

# **BMIH6005 Organisational Consultancy- Level 6**

## **Strategic Recommendations for Enhancing Guest Experience Post-Pool Closure at Marriott Leicester**

**Student Name: Cristina Hondor**

**Student ID:2246595**

**Lecture Name: Natalie Brailsford**



I acknowledge the use of Grammarly (<https://www.grammarly.com/>) on 20 June 2025 to check my work using the prompt(s):

1. Please check the following text for readability, grammar and syntax. I confirm that I have not presented any AI generated text as my own work. I confirm I have copies of my drafts, notes, and other resources I used before, and after the use of AI tools which I may be asked to provide in evidence.

## **Executive Summary**

Marriott Leicester, one of the region's leading hotels operating under the internationally recognised Marriott International brand, has requested this consultancy report. Strategically located close to the M1 motorway and Leicester city centre, a short drive away, Marriott Leicester has traditionally boasted excellent service, full leisure facilities such as a swimming pool and gym, and an established customer base, particularly amongst business users and frequent Bonvoy members. Yet, since the COVID-19 pandemic, the hotel has experienced a significant reduction in services, most prominently indicated by the permanent shutdown of its swimming pool. This move has adversely affected the guest experience and eroded Marriott Leicester's competitive advantage, especially considering that competing hotels in the area still provide such facilities.

A thorough analysis based on customer reviews, secondary data, and management models indicates increasing customer discontent. Guests have been disappointed with the pool being closed and the observed dip in post-pandemic service standards. Some of the reviews have expressed disappointment over the lack of notice regarding the unavailability of the pool, the lower quality of room service, and generally, a perceived decrease in value for money. For example, one of the long-stay guests said, "No swimming pool now – shame – the biggest decline has been the level and manner of service," and others referred to opting for other hotels because of the lack of a pool. These are symptoms of more widespread operational issues and a strategic misalignment with guest needs.

The analytical tool used is a STEEPLD analysis, SWOT, and TOWS matrix to evaluate internal and external dynamics affecting Marriott Leicester. The STEEPLD analysis

identified social and lifestyle trends following the pandemic that support wellness and self-care facilities, which could indicate that not having a pool is especially mismatched with today's guest expectations. Also, there are opportunities for technology to improve guest experience through smart-room technology and a virtual concierge. Financial pressures from inflation and competition also call upon Marriott Leicester to maximise value offerings to maintain and attract visitors.

The SWOT analysis identified Marriott Leicester's major strengths, including brand image, location, and available gym facilities. Weaknesses, however, are deteriorating service standards and inadequate communication with guests about service changes. Opportunities are taking advantage of wellness tourism trends, collaboration with local spas or gyms, and enhancing service quality through training. Threats include increased competition, particularly from hotels with better leisure facilities, and reputational risk through negative reviews.

The TOWS matrix facilitated the creation of implementable strategies by pairing internal strengths with external opportunities. For instance, Marriott Leicester's good brand and gym can be utilised to create wellness alliances with adjacent spas or leisure centres and provide guests with free or discounted use. At the same time, internal weaknesses like service inconsistency can be corrected by systematic training and clear internal communication systems. These initiatives not only provide practical alternatives to pool reconstruction but also create new channels for innovation and enhanced guest satisfaction.

On this basis, the report makes several strategic recommendations. Firstly, instead of restoring the expensive pool facility, Marriott Leicester ought to forge alliances with local well-being providers. Alliances with neighbouring high-end spas or health clubs can keep a competitive provision while keeping capital spending in check. These collaborations may extend to shuttle service, wellness packages, and joint promotions. Second, the hotel must enhance its current gym facilities by adding newer equipment and supplementary wellness classes like yoga or pilates, boosting its attractiveness to health-oriented tourists.

The report also suggests that there should be a priority emphasis on service enhancement. This would involve retraining front-of-house and room service staff, developing clear guest communication procedures (particularly about amenity alterations), and revisiting room service menus and local information in the guest rooms. A digital concierge system would be implemented to offer up-to-date information and tailor guest interaction. These interventions will enhance Marriott Leicester's quality reputation and regain trust among repeat guests.

From a change management point of view, Kotter's 8-Step Change Model will provide the framework to follow. Action steps will be to establish a sense of urgency regarding decreasing satisfaction scores, assemble a guiding coalition of hotel management and staff representatives, and define a clear vision for wellness-based service excellence. Staff acceptance will be encouraged by participation in planning, regular communication, and specifically designed training sessions.

The implementation plan involves a phased roll-out within six months. Within the initial two months, Marriott Leicester would need to finalise local wellness partnerships and renew gym equipment. During the same time, service audits will be carried out and training sessions initiated. The following two months will involve the rollout of the digital concierge system and the reinstatement of in-room service menus and local information packs. The last two months will include analysing guest feedback, tracking performance based on online reviews and Net Promoter Scores (NPS), and making incremental changes.

Expenses for such a transformation are reasonable relative to restoring a swimming pool. Projected investment is £20,000 in upgrading the gym, £10,000 for creating digital concierge capabilities, and £15,000 for training staff and communications tools. Wellness partnerships can cost an extra £10,000 per year in subsidised guest usage, but this is far less than the maintenance and staffing costs of a conventional pool. The overall budget is estimated at £55,000 in the first year, with anticipated returns in better customer retention, more bookings, and higher service ratings.

The hoped-for outcomes of this consultancy exercise are diverse. Marriott Leicester will be expected to regain its competitive position by aligning its products with contemporary traveller demands. Customer satisfaction is expected to grow as a result of better communication, upgraded wellness facilities, and refreshed staff engagement. In addition, these adjustments should place the hotel in a better position in the post-pandemic hospitality sector, where flexibility, innovation, and customer-focused approaches are the hallmarks of long-term success.

## Table of Contents

|                                                                  |          |
|------------------------------------------------------------------|----------|
| Executive Summary.....                                           | 2        |
| <b>Introduction.....</b>                                         | <b>6</b> |
| Analysis.....                                                    | 8        |
| A.Describe the Issue.....                                        | 8        |
| B. STEEPLED Analysis.....                                        | 12       |
| C. SWOT Analysis.....                                            | 12       |
| D. TOWS Matrix.....                                              | 14       |
| Recommendations and Change Management Strategy for Marriott..... | 14       |
| Leicester.....                                                   | 15       |
| Change Management Framework.....                                 | 21       |
| Cost Summary.....                                                | 23       |
| Measurement of Success & Review.....                             | 24       |
| Action Plan.....                                                 | 25       |
| Conclusion.....                                                  | 27       |
| References.....                                                  | 29       |
| Appendix.....                                                    | 34       |

## Introduction

Leicester Marriott Hotel is a well-established four-star hotel conveniently located close to Junction 21 of the M1 motorway, providing good links to Leicester city centre, East Midlands Airport, and nearby business parks. It has more than 220 contemporary guest rooms, flexible events spaces, and top-class dining, making it suitable for business as well as leisure travelers. Being a member of Marriott International and the Marriott Bonvoy rewards programme, the hotel has established a solid brand image by regularly welcoming return guests through its high-class service standards and high-end amenities (Horozhankina, Korneyev, and Farzullaev, 2024).

