with the organization's management and staff.
- **Monitoring and Adjustment:** Establish monitoring mechanisms to track the progress of implemented strategies and make adjustments as needed based on real-time feedback and performance data.

Steps for Conducting Effective OC in Hospitality

4. Evaluation:

- **Assessment of Outcomes:** Evaluate the outcomes of the consultancy project against predefined objectives and key performance indicators (KPIs).
 - Analyze the impact on service quality, operational efficiency, and financial performance.
- **Stakeholder Feedback:** Gather feedback from key stakeholders, including employees, customers, and management.
 - Assess the satisfaction levels and perceptions regarding the changes implemented.
- **Documentation and Reporting:** Document the results of the evaluation, highlighting successes, challenges, and areas for further improvement.
 - Provide a comprehensive report with actionable recommendations for sustained growth.

Activity:

Can you think of any models, tools, principles and/or frameworks that could be used in these stages (diagnosis, planning, implementation, evaluation)?



Take a break... 15minutes

Activity:

What do you think some of the main challenges
are for a consultant working with a new
organisation?

COMMON CHALLENGES FACED IN ORGANISATIONAL CONSULTANCY

Understanding the hurdles

Resistance to Change

Organisations may resist changes recommended by consultants due to fear of the unknown, lack of buy-in, or reluctance to disrupt established practices.

Lack of Clear Communication

Effective communication between consultants and the organisation's stakeholders is essential for successful consultancy outcomes, but it can be challenging to achieve.

Lack of Employee Engagement

Consultancy initiatives may fail if employees are not actively involved, engaged, and committed to the proposed changes.

Activity

What are some of the hot topics in the hospitality industry at present that might require the support of an external consultant/expert?

What do you think some of the trending consultancy specialisms are?

Trends in Hospitality

The future of organisational consultancy in the hospitality industry is expected to be shaped by several prominent trends, including technological integration, sustainability and green practices, and a focus on employee well-being.

FUTURE TRENDS IN ORGANISATIONAL CONSULTANCY FOR THE HOSPITALITY INDUSTRY

Emerging developments to watch out for



Technological Integration



Sustainability and Green Practices



Employee Well-being

Trends in Hospitality

- 1. Technological Integration:** Smart Hospitality Solutions, Contactless Solutions, Artificial Intelligence (AI) and Automation, Virtual and Augmented Reality (VR/AR).
- 2. Sustainability and Green Practices:** Environmental Stewardship, Green Certifications, Renewable Energy Integration, Sustainable Sourcing.
- 3. Employee Well-being:** Work-Life Balance, Mental Health Support, Flexible Work Arrangements, Training and Development.

Trends in Hospitality

4. Crisis Preparedness and Resilience: Pandemic Planning, Adaptive Strategies, Resilience Training.

5. Customer-Centric Technologies: Personalization and Data Analytics: Customer Feedback Platforms, Enhanced Communication Channels.

These trends reflect a dynamic landscape where technological advancements, sustainability practices, employee well-being, and crisis resilience are becoming increasingly intertwined in the hospitality industry.

Organizational consultants will play a pivotal role in guiding hotels through the strategic adoption of these trends, ensuring alignment with business goals and industry expectations.

Introduction to Internal and External Consultants in the Hospitality Industry

Understanding the roles and significance of consultants in the hospitality sector

Internal Consultants

Consultants who work within the organization and provide specialised expertise and guidance

1



External Consultants

Consultants hired from outside the organisation to provide objective insights and recommendations

2

INTERNAL AND EXTERNAL CONSULTANTS

- In the hospitality industry, both internal and external consultants play critical roles in helping organizations navigate challenges, implement strategic initiatives, and achieve operational excellence.

Internal Consultants: are professionals who work within the organisation, often as part of the in-house staff or management team. They leverage their knowledge of the company's culture, processes, and objectives to provide guidance and support for various projects and initiatives.

Key Characteristics:

1. **In-House Expertise:** Internal consultants possess a deep understanding of the organization's internal workings, industry dynamics, and specific challenges.
2. **Cultural Familiarity:** Being part of the organization, internal consultants are intimately familiar with the company's culture, values, and existing processes.
3. **Access to Internal Resources:** They have direct access to internal resources, data, and personnel, facilitating smoother collaboration and implementation of strategies.

