



CONSULTANCY REPORT ON BRITANNIA HOTEL: REASON FOR POOR CUSTOMER REVIEW



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Executive Summary

The purpose of this consultancy report was to analyse the reason behind the poor customer reviews for Britannia Hotel Chain, specifically for the property Britannia Country House Hotel in Manchester and provide an appropriate consultancy report for the future improvement of the services of the hotel chain. This year Britannia hotels have been reported to be one of the worst hotels in the entire UK for the ninth consecutive year (Bloomberg, 2022). There have been numerous complaints about the hotel due to issues related to cleanliness and hygiene, bad plumbing and management system of the hotel and unprofessional and improper behaviour of the customer service staff. With the help of SWOT and PESTLE analysis and evaluation of the data gathered from observation and other reports, the current condition of the farm has been evaluated.

Britannia Hotel first started in 1976 when the CEO, AlexLangsam bought the Britannia Country House Hotel in Didsbury, Manchester. This property has been part of the hotel chain for more than 40 years despite the company currently having 61 properties across the UK with over 10000 beds. There are several amenities available for the guests but the property has also received several negative customer reviews over the years. The PESTLE analysis has highlighted that the political, social and technological environment of the country is feasible for the growth of the hospitality business. However, the hospitality sector can also encounter issues from the political upheaval, economic disaster due to covid-19 pandemic and the legal and environmental implications that businesses need to maintain to efficiently work in the hospitality sector of the UK. On the other hand, the SWOT analysis of the Britannia hotel has highlighted that the budget-friendliness and the upheaval, economic spread of properties across the UK are upheavals, economic some notable strengths of the business which can help to overcome the weaknesses of customer complaints regarding cleanliness issues, improper service, poor infrastructure and lack of proper measures over the years. Moreover, utilising the location proximity of the properties, mitigating the issues of the business and utilising currently available technological innovations in the hospitality sector Britannia can utilise the current trend of recovering the hospitality sector to overcome the threat of competition from the rivals and the altered customer purchase behaviour due to covid-19 pandemic.

The following report has highlighted the four primary issues in Britannia regarding its cleanliness and hygiene problem, poor customer service, need for refurbishment and management and finance challenges. Cleanliness issues have led to the company receiving some of the worst reviews in the entire UK hospitality sector and people do not want to visit this hotel again. The customer service of the hotel has also been questioned as customers have provided information regarding their poor staying experience in the hotel. This section has also provided information on why refurbishment is required for Britannia hotel and which management and Finance issues the company has been facing over the years.

This section of the report has provided information regarding the five departments that are facing issues and the impact of those issues on the overall operational efficiency of Britannia. The house cleaning department faces the most complaints due to the unhygienic rooms and bathrooms of the hotel which has led to guests feeling uncomfortable in their rooms and disgusted to use the bathrooms. The rooms of the hotel are of poor quality and there are stains on sheets, carpets and drapes some customers as even seen stains on walls and bathrooms which point out to serious hygienic issues and customers have even commented that they feel like taking a bath at their home after staying in such a poor-quality room. The old infrastructure and some aspects of the design highlight the possibility of danger for both people and the environment. Moreover, the plumbing telephone and electricity system of the hotel had serious issues which have together contributed to an extremely poor stay experience for the guests. The terrible customer service of the hotel, the poor quality of food and the limited choices on the menu have led to customers complaining about the staffing of the hotel as well as the food and beverage department.

The report has provided a year-long action plan with a total budget of £ 150,000. The Action Plan will help to mitigate issues encountered in the hotel regarding cleanliness, stafftraining, old infrastructure system, room decoration and improving food and beverage quality and menu choices.

It can be said here the personal situation of the organisation is quietly degrading. The firm does not just lack basic requirements that are needed for any hospitality organisation. The firm certainly needs to improve internal facilities like plumbing systems, improving cutleries, basic merchandise, curtains, sheets, toiletry products, and the management of electrical systems.

Considering the needs of customers and mitigating the issues identified in the complaints can also help the firm to regain a proper position in front of its customers' rate and competitive market. The organisation also has to consider improving the working system and providing training to the human resources so the quality of the services provided to the customer regarding healthier living places and maintaining hygiene can be improved.