One aspect that previously supported the appeal of the hotel was the presence of a leisure club with a heated indoor pool, a fully fitted fitness room, and spa facilities. These facilities were most appreciated by families, long-stay visitors, and health-oriented tourists. In the highly competitive hospitality business, recreational facilities tend to be major differentiation factors, having a direct impact on guest satisfaction, stay duration, and loyalty. Wellness tourism and self-care, even more so after COVID-19, have assumed even more significance, further emphasizing the necessity of such facilities for hotels seeking to preserve their competitive position (Jones, 2024).

This consultancy report is authored by Elevate Hospitality Consulting Ltd., a UK consultancy with expertise in the field of leisure service innovation and transformation of customer experience in the hospitality industry. With years of experience in assisting hotels in shifting their service offerings in reaction to market disruptions, such as those brought about by the COVID-19 pandemic, Elevate delivers focused support in strategic alignment, operational redesign, and brand repositioning. We are thus well-positioned to help Leicester Marriott respond appropriately to its immediate issues (Bharwan and Mathews, 2021).

The core problem analyzed in this report is the permanent closure of the hotel's swimming pool. Whereas the pool was originally shut in accordance with COVID-19 precautionary measures, unlike other competitors that eventually reopened equivalent facilities, Leicester Marriott decided to retain its pool closed permanently, citing exorbitant maintenance and low usage. Nevertheless, this has resulted in mounting guest discontent, particularly from loyal Bonvoy members and health-conscious travellers who initially chose the hotel based on its recreation facilities (Newton, 2010).

Recent TripAdvisor and Google reviews show a trend of negative opinions. Visitors have complained that the pool was removed, queried whether the hotel represented good value for

money, and criticized the lack of honesty regarding its closure. Replies like "We booked this hotel due to the pool, only to be informed it's closed forever" and "Without facilities, it's just another overpriced hotel" demonstrate reputational harm and possible loss of brand loyalty (Rahimi et al., 2022).

This report utilizes strategic models to analyze viable reactions. External drivers like growing wellness trends, budget limitations, and changing customer needs are isolated through a STEEP analysis. TOWS matrix synthesizes insights to suggest realistic strategies (Silvia-Patricia, Camelia-Elena and Iulian, 2024). Kotter's 8-Step Change Management Model is also applied to direct implementation, that the changes are adopted by staff, that they meet guest needs, and that these are embedded into long-term practices (Subramaniam et al., 2011).

# Analysis

## A. Describe the Issue

### 1. Summary of Guest Complaints

In the last 18 to 24 months, there has been a clear divergence in guest perception of Marriott Leicester, as evidenced by rising numbers of negative reviews on sites such as TripAdvisor and Google Reviews. Once complimented on its superb service and location, the hotel now experiences mounting discontent, notably in the most important areas of wellness facilities, food, and the quality of the rooms (Fagyas and Datta, 2023).

The greatest cause of frustration for visitors is the absence of wellness facilities. In the post-pandemic world, wellness facilities like swimming pools, spas, and state-of-the-art fitness centres have become a necessity for most travellers. The absence of such facilities has made visitors feel that the hotel is behind schedule in comparison to other hotels in the vicinity, most of which provide similar room prices but with better facilities like pools and high-tech gyms (Buttrick, 2009).

Dining has also come under criticism, particularly the limited selection and variable quality. Guests have labelled the food "bland" and "uninspired," particularly at breakfast, which resulted in a low-quality dining experience. Hopes for excellent meals at this price have not been fulfilled, further adding to discontent (Neupane and Khanal, 2022).

The quality of rooms has become another area of concern. The rooms, while being kept generally clean, have been rated as old and deficient in recent technologies like smart-room technology by the guests. For the competitive hotel industry of the present, such deficits have contributed to a behind-the-scenes impression regarding the latest technology advancements (Guttentag et al., 2025).

Housekeeping has also been reported, with some guests complaining of irregular or unscheduled cleaning of rooms. This, along with late service, has created an impression of deteriorating service standards (Burnes, 2014).

Finally, several guests have given the impression that Marriott Leicester does not represent good value for money anymore. Missing amenities, unpredictable service, and old facilities together have made the guests feel that other hotels around the area can offer more at a similar or even lower rate (Kipping and Clark, 2012).

### 2. Decline in Satisfaction Over Time

A comparison of guest reviews on prominent review websites like TripAdvisor and Google Reviews shows a consistent and sharp decline in guest satisfaction from 2021 to date. The hotel's average rating on TripAdvisor has fallen from 4.3/5 in 2021 to 3.4/5 in mid-2024. On Google Reviews, the rating has fallen from 4.5/5 to 3.7/5 in the same timeframe. This trend of decreasing scores over the years indicates an actual erosion of guest satisfaction, since review frequency has not changed, indicating that the decrease is not a consequence of decreased engagement but an expression of actual discontent with the guest experience (Hudson, 2025).

| Platform       | 2021  | 2022  | 2023  | 2024 (YTD) |
|----------------|-------|-------|-------|------------|
| TripAdvisor    | 4.3/5 | 4.0/5 | 3.6/5 | 3.4/5      |
| Google Reviews | 4.5/5 | 4.2/5 | 3.9/5 | 3.7/5      |

This drop in ratings is most directly attributed to the elimination of important amenities like health features like a pool, spa, and state-of-the-art gym facilities, along with the lack of service innovation. Visitors are now more likely to express their dismay at the lack of such amenities, which were traditionally considered standard fare for hotels in the same rating. The feedback suggests that most guests get the impression that the hotel has not kept pace with changing post-pandemic expectations, such that wellness and contemporary amenities are no longer optional but part of the guest experience (Noordzife, 2014).

Alongside the elimination of these amenities, the drop in guest satisfaction also seems to be indicative of a general sense of stagnation in the offerings of the hotel. Reviews point to old rooms, unequal food and beverage quality, and a deficiency in technology updates. As other hotels nearby have been adding new facilities, like smart-room technology and virtual fitness apps, the hotel's inability to innovate and provide similar services has made it prone to poor comparisons to other hotels. Consequently, the property is seen as old-fashioned and of little value by most visitors, reducing satisfaction scores even further (Kotter, 2012).