INTERNAL AND EXTERNAL CONSULTANTS

Roles and Responsibilities:

- 1. Operational Improvement:** Internal consultants often focus on enhancing operational efficiency, optimizing workflows, and addressing day-to-day challenges.
- 2. Employee Development:** They may contribute to employee development through training programs, skill-building initiatives, and talent management strategies.
- 3. Strategic Planning:** Internal consultants play a role in developing and implementing strategic plans aligned with the organization's long-term objectives.

Benefits of Internal Consultants in the Hospitality Industry

How internal consultants contribute to organisational success



In-depth knowledge

Cost-effective

Better alignment

INTERNAL AND EXTERNAL CONSULTANTS

External Consultants: an independent professional or firm hired from outside the organisation to provide expert advice, specialised knowledge, and objective guidance on specific business challenges.

- In hospitality, this may include areas such as service quality improvement, operational efficiency, customer experience, staff training, marketing strategies, financial performance, or technology adoption.
- Unlike internal consultant, external consultants bring an outsider's perspective, industry best practices, and impartial analysis to help hotels, restaurants, resorts, or other hospitality businesses improve performance, adapt to market trends, and achieve strategic goals.

Advantages of External Consultants in the Hospitality Industry

The value of external consultants in driving organisational growth

Fresh perspective

External consultants bring a new set of ideas and insights to the table

Specialised expertise

External consultants possess specific knowledge and skills relevant to the hospitality industry

Objectivity

External consultants can provide an unbiased assessment and recommendations

INTERNAL AND EXTERNAL CONSULTANTS

Benefits:

1. Fresh Perspective:

Outside-In View: External consultants offer a fresh and unbiased perspective as they are not entrenched in the day-to-day operations of the organization. This perspective can reveal new insights and innovative solutions that may be overlooked by internal teams.

Industry Benchmarking: Consultants often bring insights gained from working with a variety of clients across the industry, allowing them to share best practices and successful strategies from different contexts.

INTERNAL AND EXTERNAL CONSULTANTS

Benefits:

2. Specialized Expertise:

Niche Knowledge: valuable for addressing complex challenges

Market Insights: Consultants stay informed about industry trends, and market dynamics

3. Objectivity:

Neutral Assessment: External consultants bring objectivity to the assessment of organizational processes, structures, and challenges.

Unbiased Recommendations: Objectivity enables consultants to make unbiased recommendations based on data and analysis rather than personal or internal influences. This enhances the credibility of the recommendations.

Discussion:

- Outline the main steps for effective consultancy
- What are the key future trends for consultancy in hospitality?
- *Discuss: Which type of consultant would be more beneficial to an organisation, and why?*

Discussion:

Clues!

- Diagnosis, planning, implementation and evaluation
- Technology, sustainability and employee wellbeing
- Fresh perspective
- Objectivity
- Specialism

Ethical Consideration in Organisational Consultancy

What's your thoughts on this ???



Group Activity

What DO YOU think some of the ethical concerns would be for a consultant?

Common Ethical Dilemmas in Organisational Consultancy

Navigating Challenging Situations



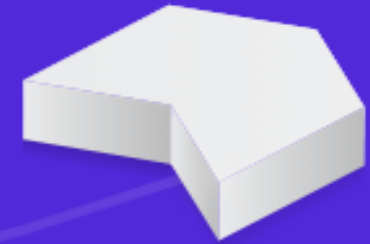
Confidentiality Breach

Consultants may face dilemmas when deciding whether to disclose confidential information to prevent harm or maintain client trust and confidentiality.



Conflicts of Interest

Consultants must navigate situations where their personal interests or relationships may conflict with their professional responsibilities and obligations to clients.



Ethical Relativism

Consultants may encounter situations where ethical standards and practices vary across cultures, requiring them to navigate and reconcile conflicting ethical norms.

Key Ethical Principles in Organisational Consultancy

Guiding Ethical Framework

Integrity



Consultants must demonstrate honesty, trustworthiness, and a commitment to ethical conduct in all their professional interactions and decision-making processes.

Confidentiality



Consultants should maintain the confidentiality of client information, ensuring that sensitive data is protected and only shared with proper authorization.

Objectivity



Consultants must provide unbiased and impartial advice, avoiding personal biases and conflicts of interest that may influence their recommendations.

Professional Competence



Consultants should possess the necessary knowledge, skills, and experience to deliver high-quality services and provide accurate and reliable advice to clients.

Your Assignment



Your Assignment

Assignment brief and how to structure your report.

Download and read the assessment for this module.

Your Assignment

Consultancy report for a international chain-affiliated hotel.

4,000 words report due 14th January 2027 (23:59)



Any Questions?



Next Week...

Diagnosing organisational issues

03

Thank you for joining