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Introduction

Purpose of report

The purpose of this consultancy report is to analyse the reason for the poor customer reviews for the Britannia hotel chain and specifically the property, Britannia Country House Hotel in Manchester and provide an appropriate consultancy report for the future improvement of the services of the hotel chain.

Problems to be addressed

Britannia hotels have been reported to be one of the worst hotels in the entire UK and this is the ninth consecutive year that this hotel has ranked in the bottom pile (Bloomberg, 2022). There have been numerous complaints about the hotel primarily due to cleanliness issues, bad plumbing and unprofessional customer service. These factors have contributed to one of Britain's most prestigious hotels becoming the worst among the bunch.

Methods to be used

In order to analyse the current situation of the hotel SWOT analysis will be appropriate as it will help to highlight the strengths and weaknesses of the hotel that may lead to the development of opportunities or threats for it in the competitive market. SWOT analysis provides in-depth information regarding the external components of companies or individuals to understand how they operate (Omer, 2018). PESTLE analysis, on the other hand, will help to evaluate the external environment of Britannia that is influencing the current operation of the hotel business. As the primary complaints against the hotel are regarding its filthiness and improper service efficiency, evaluation of the current situation needs to be done by auditing method and close observation of the work practices. Evaluation of the service encounter of customers can provide strong supporting evidence regarding the current service efficiency of businesses in the hospitality sector (Li et al., 2021). In this regard, the review of customers regarding the hotel and recent news articles on the hotel will also be considered for addressing the current situation of the firm.

Scope & Analysis

About the hotel

Britannia hotel was first founded in 1976 by the CEO and addressing the currently largest shareholder of the company Alex Langsam purchased the Britannia Country House Hotel in Didsbury, Manchester. Although the company is primarily based in Manchester and has several properties in that location, with its 61 properties across the UK, Britannia hotels offer over 10,000 bedrooms to its customers (Britannia Hotels, 2022). Britannia offers budget-friendly living options for its customers and it also includes Pontins Holiday Park under its chain of hotels. Britannia Country House Hotel, the property in Didsbury, Manchester has been with the Britannia chain of hotels for over 40 years and being near the Manchester Airport it is an excellent affordable choice (Britannia Hotels, 2022). The amenities available in the hotel include two restaurants, various bars, free Wi-Fi in the public area of the hotel, freeparking, spacious room with en-suite bathrooms, television, telephone, tea and coffee making facilities and hairdryer. Continuous criticism of the hotel from customers since 2013 has led to the Britannia hotel chain becoming the worst hotel in the UK (Gavell, 2022). Despite having various amenities and being one of the most affordable chains of hotels in the UK in 2019 the hotel chain was considered to be the worst in the UK for the eighth consecutive year for unhygienic practices, improper services and legal issues (Brignall, 2020).

PESTLE Analysis

Factors	Description
Political	• One of the most politically powerful countries • This Parliamentary Monarchy is part of prominent international organisations, including the Commonwealth. • Has a permanent seat at the United Nations • Brexit, the death of Queen Elizabeth II, and the current political upheaval has a negative impact

Economic	• World's sixth-largest economy by nominal GDP • Adverse economic situation due to low GDP growth and unemployment caused by the Covid-19 pandemic (Jallow et al., 2019)
Social	• Presence of a multicultural population and excellent social mobility despite the historical presence of social class • Advanced in terms of education and living standards • The current population is over 68 million (Worldometer, 2022)
Technological	• One of the most technologically advanced countries in the world • Government investsin research and development • IoT, artificial intelligence, automation, robots, virtual reality, and many other emerging technologies have developed the hospitality sector
Legal	• The <i>Equality Act of 2010</i> ensures equality regardless of race, religion, class, colour, gender, or other factors. • The <i>Employment Act of 1996</i> safeguards employees' rights
Environmental	• Economic expansion and industrial development have impacted the ecology • The <i>Control of Pollution Act of 1974</i> and the <i>Climate Change Act of 2008</i> is intended to control air, water, noise, and atmospheric pollution, as well as to limit carbon emissions • Despite the unpredictability, the weather plays a major role in attracting guests