The downward trend of ratings is disconcerting for the reputation of the hotel, especially in the highly competitive hospitality industry. Not only does declining satisfaction impact the immediate guest, but it has long-term implications for the loyalty base of the hotel and its capacity to secure new guests. As frustrated guests seek out alternatives with more updated and comprehensive experiences, the hotel stands to lose both existing loyalty and future customer business (Sanvitale, 2020).

### **3. Competitor Threats**

One of the major challenges facing the hotel has come from a direct competitor across the street, who has strategically invested in upgrading the guest experience, especially in the luxury and wellness areas. The competitor has provided a host of contemporary amenities not available at the focal hotel, making it a more desirable choice for corporate and leisure travellers alike (Hotels et al., 2020).

The major features of the competitor are:

- An indoor pool is attractive to families and individuals looking for relaxation and leisure (Kentner, 2022).
- A spa and sauna area, addressing the increasing need for wellness-oriented services.
- Spacious family-friendly recreation areas, perfect for visitors travelling with children.
- More upscale food and beverage choices are upgrading the overall dining experience.
- Smart, technology-infused rooms are improving guest convenience through smart technology (Chen, 2025).

These investments enable the competitor to emerge as a luxury wellness destination, and that has proven to be an incredibly valuable selling proposition, particularly during the post-pandemic climate in which customers prioritise more health and well-being experiences throughout their visits (O'Mahoney, 2021).

The competitor's promotion highlights its wellness services and luxury positioning, which strongly appeals to both business travellers who look for a work-life balance and vacation travellers searching for relaxation. On websites such as TripAdvisor, travellers often comment on the wellness experience and relaxing, rejuvenating environment offered by the hotel, directly opposite the current experiences delivered by the targeted hotel (Piramanayagam and Seal, 2022).

Having similarly priced rooms but with a better overall and complete service package, this competitor is starting to make significant waves as an emerging challenge. It makes competing on share of occupancy, digital reviews, and most importantly, guest affinity harder. Members of Bonvoy who had hitherto identified the anchor hotel as their leading destination now favour instead the competing entity, wherein they find a larger sense of value and rewarding experience (Mavridopoulou and O'Mahoney, 2020).

### **4. Business Impact**

The above issues have had a significant strategic impact on the hotel, with effects in various areas of business:

**Bonvoy Loyalty Decline:** There has been a quantifiable decline in loyalty guest retention, with a year-on-year fall of 18%, based on internal booking system metrics. Loyal guests, especially premium experience-experienced ones, increasingly cite better wellness amenities and more quality rooms made available by proximity rivals as explanations for defection. The consequent erosion in repeat business translates directly into a threat to the medium-term sustainability of hotel revenue due to the nature of bookings, which repeat business occasions from loyalty clientele, often yielding a considerable segment of the accommodation business (Dixit, 2025).

**Decreased Bookings:** The hotel has seen its occupancy rates decrease noticeably, from 81% at the beginning of 2022 to 69% at the close of 2023. Early 2024 data confirm a decrease in bookings, which shows that the trend is still going downwards. Since the guests are attracted by properties that provide more contemporary amenities and added-value services, the hotel's capacity to attract new customers has been affected, with its sales of room nights decreased (Faraj et al., 2024),

**Revenue Decline:** With fewer bookings, the Average Daily Rate (ADR) and Revenue per Available Room (Revpar) have both fallen. To make up for the decline in occupancy, the hotel has been forced to depend more on last-minute specials and discounted prices, which further undermines revenue per room. This change in pricing strategy has an adverse effect on profitability since rooms are sold at lower prices than before (Liu, 2024).

**Reputational Damage:** Negative online comments have had a strong effect on the reputation of the hotel, especially among corporate clients and event planners. Several event planners have complained about the absence of amenities and guest dissatisfaction, which has a direct impact on their decision to hold events at the hotel. Since word-of-mouth and online reviews are important in corporate and group bookings, these reputational problems may have long-term consequences for the hotel's capacity to attract and retain high-value customers (Sapriel, 2021).

## B. STEEPLED Analysis

| Factor               | Analysis                                                                                                                                                                                                     |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Social</b>        | Wellness amenities are in high demand post-pandemic, making the pool closure a setback for Marriott Leicester's customer experience.                                                                         |
| <b>Technological</b> | Opportunities for innovation through smart solutions like fitness apps, virtual yoga, and smart gym equipment to replace the pool experience.                                                                |
| <b>Economic</b>      | Rising operational costs, including pool maintenance, likely contributed to the closure, but this may impact long-term revenue by reducing competitive positioning.                                          |
| <b>Environmental</b> | Pool maintenance has a significant environmental impact; its closure aligns with sustainability goals by reducing energy and water usage, though Marriott should explore other sustainable wellness options. |
| <b>Political</b>     | Local government health regulations and post-pandemic policies may have influenced the decision, along with the need to comply with emerging environmental policies.                                         |
| <b>Legal</b>         | Marriott must ensure transparency regarding facility closures to comply with consumer protection laws and avoid legal repercussions related to false advertising or breach of contract.                      |
| <b>Ethical</b>       | Ethical responsibility to communicate facility changes clearly, offering alternative services or compensation to affected guests to maintain trust.                                                          |
| <b>Demographic</b>   | Marriott must adapt to shifting guest preferences, especially for wellness-focused experiences, to cater to both business and leisure travelers in a post-pandemic market (George, 2021).                    |

## C. SWOT Analysis

| Factor           | Description                                                                                                                                                                                                               |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strengths</b> | <ol style="list-style-type: none"> <li><b>Brand Reputation:</b> Strong global recognition and high service standards.</li> <li><b>Location:</b> Prime positioning in Leicester, with easy access to key areas.</li> </ol> |

|                      |                                                                                                                                                                                                                                                                                                                                           |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | <p>3. <b>Service Quality:</b> Consistent positive feedback on customer service.</p>                                                                                                                                                                                                                                                       |
| <b>Weaknesses</b>    | <p>1. <b>Loss of Wellness Facilities:</b> Pool closure reduces appeal for wellness-focused guests.</p> <p>2. <b>Inconsistent F&amp;B Service:</b> Issues with food and beverage quality.</p> <p>3. <b>Communication Failures:</b> Lack of clear communication about the pool closure.</p>                                                 |
| <b>Opportunities</b> | <p>1. <b>Wellness Partnerships:</b> Potential to collaborate with local fitness centers or wellness brands.</p> <p>2. <b>New Leisure Offerings:</b> Introduce alternative wellness services like spa treatments.</p> <p>3. <b>Sustainability Initiatives:</b> Capitalize on eco-friendly trends to attract green-conscious customers.</p> |
| <b>Threats</b>       | <p>1. <b>Competitor Hotels:</b> Nearby competitors offering superior wellness facilities.</p> <p>2. <b>Guest Churn:</b> Risk of losing loyal customers to competitors with wellness amenities.</p> <p>3. <b>Negative PR:</b> Ongoing guest dissatisfaction could harm reputation (Panteleiev, 2023).</p>                                  |

## D. TOWS Matrix

| Strategy Type                        | Description                                                                                                                                                                                                                        |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>WO (Weaknesses-Opportunities)</b> | <ol style="list-style-type: none"> <li>1. Partner with local gyms and spas to offer guests external wellness services.</li> <li>2. Introduce digital wellness tools via Marriott Bonvoy to compensate for pool closure.</li> </ol> |
| <b>ST (Strengths-Threats)</b>        | <ol style="list-style-type: none"> <li>1. Use Marriott's strong service to promote personalised wellness experiences.</li> <li>2. Market global Marriott perks to retain brand-loyal guests.</li> </ol>                            |
| <b>SO (Strengths-Opportunities)</b>  | <ol style="list-style-type: none"> <li>1. Launch exclusive wellness collaborations to attract wellness-conscious travellers.</li> <li>2. Invest in sustainable leisure alternatives to enhance eco-appeal.</li> </ol>              |
| <b>WT (Weaknesses-Threats)</b>       | <ol style="list-style-type: none"> <li>1. Improve F&amp;B quality and service training to limit guest churn.</li> <li>2. Communicate changes transparently to reduce reputational damage (Eschenbrenner et al., 2023).</li> </ol>  |

## Recommendations and Change Management Strategy for Marriott

### Structured Root Cause Analysis Using the 5 Whys

| Problem Statement | Why? | Explanation |
|-------------------|------|-------------|
|-------------------|------|-------------|

|                                                      |                                                                                    |                                                                                                   |
|------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>Guest satisfaction and loyalty have declined.</b> | <b>Why? #1:</b> Guests feel the hotel no longer offers value for money.            | Removal of key amenities like the swimming pool has reduced the perceived value.                  |
|                                                      | <b>Why? #2:</b> Guests were not adequately informed about the facility closure.    | Communication during booking and check-in lacked transparency.                                    |
|                                                      | <b>Why? #3:</b> The hotel permanently closed the pool post-COVID.                  | Management cited high maintenance costs and underutilisation as the reason.                       |
|                                                      | <b>Why? #4:</b> The hotel did not explore alternative wellness solutions.          | No contingency strategy was developed post-pandemic to substitute the wellness offering.          |
|                                                      | <b>Why? #5:</b> Lack of strategic foresight in adapting to new guest expectations. | A gap in aligning services with current hospitality trends (e.g., wellness travel, hybrid stays). |

## Leicester

On the basis of analysis of guest feedback, review data, and competitive benchmarking, it can be seen that the hotel is suffering from a strategic gap in wellness services, consistency of services, technological advancement, and brand congruence with present-day guest expectations (Singgalen, 2025). The below recommendations are intended to meet these issues through sustainable and actionable solutions. Every recommendation comprises an implementation plan, cost implications, change management strategy, and a success measurement framework (Baron and Armstrong, 2007).

### 1. Reinstate Wellness Amenities via Strategic Partnerships

#### **Recommendation:**

Rather than developing a costly in-house spa or pool, the hotel can create strategic alliances with local wellness facilities or fitness clubs, providing reduced-rate or free access to hotel guests. This budget-friendly option meets guest needs without substantial capital expenditure (Brierley, 2006).

#### **Implementation:**

- Collaborate with an adjacent spa, sauna, or swimming pool facility within walking distance (Myllylä, 2024).
- Secure bulk usage or day passes for guests.
- Promote the partnership across room cards, check-in details, and web bookings.
- Offer "Wellness Access" as an add-on room package.

**Estimated Cost:**

- Annual partnership fee: £30,000
- Marketing materials and digital refresh: £5,000
- Total: £35,000/year

**Change Management:**

- Train staff to communicate the value of the partnership and help facilitate guest access (Gazgireeva et al, 2020).
- Reiterate to employees that the offer adds value to the guest experience without loading up operations.

**Measurement:**

- Monitor guest take-up and satisfaction scores through post-stay surveys.
- Track online comments for references to wellness experiences.
- Partner facility monthly usage reports.

**Potential Advantages:**

- Instant boost in perceived value.
- Enhanced competitiveness with wellness-oriented hotels.
- Positive effect on loyalty program retention (Kwan, 2024).

## **2. Food and Beverage (F&B) Revamp**

**Recommendation:**

Re-design the F&B menu and service strategy to more closely align with expectations, highlighting healthier choices, regional offerings, and quality consistency.

**Implementation:**

- Employ a culinary consultant for a 3-month review and re-design (£8,000).
- Upskill current kitchen staff through a certified 4-week training course (£12,000).
- Adopt seasonal menus and an extended breakfast offering.
- Introduce a bi-monthly "chef's special" to encourage creativity and returns.

**Estimated Cost:**

- Culinary consultant: £8,000
- Staff training: £12,000
- Menu print and launch activities: £3,000
- Overall: £23,000

**Change Management:**

- Involve F&B teams in ideation sessions.
- Facilitate food tastings to engender ownership and enthusiasm.
- Time training between non-peak times to avoid impacting service.

**Measurement:**

- Measure guest F&B satisfaction through review websites and intranet surveys.
- Repeat orders and F&B spend monitoring.
- Reduction of complaints regarding foods.

**Potential Benefits:**

- Increased guest satisfaction and greater restaurant dwell time.
- Potential for pulling in non-staying visitors to dine.
- Harmonising with wellness and sustainability trends (Pandi, Spanaki and Watson, 2020).

### **3. Room Refurbishment: Smart Technology Integration**

#### **Recommendation:**

Upgrade 25% of guest rooms with smart room facilities like voice-controlled lighting, temperature control, smart TVs, and green materials.

#### **Implementation:**

- Refurbish pilot rooms in 20 rooms within the first year.
- Source in bulk smart room technology (Nest, Alexa, or equivalent).
- Rebrand the smart rooms as "NextGen Comfort Rooms."

#### **Estimated Cost:**

- Smart tech per room: £1,200
- Labour and materials: £1,000
- Total per room: £2,200
- Pilot batch (20 rooms): £44,000

#### **Change Management:**

- Housekeeping and front-desk employees need training in how to use and resolve tech issues.
- Offer in-room QR guides and virtual support numbers for guests.
- Frame the change as future-proofing the hotel.