Analysis

The United Kingdom is one of the world's most powerful countries in terms of politics (Papadopoulos and Brown, 2021). The parliamentary monarchy has a permanent seat in the UN and is a member of several prominent international organisations, including the Commonwealth. However, Brexit, the death of Queen Elizabeth II, and the current political upheaval in the country have led to a negative impact on the country's political setup. The country's general political condition is favourable to Britannia's progress (Gallego and Kurer, 2022). The United Kingdom has the world's sixth-largest economy by nominal GDP, although the country's economy suffered greatly during the pandemic of 2020-2021. The current adverse economic situation, caused by low GDP growth and unemployment, may limit the growth potential of the hospitality sector, which suffered losses during the pandemic (Jallow et al., 2019). The United Kingdom is a large country with a multicultural population and excellent social mobility, notwithstanding the historical presence of a social class. The United Kingdom is also extremely advanced in terms of population education and overall civilian living standards (McCloud and Bann, 2019). The current population of the UK is over 68 million which can be a positive factor for the hospitality sector (Worldometer, 2022). The UK government is quite severe about adhering to law restrictions concerning company operations. The ***Employment Act of 1996*** safeguards employees' rights, whilst the ***Equality Act of 2010*** protects people against discrimination irrespective of their race, religion, class, colour, gender, or other factors (Allen and Blackham, 2019). While these regulatory regulations ensure that businesses do not use illegal measures to attract visitors and promote a positive society, they can also complicate Britannia's economic operations. Economic expansion and industrial development have had a severe impact on the country's ecology, although the government has launched various steps over the years to combat the horrors of pollution and environmental disasters (Zieliska-Dabkowska et al., 2020). The ***Control of Pollution Act of 1974*** and the ***Climate Change Act of 2008*** is intended to control air, water, noise, and atmospheric pollution, as well as to limit carbon emissions (Field, 2022). Despite the challenges posed by the country's unpredictable weather, the climate continues to play a significant role in luring millions of tourists from around the world to the UK, particularly during the summer. The UK's environmental state presents a big potential for Britannia to attract more customers to their hotels. The United Kingdom is one of the most technologically advanced countries in the world, and the government invests in research and development on a regular basis to foster innovation and the development of new technological

assets (McKinsey & Company, 2021). Over the years, technological advancements have greatly aided the hospitality sector's growth and ability to provide guests with a one-of-a-kind travel experience. IoT, artificial intelligence, automation, robots, virtual reality, and many other emerging technologies in the hospitality sector have completely transformed hotel operations (Nam et al., 2021).

SWOT

Strengths	Weaknesses
● Spread across the UK and has been able to make a significant name for itself in the country. ● Budget-friendly accommodation option for the guests ● Has 61 properties and over 10000 bedrooms (Britannia Hotels, 2022). ● The proximity of the hotel locations to airports	● Hygiene and cleanliness issues ● Complaints of Britannia's improper services and poor condition of the old infrastructure ● Bad reputation across the UK and also among foreign travellers (Brignall, 2020) ● Lack of effective measures over the years for mitigating these issues
Opportunities	Threats
● Using its location proximity to major Airports and excellent transport connection to attract more customers ● Mitigating the current issues and promoting the budget-friendly experience and historical heritage at Didsbury as the USP of the hotel. ● Using currently available technological innovation in the	● The continuous bad reviews from the customers have totally reshaped the image of the brand in the UK. ● Increase competition in the hospitality and tourism sector. ● The alteration of consumer purchase behaviour due to the covid-19 pandemic (Balmford et al., 2020).

hospitality sector on modifying operations (Car et al., 2019).

- Making use of the current trend of increased travelling in the post-pandemic period (Weatherley, 2018).