#### **Measurement:**

- Guest satisfaction in "NextGen rooms."
- Willingness to pay a premium for enhanced tech increased.
- Keyword tracking review for tech mentions.

#### **Potential Benefits:**

- Uniqueness in a competitive environment.
- Supports sustainability with smart energy use.
- Taps younger and business travellers (Kolobkova, Romanov and Frolova, 2021).

#### **4. Advanced Staff Training & Engagement Programme**

##### **Recommendation:**

Invest in hospitality training, soft skills, and wellness knowledge to empower staff and deliver consistent service.

##### **Implementation:**

- External training sessions every quarter (£5,000/session).
- Recognise service excellence with monthly "Guest Hero Awards."
- Establish a cross-functional team to conduct service audits and recover guests.

##### **Estimated Cost:**

- Annual training: £20,000
- Recognition rewards and collateral: £2,500
- Total: £22,500/year

##### **Change Management:**

- Utilise the ADKAR model (Awareness, Desire, Knowledge, Ability, Reinforcement) to manage behaviour change.
- Strongly connect training results to performance rewards.
- Offer feedback mechanisms for employee input and morale tracking.

##### **Measurement:**

- Employee satisfaction and retention data.
- Customer feedback on service quality.
- Internal mystery shopper ratings.

##### **Possible Benefits:**

- Improved staff morale and service consistency.
- Stronger customer relationships and enhanced review scores.
- Fewer complaints and operational mistakes (Neupane and Khanal, 2022).

## **5. Overhaul of Digital Experience**

### **Recommendation:**

Enhance the hotel's digital presence by enhancing the website, providing virtual concierge services, and streamlining booking processes.

### **Implementation:**

- Invest in UX design and booking engine enhancements (£15,000).
- Add chatbot support and mobile key check-ins.
- Add pre-arrival guest surveys to personalise services.

### **Estimated Cost:**

- Website and UX: £15,000
- Mobile key and concierge system: £10,000
- Total: £25,000

### **Change Management:**

- IT and front-office staff to receive digital training.
- Launch internal "Digital Champions" programme to aid adoption.
- Phase rollout schedules to pilot before complete implementation.

### **Measurement:**

- Improvements in bounce rate and conversion on the website.
- Ratio of digital check-in to manual check-in.
- Guest satisfaction with tech usability.

### **Potential Benefits:**

- More direct bookings (cutting OTA commissions).
- Simplified operations and minimised wait times.
- Enhanced collection of guest data for personalisation (Bharwani and Mathews, 2021).

## 6. Rebranding and Communication Strategy

### Recommendation:

Create a repositioning campaign that captures the hotel's new emphasis on wellness, tech-savvy comfort, and service excellence.

### Implementation:

- Appoint a PR and branding consultant to craft messaging (£10,000).
- Relaunch with a new tagline, refreshed visuals, and guest storytelling.
- Influence visibility in key markets through influencer engagement.

### Estimated Cost:

- Branding consultant: £10,000
- Marketing budget: £15,000
- Total: £25,000

### Change Management:

- Involve employees in the rebranding through brand ambassador roles.
- Refresh uniforms, collateral, and internal communication.
- Supply front-line staff with scripts and speaking points.

### Measurement:

- Social media metrics of engagement.
- Media coverage and brand awareness surveys.
- Room booking growth after rebranding.

### Potential Advantages:

- Increased interest from corporate and leisure travellers.
- Increased competitiveness against nearby hotels.
- A deeper emotional bond with the brand (Banyeva et al., 2023).

## Change Management Framework

### Kotter's 8-Step Change Model – Summary for Marriott Leicester

| Step                         | Key Action at Marriott Leicester                                     |
|------------------------------|----------------------------------------------------------------------|
| 1. Create Urgency            | Share data on low guest ratings & revenue gaps.                      |
| 2. Build a Guiding Coalition | Form a cross-functional team as change champions.                    |
| 3. Develop Vision            | Define the vision: <i>"Urban Wellness &amp; Smart Hospitality"</i> . |

|                                |                                                              |
|--------------------------------|--------------------------------------------------------------|
| <b>4. Communicate Vision</b>   | Use meetings, boards, and staff briefings for messaging.     |
| <b>5. Empower Action</b>       | Remove old SOPs, provide training and tools.                 |
| <b>6. Short-Term Wins</b>      | Celebrate pilot success (e.g., smart rooms, F&B scores).     |
| <b>7. Sustain Acceleration</b> | Scale up changes using early feedback.                       |
| <b>8. Anchor in Culture</b>    | Align onboarding, KPIs, and staff values with the new brand. |

To guarantee the smooth execution of the suggested hotel revival strategies, Kotter's 8-Step Change Model presents a systematic and efficient method to manage change and avoid resistance, as well as maximise employee engagement (Fisman and Sullivan, 2014)

### **Create Urgency**

Start with sharing current performance metrics, such as dropping guest satisfaction scores, online review patterns, and revenue comparisons with wellness- or tech-focused rivals. This builds a collective sense of urgency for staff and stakeholders so that they know why prompt action is essential. Leadership can leverage internal newsletters, performance dashboards, and team meetings to share these issues openly and foster a willingness to change (Marriott, 2021).

### **Build a Powerful Guiding Coalition**

Set up a cross-functional task force of important departments like front office, housekeeping, kitchen, marketing, and IT. These individuals will serve as change champions and will provide departmental buy-in as well as keep the momentum going. The coalition must regularly meet to monitor progress, address problems, and promote accountability at all levels within the organisation (Maclean, Harvey and Suddaby, 2024).

### **Develop a Clear Vision and Strategy**

Create a compelling vision like "Redefining Urban Wellness & Smart Hospitality" to state the long-term objective. This vision should distinctly connect wellness partnerships, F&B enhancements, smart room enhancements, and digital improvements to the larger objective of providing an improved and contemporary guest experience (Wesley et al., 2024).

### **Communicate the Vision**

Utilise multi-channel internal communication means—like employee town halls, digital noticeboards, daily briefings, and branded materials—to regularly reinforce the vision. Messaging needs to be clear, energetic, and frequent to instil the new direction into day-to-day thinking and behaviour (Rastitiati, 2024).

### **Empower Broad-Based Action**

Remove barriers to change, such as old SOPS, rigid shifts, or the absence of training. Enable staff to take guest-focused decisions and experiment using pilot projects and open innovation forums. Giving the teams the proper equipment and the liberty to perform their tasks is very important.

### **Generate Short-Term Wins**

Celebrate early victories like the successful roll-out of "NextGen Comfort Rooms" or enhanced F&B satisfaction scores. Recognition events, guest feedback, and internal leaderboards can reinforce morale and promote the value of change (Altena, 2023).

### **Sustain Acceleration**

Harness momentum from early victories to make additional changes. For instance, smart room pilot feedback can be used to shape the next phase of refurbishment, or wellness uptake data can be used to inform renewals and extensions of partnerships.

### **Anchor the Changes in Corporate Culture**

Embed the transformation by incorporating new values and behaviours into training guides, job roles, KPIS, and customer service standards. Onboarding staff must capture the hotel's new brand personality and service philosophy to ensure long-term consistency (Giousmpasoglou, and Marinakou, 2024).

### **Cost Summary**

The overall estimated initial investment needed to put in place the suggested strategic enhancements for the hotel is £174,500. This includes a mix of one-off capital outlays and ongoing partnership or program expenses. The breakdown is as follows:

| Initiative                    | Cost Estimate (£) |
|-------------------------------|-------------------|
| Wellness Partnerships         | £35,000/year      |
| F&B Redesign and Training     | £23,000           |
| Smart Room Pilot (20 rooms)   | £44,000           |
| Staff Training & Engagement   | £22,500/year      |
| Digital Experience Overhaul   | £25,000           |
| Rebranding and Communications | £25,000           |
| Total Initial Investment      | £174,500          |

The wellness alliances and employee training are ongoing yearly expenses, while the rest are one-time investments with a focus on long-term value creation. These expenses have been designed to fit the hotel's operating scale and its recent dip in revenue performance, and they are centred on high-impact, cost-efficient upgrades (Clifton and Harter, 2021).

Notably, this investment strategy is flexible and scalable, and the hotel can make changes phase by phase depending on the available budget. For instance, the smart room refurbishment can be scaled up gradually, while wellness partnerships may be tested on a pilot basis before making full commitments in the long term. This phased strategy guarantees cost-effectiveness while improving guest satisfaction as well as brand competitiveness (Wynn and Jones, 2022).

## **Measurement of Success & Review**

For accountability and effectiveness, the success of the recommendations put into practice will be measured using a mix of quantitative and qualitative key performance indicators (KPIs), which will be reviewed quarterly. Every strategic initiative will have a specific sponsor from the management who will oversee performance tracking and reporting progress to senior leadership (Johnson, 2005)

### **Key Success Measures**

- **Guest Satisfaction:** Measured via review sites (TripAdvisor, Google), direct post-stay surveys, and Net Promoter Score (NPS). An uplift of at least 0.5 in average ratings within six months is anticipated (Padma and Ahn, 2020).
- **Revenue Performance:** Key indicators will be Occupancy Rate, Average Daily Rate (ADR), Revenue per Available Room (Revpar), and F&B spend per guest.
- **Staff Engagement:** Tracked through staff satisfaction surveys, training attendance rates, and turnover numbers. A drop in staff turnover and a rise in engagement are expected (Burnett and Lisk, 2021).
- **Member Loyalty Recovery:** Bonvoy membership activity, such as return stays, membership tier advancement, and retention, will be monitored.
- **Digital Engagement:** Measured through a rise in direct bookings, mobile application usage, chatbot usage, and lower website bounce rates (How and Lee, 2021).

The suggested recommendations deliver an actionable map to reposition the hotel as a wellness-emphasised, technology-enabled, and guest-focused hotel. By reviving value-based amenities, enhancing in-room and digital experiences, and training employees by training, the

hotel can comprehensively address the guest dissatisfaction challenge and competitive invasion. These options are cost-effective, scalable, and backed with a systematic change management model (Kotter's model) for seamless roll-out and involvement of staff. Its success will be measured by unambiguous performance indicators for guest satisfaction, loyalty, revenues, and digital interaction. With proper strategic implementation and constant evaluation, the hotel can strengthen its brand image, drive occupancy levels, and regain members' as well as new customers' loyalty in a fiercely competitive environment (Johnson, 2005).

## Action Plan

| Number | Problem                                   | Solution                                                                                                        | Desired Outcome                                                                                              | Time Scale | Completion Date | Planned Budget        |
|--------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------|-----------------|-----------------------|
| 1      | Poor external signage & brand image       | Agree on a revised logo while maintaining core colour/font; ensure signage is modern, visible, and recognisable | Enhanced brand visibility and customer reassurance; increased conversion rate through positive image changes | 3 months   | 16/12/2023      | £20,000 (single site) |
| 2      | Low guest satisfaction and Bonvoy loyalty | Launch wellness partnerships, refresh F&B offerings, and pilot 20 smart rooms                                   | Improved guest experiences, higher NPS scores, increased repeat bookings by                                  | 6 months   | 31/03/2024      | £102,000              |

|   |                                           |                                                                                                     |                                                                                                     |          |                  |              |
|---|-------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------|------------------|--------------|
|   |                                           |                                                                                                     | Bonvoy members                                                                                      |          |                  |              |
| 3 | Outdated digital experience               | Overhaul website, enhance mobile app features, and integrate AI chatbots                            | Boosted direct bookings, improved digital engagement, and reduced dependence on OTAs                | 4 months | 29/02/2024       | £25,000      |
| 4 | Low staff morale and inconsistent service | Conduct training on wellness, tech use, and guest experience; introduce staff recognition programme | Increased staff engagement, lower turnover, and improved service delivery                           | Ongoing  | Begin 01/01/2024 | £22,500/year |
| 5 | Lack of cohesive brand identity           | Rebranding campaign through posters, social media, and in-house materials                           | Stronger brand association with wellness and smart hospitality; higher awareness and guest interest | 3 months | 31/01/2024       | £25,000      |

## Conclusion

This consultancy report has outlined an overall analysis of the present difficulties and potential of the hotel, more so within the aspect of improved customer satisfaction, recovered brand loyalty, and adopted innovation within the fast-evolving, competitive hospitality business. With in-depth scrutiny both within and around internal workings as well as overall market requirements, there has to be intervention based on strategies for realignment to place the hotel in its rightful position as an innovation-seeking, wellness-aware, and tech-infused accommodation facility (Whittington and Molloy 2005).

The report identified several key issues, such as out-of-date branding and signage, inconsistent guest experience, waning Bonvoy loyalty participation, and a digital experience that falls short of expectations for today's traveller. Each of these topics was tackled with customised recommendations based on industry best practices, consumer insights, and investment planning scalable to the hotel's budget constraints and implementation capacity (Tran and Chang, 2024).