Analysis

The operations of Britannia hotels are spread across the UK and the property in Didsbury being one of the oldest in the hotel chain has garnered a significant name for itself. The hotel provides budget-friendly accommodation options for more than 10,000 bedrooms in its 61 properties (Britannia Hotels, 2022). The proximity of the hotel locations to airports and proper transportation is another strength. Weakness of this hotel includes issues with cleanliness and hygiene, complaints of improper service and poor condition of the whole infrastructure. These problems along with the lack of effective measures over the years for mitigating issues have led to a bad reputation for the hotel across the UK and even among foreign travellers. The company can gain the opportunity to utilise its location proximity to airports and excellent transportation connection to attract customers and mitigate its current issues to promote its historical heritage at Didsbury and budget-friendly experience as the USP of the hotel. Utilising currently available technological innovation in the hospitality sector can help to modify the operations of the hotel (Car et al., 2019). The increasing trend of travelling after the end of covid-19 can be utilised to earning more revenue for the business (Weatherley, 2018). However, the continuous bad customer reviews of the hotel have reshaped the image of the hotel brands in the UK. Increasing competition in the hospitality and tourism industry along with the alteration of consumers' purchase behaviour due to the covid-19 pandemic can be a serious threat to the success of this business (Balmford et al., 2020).

Main Body

Currents Issues in Britannia Hotel and Solutions

Britannia hotels have encountered widespread criticism on many issues hygiene, customer service and maintenance being the primary areas of concern for guests. Moreover, there were also concerns regarding the need for refurbishment and monetary issues in the hotels. The hotel

chain was declared the worst hotel in the UK by the consumer group, "Which?" in 2020 and it has been in this position for nearly nine consecutive years (Gavell, 2022). The hotel chain has been at the bottom of this ranking list since 2013 and it was also noted that many other hotel chains were undercutting Britannia in terms of better-quality service at a similar price range, which was once the USP of the company. The following sections provide further elaboration of the primary issues encountered in the observation and analysis of the hotel.

Hygiene and Cleanliness Issues

Britannia has been ranked the worst hotel chain after it was rated poorly in the categories of cleanliness, value for money and bathroom (Gavell, 2022). This is the ninth consecutive year that the hotel chain has come in the bottom pile in the annual survey of the consumer group, "Which?". The average customer score for this hotel chain was only 49. Among the 51% of customers of the company that we surveyed conveyed that they ran into issues during their stay in Britannia and cleanliness was the most common issue for all of them. In terms of cleanliness, the hotel chain only got two stars out of 7 and for the condition of the bathroom 1 star out of 5 (Gavell, 2022). Customers have had a terrible experience due to the dirty room and bathrooms, the poor condition of the carpets and the stains in the hotel rooms and bathrooms. Many customers have stated that they were repulsed with the way the rooms looked when they entered. The review of customers on TripAdvisor on the Britannia Country House Hotel property (TripAdvisor, 2022). An earlier investigation of the condition of the hotel has shown that the service provided by Britannia Hotel is not up to the mark as their rivals were quickly evolving in the cut-throat tourism industry. In 2019 the Britannia Lodge near Gatwick Airport was in the worst condition and it reported smells of dampness due to clogged ventilation fans, mould-infested bathrooms and stains that were visible to the naked eye were found under ultraviolet lights. Despite the emergence of the covid-19 pandemic at the end of the same year, the condition had not improved as was reported in 2020 as this budget-friendly hotel chain was being seen as a feasible option for a staycation during the lockdown. This was another significant area of concern for the guests as this highlighted the lack of hygiene maintenance in the hotels which can lead to serious health implications in the contemporary period. Among all the survey reports, customers were ten times more likely to complain about the hotel chain due to its

cleanliness issues. The issue of cleanliness and hygiene in the hotels can have a serious impact on the reputation of the hotel as well as the customer satisfaction level in general.

Poor Customer Service

Customer service is a significantly influential aspect in the hospitality sector as it can impact whether the hotel is able to meet the requirements of their needs or not (Ali et al., 2021). Poor customer service has been reported to be one of the most prevalent issues in Britannia after the complaint regarding cleanliness and quality of rooms. A lot of customers have complained that the staff of the hotel were not properly trained to handle customer requirements and some even raised questions whether the staff had any form of formal training or not. This is due to the fact that many customers of the hotel have encountered rudeness or inefficient customer service (Halliday, 2018). Customers believe that this hotel has a star rating on the review website as this is one of the worst hotels as per their experience. One customer complained that when they called the receptionist for toiletries and toothbrushes, they were told that they had to go on their own to the reception to bring the items (TripAdvisor, 2022). They also encountered rude behaviour from the staff members in the kitchen whenever they wanted to place orders for room service. The customer also informed us that they did not receive any menu in their hotel room and the kitchen staff was not sympathetic regarding this and did not properly attend to the call the customer for the food order. In the contemporary hospitality market when every hotel is trying to provide the best service to the customers, such poor customer service in Britannia will only drive more customers away from the business and assist the rival business (French et al., 2018). In the case of Britannia, the primary question of most customers is regarding the present training program of the hotel and whether the employees have been properly trained to handle the needs of the customers. Lack of proper employee training can be a serious reason behind improper service efficiency of hospitality staff (Wang et al., 2020). The staff are required to learn more about the concept of employee satisfaction, improve their interpersonal skills and develop better knowledge about the overall business process to understand which areas need more focus for providing a better customer living experience.

Need of Refurbishment

Britannia Country House Hotel in Manchester Has been part of the Britannia Hotel chain for the last 40 years and being one of the first properties brought by the CEO for the hotel business plays a major role in setting the reputation of the hotel chain across the UK. Most customers that have visited the hotel have complained about the overall condition of the hotel and its interior. The rooms and bathrooms of the hotel are not cleaned and some areas are so heavily stained it looks like they need to be completely ripped off or replaced to even make them appropriate for living let alone be standard hotel infrastructure. Although the hotel chain has 61 properties and over 10000 rooms, they are not able to properly manage the interior of the hotel as well as its day-to-day operations (Hobbs, 2020). This is evident from the lack of focus on improving the interior of the hotel and the poor condition of the infrastructure. Customers believe that the hotel has run into the ground and needs a drastic makeover and the whole thing should be refurbished. Although the primary complaint of most customers has been regarding the filthy and scruffy condition of the interior when asked about which branch, they have visited and which hotel of the chain should be closed a lot of customers reply that the whole hotel chain should be discontinued. They believe people who had the misfortune of staying in one would not like to repeat it and would surely recommend others not to stay in any of the properties. Along with the stained bed sheets, carpets and drapes, guests have also complained about the old infrastructure and how most of the system does not seem to work properly (Kaur, 2022). Several customers have complained about the plumbing issue in the hotel and while complaining about the issues they faced in the room to the reception of the manager most guests have not found proper answers or solutions from the hotel authority. One customer even said that her telephone connection in the hotel room was not working and they had to call from her own cell phone to reach out to the reception for their order and complaints. Although the hotel provides various complimentary amenities, customers have faced challenges to use most of them.

Management and Finance Issues

Britannia has encountered several issues in its day-to-day management and financial activities. Over the years considering all the complaints the hotel has received for its infrastructure, cleaning and management issues they have attempted to amenities, customers improve some of them. One of the first initiatives taken by the company was to renovate some rooms in the hotels

in the Manchester location as most of the reviewed locations were near the proximity of the hotels with the greatest footfall. However, the authorities were in trouble when an external analysis of the firm showed that the interior of the hotels was outdated, maintenance was inconsistent and the hotel charged fees for Wi-Fi access which is not appropriate in a country like the UK where internet access is a major part of daily life (ONS GOV, 2021). Britannia Royal which is situated in Kingston upon Hull cancelled a Charity reservation in December 2018 for Rock slippers on Christmas Day and Christmas Eve without providing any proper reason for the cancellation. This garnered a lot of criticism from the public against Britannia hotel and they had to temporarily remove their presence from social media (Halliday, 2018). After this incident, many rival companies came forward to fulfil the incident which further escalated the situation.