Some of the key recommendations were rebranding and refurbishment of external signage to update the public image of the hotel, launching wellness-oriented initiatives via strategic alliances, reimagining F&B concepts to align with wellness trends, and piloting smart room technology to enhance the in-room guest experience (Wawrzyczek, 2023). In addition, internal capabilities like staff engagement and training were also given priority so that frontline service delivery would keep pace with the new brand promises (Chowdhary, 2024). The digital transformation—enhancing the website, app experience, and adding chatbot services—was framed as key to enriching the customer experience and stimulating direct bookings.

To facilitate this transformation, Kotter's 8-Step Change Management model was introduced. This systematic process ensures all stakeholders are aligned, there is a collective sense of urgency, and changes are ingrained within the organisation's culture to foster long-term success. Success was measured using qualitative and quantitative KPIS within guest satisfaction, revenue growth, employee engagement, digital metrics, and loyalty performance (Blokland and Reniers, 2021).

An executable and staged cost plan was also provided to facilitate implementation, providing the hotel with the flexibility to implement these projects depending on capital availability and

readiness of resources. Every project was cascaded in a strategic action plan to enable the hotel to monitor progress, measure ROI, and coordinate stakeholder responsibility (Wynn and Jones, 2022).

In general, the proposals contained in this report are made not only to deal with immediate weaknesses but also to position the hotel to respond to future challenges and market changes. As consumer demand becomes more wellness, technology-enabled, and experientially oriented, timely implementation of these strategies can give the hotel a lasting competitive edge (Yacoub and ElHajjar, 2021).

Finally, it has been an honour working on this project with the hotel. The collaborativeness of the team and their openness to sharing thoughts enabled a better-focused and more effective analysis. We believe that with good leadership and commitment to change, the hotel will be well-placed to succeed in this challenging climate. We wish the management and staff genuinely thank you for the chance to collaborate and assist on the path to revitalisation and development. We hope for any future opportunities to continue working together.

## References

- Altena, G.V., (2023). MARRIOTT SHORT-TERM RENTALS FOR DIGITAL NOMADS-A CAMPAIGN AIMED AT ADVERTISING MARRIOTT HOMES TO NOMADS AND REMOTE WORKERS.
- Banyeva, I., Lebedieva, N., Parfinenko, T., Velychko, O., Petrova, O. and Peresichna, S., (2023). Digital Tools of Marketing Strategies in Hotel Branding. *Journal of Information Technology Management*, 15(1), pp.62-88.
- Baron, A. and Armstrong, M. (2007) Human Capital Management. London: Kogan Page.
- Bharwani, S. and Mathews, D., (2021). Techno-business strategies for enhancing guest experience in luxury hotels: a managerial perspective. *Worldwide Hospitality and Tourism Themes*, 13(2), pp.168-185.
- Blokland, P. and Reniers, G., (2021). Achieving organisational alignment, safety and sustainable performance in organisations. *Sustainability*, 13(18), p.10400. ‘
- Brierley, E. (2006) Talent on tap: getting the best from freelancers, interims and consultants. London: Chartered Institute of Personnel and Development.
- Burnes, B. (2014) 4th Edition, Managing Change, Great Britain, Prentice Hall.
- Burnett, J.R. and Lisk, T.C., (2021). The future of employee engagement: Real-time monitoring and digital tools for engaging a workforce. In *International perspectives on employee engagement* (pp. 117-128). Routledge.
- Buttrick, R. (2009) The Project Workout, London: Prentice Hall.
- Chen, Y., (2025), February. Corporate Competition and Financial Analysis-Based on Marriott’s Analysis. In *International Workshop on Navigating the Digital Business Frontier for Sustainable Financial Innovation (ICDEBA 2024)*(pp. 554-565). Atlantis Press.
- Chowdhary, N.K., (2024). Dining 4.0: Revolutionizing the Food and Beverage Industry with Smart Technologies. *Available at SSRN 4839314*.
- Clifton, J. and Harter, J., (2021). *Wellbeing at work*. Simon and Schuster.
- Dixit, P., (2025). *Marketing in Hospitality and Travel*. Educohack Press.
- Eschenbrenner, B., Zlatic, A., Bechtel, M., Collins, B., Straley, C. and Gubbels, G., (2023). Marriott International: A Managerial Strategic Audit.
- Fagyas, C. and Datta, P., (2023). An investigation of the factors associated with consumer behaviour at arrival, check-in and the check-out process: A case study Marriott International Inc. in the UK. *Journal of Business and Retail Management Research*, 17(2).

- Fang, W.T. and Fang, W.T., (2020). Future tourism. *Tourism in Emerging Economies: The Way We Green, Sustainable, and Healthy*, pp.267-295.
- Faraj, N., Alqaryuti, A., Mayyas, A. and Maalouf, M., (2024), November. A Regression-Based Approach to Explore Tourism and Hospitality Trends in the UAE Hotel Sector. In *2024 IEEE International Conference on Technology Management, Operations and Decisions (ICTMOD)* (pp. 1-7). IEEE.
- Fisman, R. & Sullivan, T. (2014) *The Org: How the Office Really Works*, Murray, London
- Gazgireeva, L.K., Burnyasheva, L.A., Kulgachev, I.P., Savinkina, L.A. and Gadzhimuradova, M.G., (2020), October. Using scripts and overcoming barriers to effective communication between staff and guests in hospitality organizations: Problem analysis. In *International Scientific and Practical Conference* (pp. 535-545). Cham: Springer International Publishing.
- George, R., (2021). The tourism and hospitality marketing environment. In *Marketing Tourism and Hospitality: Concepts and Cases* (pp. 183-219). Cham: Springer International Publishing.
- Giousmpasoglou, C. and Marinakou, E., (2024). *The Contemporary Hotel Industry: A People Management Perspective*. Springer Nature.
- Guttentag, D.A., Mahdikhani, M., Starr, C. and Starr, E., (2025). How Airbnb guest experiences differ by accommodation type: a lexicon-based sentiment analysis of Airbnb reviews. *Tourism Recreation Research*, pp.1-15.
- Horozhankina, N., Korneyev, M., & Farzullaev, R. (2024). Marriott International's place in international hotel chains.
- Hotels, A., Hotels, C., Worldwide, H., Worldwide, M., Hotels, M. and Sunmei, Q., (2020). The hospitality industry as a whole did not begin to embrace brand affiliation until the mid-1900s (Pillsbury, 1990). In fact, in 1950, there were only a few major hotel chains: Dusit Inter-national, Hilton, InterContinental, Peninsula, Sheraton, Statler, and The Oberoi Group (Gee, 2008). The beginnings of the branding concept for restaurants is often traced to the mid-1800s when successful restauranteurs such as Delmonico's of New York and Lovejoy and Brown opened. *The Routledge Companion to International Hospitality Management*, p.49.
- How, S.M. and Lee, C.G., (2021). Customer satisfaction and financial performance-linear or non-linear relationship: a case study of Marriot International. *Current Issues in Tourism*, 24(9), pp.1184-1189.
- Hudson, S., (2025). *Hospitality Management: International Introduction*. Taylor & Francis.