The response of the hotel during the coronavirus pandemic generated a lot of Criticism and confirmation from the general public. The Coylumbridge Aviemore Hotel sacked and evicted nearly 30 staff without notice or redundancy pay which left a lot of them homeless as most of them left the hotel as part of their jobs. After image political pressure they reversed their decision and regarded this as an administrative error. Britannia-owned Pontis also encountered a similar fate where many employees were living in the hotel as part of their job. Another major management controversy faced by the hotel happened when Britannia Hotel evicted homeless people from two of its Centre hotels Britannia Manchester and Sachas Hotel (Carmichael, 2020). This was reported by Manchester City Council and this was a serious violation by the company as the central government had allowed hotels to continue accommodating health workers and homeless people. The hotel chain was also fined £86,000 in 2021 after the fall of an employee through a rusted ceiling which cost life-changing injuries at the Sacha's Prince of Wales Hotel in Southport. As no attempts of making the area safe had occurred after the accident Sefton Council also issued an improvement notice to the hotel (Lally, 2021). This year the hotel fired almost one-third of its employees due to encountering heavy losses in business. The employee number became 1765 from its previous 2740 and it registered pre-tax losses of £9.5 million (Robinson, 2022).

Findings & Results

Departments	Issues	Impact
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House Cleaning	The primary issue in the housing department of Britannia hotel is the lack of cleanliness in both its rooms and bathrooms.	The impact of this issue in the hotel has led to the guest feeling unhygienic and uncomfortable in their rooms and they have also felt disgusted using the bathrooms.
Rooms	The quality of the rooms when not good and most of them had stains on the sheet, carpet and drapes and some even had stains on the walls and the bathroom.	This led to the customers feeling uncomfortable in their rooms and some even commented that they wanted to go back and have a bath after staying in such a hotel.
Venue Design and Environment	It was reported and observed that the infrastructure of the hotel was quite old and some aspects of the design were even dangerous for the people and the environment. The plumbing telephone and electricity system of the hotel also had issues.	The terrible design of the hotel along with the defective internal systems has not only put people in danger but also affected their staying experience at the hotel.
Staff Training	The customer service of the hotel has been reported to be one of the worst issues in the hotel and customers have complained about the reception, managers and even the kitchen staff.	The inefficiency of the present staff has led to the guests having one of the worst staying experiences in a hotel in the UK.

Food and Beverages and Menu Choices	Customers have complained about the lack of food options on the menu and the poor quality of the food items (Hobbs, 2020).	In the hospitality sector food is one of the most vital aspects that influence the experience of a customer in the establishment (Dear Customer Relations, 2022). The issues with the food quality and menu choices in Britannia hotels have negatively impacted the experience of the customer.
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Analysis

Britannia hotel's housing department has the biggest issues as most customers have provided negative reviews regarding the cleanliness and hygiene of the hotel and this has impacted their stay experience at the hotel. Cleanliness and hygiene are vital for hospitality businesses as people who are staying there are looking for clean places where they can stay without the worry of contracting any form of infection which is a serious cause of concern in the contemporary period when the world is still overcoming the covid-19 pandemic (Awan et al., 2020). A lot of customers have complained about the stains on various parts of the hotel rooms and even in bathrooms. The sheets, carpets and drapes of the hotel room had stains and even the floor and walls looked filthy and scrubby (Whelan, 2019). As per most customers, the only thing walking for Britannia Hotel is its location most properties are located in areas that are near the airport and interconnected with transport and near prime travel destinations. However, most customers who have experience living in the hotel have commented that they do not want to revisit it and would not recommend it to anyone (TripAdvisor, 2022). The infrastructure of the hotel is quite old and some aspects of the design are too dangerous for the environment and the people. For instance, in one of the hotels an employee encountered serious life-altering injuries due to falling through a rusted ceiling. Moreover, customers have also complained about the plumbing, electricity and telephone connection in the room. The hotel needs total refurbishment and all of these aspects of the property need to be changed and modified to meet the requirements of the guests. Improper amenities in a hotel make the customers feel underappreciated and feel that the hotel is not

providing service appropriate to the monetary value (Nangpiire et al., 2021). Perhaps one of the biggest complaints after the complaints regarding cleanliness and hygiene is the issue of improper customer service in Britannia hotels. A lot of the customers have complained about the rude behaviour of the staff in reception, management and even in the kitchen. Moreover, these staff members were not prepared enough to deal with the various requirements of the customers which led to the guest feeling unvalued and unwelcomed in the establishment. Finally, the food and beverage department of the hotel also has issues with quality management and customers even complain about the lack of various choices on the menu from which they can choose (Kaur, 2022).