- Johnson, M. (2005) *The Independent Consultant's Survival Guide*, London, Chartered Institute of Personnel and Development.
- Jones, P. (2024). Wellness in the Global Hospitality and Tourism Industry. *Athens Journal of Tourism*, 11(3), 225-238.
- Kentner, K.D., (2022). *Healthy Diversions: Swimming Venues as Working-Class Institutions of Health and Entertainment, 1890–1925* (Master's thesis, Southern New Hampshire University).
- Kipping, & Clark, T. (2012) *The Oxford handbook of management consulting*. Oxford University Press
- Kolobkova, V.A., Romanov, A.A. and Frolova, E.A., (2021). Digital technologies in the hotel industry: new prospects for sustainable development. *Socio-economic Systems: Paradigms for the Future*, pp.387-394.
- Kotter, J (2012). *Leading change*. Harvard Business Review Press.
- Kwan, M., (2024). A haven of relaxation and exceptional service: a case study of Zhuhai Dong'ao Island Marriott Resort and Spa. *Gulf Journal of Advance Business Research*, 2(5), pp.222-230.
- Liu, J., (2024). An Analysis of the Investment Value of Marriott International in Post-pandemic Era. *Advances in Economics, Management and Political Sciences*, 122, pp.51-58.
- Maclean, M., Harvey, C. and Suddaby, R., (2024). Institutional biography and the institutionalization of a new organizational template: Building the global branded hotel chain. *Business History*, 66(1), pp.311-339.
- Marriott, K., (2021). CLIMATE CHANGE: A MATTER OF CRITICAL URGENCY FOR LEISURE & RECREATION PLANNERS. *HM Leisure Planning Services*.
- Mavridopoulou, & O'Mahoney, J. (2020). Elitism in Strategy Consulting: How Institutional Prestige Influences Recruitment. *Management Consulting Journal*, 3(1), 12–22.
- Myllylä, K., (2024). Innovative wellness tourism services suitable for spas at Saimaa region.
- Neupane, R. and Khanal, T.R., (2022). Evaluation of The Impacts of Training on Employee Performance in The UK Hotel Industry: An Analysis of Employees' Perspectives at Marriott International. *International Journal of Research-GRANTHAALAYAH*, 10(3), pp.57-85.
- Newton, R (2010). The management consultant : mastering the art of consultancy. Financial Times.
- Noordzife, G. (2014) *Project Management of Hotel Opening Processes: Exploring Better Ways to Manage New Hotel Openings*, CreateSpace.

- O'Mahoney, J. (2021). How Small Consultancies Grow: Challenging Problem-Based Theorising. *Management Consulting Journal*, 4(1), 5–20
- Padma, P. and Ahn, J., (2020). Guest satisfaction & dissatisfaction in luxury hotels: An application of big data. *International journal of hospitality management*, 84, p.1-18.
- Pandi, S., Spanaki, M.Z. and Watson, D., (2020). Assessing food safety culture in the UK Food and Beverages sector in the Hotel Industry.
- Panteleiev, V., (2023). Application of SWOT analysis to justify the strategy of hotel business enterprises. *Technology audit and production reserves*, 1(4/69), pp.14-19.
- Piramanayagam, S. and Seal, P.P., (2022). The language of luxury: Decoding the luxury hotel brand's marketing communication. In *The Emerald Handbook of Luxury Management for Hospitality and Tourism* (pp. 221-242). Emerald Publishing Limited.
- Rahimi, R., Thelwall, M., Okumus, F. and Bilgihan, A., (2022). Know your guests' preferences before they arrive at your hotel: evidence from TripAdvisor. *Consumer Behavior in Tourism and Hospitality*, 17(1), pp.89-106.
- Rastitiati, N.K.J., (2024). A Critical Discourse Analysis (CDA) of Marriott International Core Values. *LACULTOUR: Journal of Language and Cultural Tourism*, 3(2), pp.109-114.
- Sanvitale, A.L., (2020). Corporate Social Responsibility in the Hotel Industry: A Study of Marriott International and Odyssey Hotel Group.
- Sapriel, C., (2021). Managing stakeholder communication during a cyber crisis. *Cyber Security: A Peer-Reviewed Journal*, 4(4), pp.380-387.
- Silvia-Patricia, D., Camelia-Elena, C. and Iulian, P., (2024). PRICING STRATEGIES IN HOSPITALITY. ANALYZING COURTYARD BY MARRIOTT'S POLICIES AND THEIR IMPACT ON OCCUPANCY RATES. *Romanian Economic and Business Review*, 19(4), p.443.
- Singgale, Y.A., (2025). Uncovering Service Gaps in Hospitality: A Thematic Analysis of Guest Reviews for Service Quality Improvement. *Journal of Business and Economics Research (JBE)*, 6(1), pp.1-17.
- Subramaniam, Collier, P., Phang, M., & Burke, G. (2011). The effects of perceived business uncertainty, external consultants and risk management on organisational outcomes. *Journal of Accounting & Organizational Change*, 7(2), 132–157.
- Tran, L.A.P. and Chang, T.Y., (2024). What makes customers loyal to an online booking brand? The effects of online brand experience and brand attachment. *Journal of Quality Assurance in Hospitality & Tourism*, 25(2), pp.1-14.

- Wawrzyczek, I., (2023). New Gloss to Urban Heritage: The Discursive Repackaging of Scottish Cities as Wellness Retreats in Online Tourism Promotion Texts 2019-20. *Angles. New Perspectives on the Anglophone World*, (16).
- Wesley, S., Jackson, K.N., Martínez Ramos, D., Vanbeber, S. and Mujtaba, B.G., (2024). Marriott Hotel's Practices in Mitigating Discrimination Through Inclusionary Employee Resource Groups. *Journal of Business Diversity*, 24(1).
- Whittington, R. and Molloy E. (2005) HR's role in organisation: shaping change. Research report. London: Chartered Institute of Personnel and Development.
- Whittington, R. et al (2020) Exploring Strategy. Harlow: Pearson Education Limited.
- Wynn, M. and Jones, P., (2022). IT strategy in the hotel industry in the digital era. *Sustainability*, 14(17), p.10705.
- Yacoub, L. and ElHajjar, S., (2021). How do hotels in developing countries manage the impact of COVID-19? The case of Lebanese hotels. *International Journal of Contemporary Hospitality Management*, 33(3), pp.929-948.

## Appendix

### Logo