Action Plan

Number	Problem	Solution	Desired Outcome	Time Scale	Completion Date	Planned Budget
1	Cleanliness and Hygiene	In order to mitigate the current issues of cleanliness the hotel needs to buy better cleaning equipment and ensure that the staff members are properly doing their job of cleaning the rooms and bathrooms.	The rooms will be cleaner after using this new cleaning equipment to meet hygiene standards and customer requirements.	6 Months	10.05.2023	£ 25,000 (Lally, 2021)
2	Staff	The staff needs to be trained in	The staff will be prepared to	6 Months	10.05.2023	£ 20, 000

	Training	customer handling and dealing with the prevalent issues in the hotel that leads to customer complaints.	handle customer complaints and they will be able to provide better customer service, improving overall customer satisfaction rate.			
3	Redecoration of old infrastructure and system of rooms	Redesigning and updating basic components of the infrastructure such as the plumbing system, old railings and telephone and electricity system needs to be done. Investment should be made in changing the sheets, drapes and carpets that have been observed by a	The infrastructure of the firm will meet standard requirements that hospitality properties in contemporary times need to follow and this will help to attract more customers to the hotel. The sheets, drapes and carpets of the rooms will be changed which will not only help to	18 Months	10.11.2024	£ 100,000 (Lally, 2021)

		lot of guests to be stained.	meet cleanliness but also improve the aesthetics of the rooms.			
4	Food and Beverages Quality and Menu Choices	The menu choices need to be diversified and an appropriate quality assurance measure needs to be implemented.	The menu of the hotel will be improved as customers will get more food options and the quality of the food will also be better than before.	3 Months	10.02.2023	£ 5000
Total						£150,000

Recommendations

- Considering the current situation of the organisation the firm faces major issues regarding cleanliness. The firm has significantly tried to make use of different products and equipment that help in maintaining cleanliness in the rooms and bathrooms of the firm.
- Using regular cleaning products, initiating using insecticides to kill any position of infection along with improving the plumbing services can really help the firm to maintain appropriate hygienic conditions.
- The management of the organisation has to consider using proper staff training practices. The staff training practice will not just consider improving customer management and engagement system but also help the organisation to reduce the increasing amount of customer complaints.
- The leaders of the organisation also have to consider the basic reasons behind the complaints and initiate appropriate methods to retrieve the issues so there no future complaints can be seen.
- As the plumbing system for the firm can help in improving the overall infrastructure of the firm, the addition of new objectives like improving the electrical system, arrangement of digital methods and initiating comfortable situations as per the expectation can really help in improving the working process of employees and also consider the need of customers.
- The organisation also can consider refurbishing basic things kept in rooms. Providing clean carpets, curtains, towels, and bed sheets can help in improving the perspective of the firm and also improve the hygienic conditions. The leaders of the organisation should invest properly towards new decorative things there not just help in improving the outlook of the firm.
- As the organisation seeks to initiate customers from different ethnicities and people from different cultures, it is quite important for the firm to improve the present menu and include different ranges of food that not just are trending in the market but also qualify the needs of the customers.

Conclusion

The above consultancy report has provided a descriptive analysis of the operational issues in Britannia Hotel which has led to poor customer reviews. With the help of SWOT and PESTLE analysis, along with the evaluation of observations and articles the current condition of the hotel has been analysed. It has highlighted the strengths and weaknesses of the business and the opportunities and Threats that this company is currently facing. Although the company has 61 properties across the UK and over 10,000 rooms, it is still facing challenges due to poor customer reviews which have been generated from the issues of cleanliness, poor customer service, refurbishment needs and management and financial issues. The evaluation has also provided information regarding the external environment which is currently influencing the business operations of the hospitality sector. The report has also provided information regarding the issues faced by different departments and their impact on the overall business operation of the hotel. The action plan and the recommendation of this report have highlighted why the hotel needs to invest more in the aspects of cleanliness and hygiene, staff training and think about refurbishing and redecorating the entire hotel while simultaneously improving the quality standard of the food and diversifying the menu choice. The analysis and suggestion in this report have been done from the perspective of the consultant but the feasibility of this suggestion can only be realised after the evaluation of this report by the hotel authority.

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