

REPORT

Understanding the importance of Stakeholder Engagement in successful commencement and completion of project.

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1 – Introduction - Company Background

In this report an analysis of the hotel “**Holiday Inn**” is one of the most established and recognisable mid-scale hotel brands worldwide, forming a central pillar of the **InterContinental Hotels Group (IHG)**. With a presence in more than 60 countries, the brand is known for delivering reliable, comfortable, and accessible hospitality to a broad spectrum of travellers. In London, *Holiday Inn* plays a particularly strategic role, offering properties located near major transport hubs, business districts, and cultural attractions. This positioning allows the brand to serve international visitors, families, corporate guests, and leisure travellers seeking convenience and consistent service.

Over recent years, Holiday Inn has invested significantly in upgrading its room designs, enhancing communal areas, and integrating technology that simplifies the guest journey. These improvements align with IHG’s broader innovation and sustainability agenda, which includes digital check-in, energy-efficient operations, and seamless integration with the IHG One Rewards loyalty programme (IHG Hotels & Resorts, 2024). Such initiatives reflect the brand’s effort to remain relevant in a hospitality landscape shaped by digital transformation and evolving guest expectations. As travellers increasingly prioritise personalised experiences, sustainability, and technological convenience, Holiday Inn has expanded its service model to incorporate intuitive digital tools, flexible work-and-relax spaces, and environmentally conscious amenities (IHG Hotels & Resorts, 2025).

In this project, we will prepare the implementation of a new premium customer experience service called “**StaySmart+**”, which aims to include AI-powered guest interaction tools and personalized travel planning, designed to enhance comfort, efficiency, and brand differentiation.

2 - Appraisal of the company - SWOT and PESTLE

Initially, to understand the context of the business, it is essential to carry out an appraisal of the company to include SWOT and PESTLE analysis. *Holiday Inn*, part of the *InterContinental Hotels Group (IHG)*, is accelerating its digital-transformation agenda to strengthen its position in both local and international hospitality markets. As guest expectations shift toward seamless, technology-enabled experiences, the brand’s investment in smart check-in systems, mobile-first service design and loyalty driven personalisation positions it as a future ready competitor.

2.1 SWOT analysis

KEY INTENAL	Strengths	Weaknesses

	Integration with IHG One Rewards, enabling personalised digital engagement. Strategic London locations with high demand from business and leisure travellers. Standardised service model that supports scalable digital innovation.	Mid-scale positioning may limit investment capacity compared to luxury competitors. Legacy properties may require costly upgrades to support new technologies. Variability in digital literacy among staff may slow adoption
KEY EXTERNAL	Opportunities Rising demand for contactless services, mobile check-in, and smart-room features. Expansion into AI-enabled guest interaction and predictive service models. Growing sustainability expectations create opportunities for energy-efficient innovation. (Deloitte, 2023)	Threats Intense competition from digitally advanced brands and boutique hotels. Cybersecurity risks associated with increased data processing. Rapid technological change requiring continuous investment. (WTTC, 2023)

2.2 PESTLE analysis

Considering that the implementation of the **StaySmart+** project runs into internal and external setbacks, it is convenient to apply the PESTLE analysis to expose in detail.

Political	UK hospitality regulations, data-protection requirements, and sustainability policies shape how digital systems are deployed and managed, aligning with the wider governance expectations outlined by IHG's global responsibility agenda (IHG Hotels & Resorts, 2024).
Economic	Inflation and fluctuating travel demand impact investment capacity and pricing strategies.
Social	Guests increasingly expect convenience, personalisation, and eco-conscious services. Social factors also play a significant role, as guests increasingly expect convenience, personalisation, and environmentally conscious services—trends strongly reflected in IHG's digital-experience strategy (IHG Hotels & Resorts, 2025).

Technological	Advancements in AI, automation and mobile platforms create opportunities for innovation but require ongoing upgrades.
Legal	Compliance with data-privacy laws, accessibility standards, and employment regulations is essential.
Environmental	Pressure to reduce carbon emissions encourages adoption of energy-efficient systems and green technologies.

Overall, the PESTEL analysis highlights that the StaySmart+ project operates within a highly dynamic environment shaped by regulatory expectations, economic pressures, and evolving guest behaviours. Technological advancement and sustainability priorities create strong opportunities for innovation, yet they also demand continuous investment and strict compliance (IHG Hotels & Resorts, 2024). Social trends toward personalisation and convenience further reinforce the need for digital transformation (IHG Hotels & Resorts, 2025). Together, these factors demonstrate that strategic adaptability is essential for ensuring the project’s long-term success in the UK hospitality sector.

3 – A list of key stakeholders

The successful launch of a digital-transformation initiative within *Holiday Inn* requires coordinated engagement across a wide network of internal and external stakeholders. Each group contributes distinct expertise, resources, and decision-making authority that collectively shape the design, implementation, and long-term sustainability of the new service. Understanding their roles is essential for effective project governance, risk management and strategic alignment markets.

Internal Stakeholders		
Executive & Strategic Leadership	Chief Executive Officer (CEO) Chief Operating Officer (COO) Chief Technology Officer (CTO) Chief Marketing Officer (CMO) Sustainability & ESG Leadership Team	Responsible for strategic approval, budget allocation, and alignment with global brand standards..
Operational Teams	Hotel General Managers (UK & international properties); Front-of-House Managers; Guest Services Teams; Housekeeping & Facilities Management	Act as operational leaders at property level, overseeing implementation, staff readiness, and guest-experience integration. Implement the

		service directly with guests, providing feedback on usability, training needs, and operational challenges.
Project & Product Teams	Product Development Team; Project Management Office; IT & Systems Integration Team; Data Analytics & AI Engineering Team and Designers	Leads system integration, cybersecurity, data management, and technology deployment. Their role is critical for ensuring reliability, scalability, and compliance with global IT standards.
Commercial Teams	Marketing & Brand Communications; Sales & Business Development; Customer Experience (CX) Team.	Develop communication plans, promotional campaigns, and brand messaging to support adoption across domestic and international markets. Analyse market demand, pricing strategies, and commercial opportunities linked to the new service, ensuring it contributes to revenue growth.
Support Functions	Human Resources (training & change management) Finance & Procurement Legal & Compliance	Responsible for staff capability development, and change-management support. Manage budgeting, vendor contracts, and cost-benefit analysis to ensure financial viability

External Stakeholders		
Technology & Innovation Partners	AI software vendors; Cloud service providers; Cybersecurity firms; Travel-tech integration partners	Supply digital platforms, AI tools, mobile applications, and smart-room technologies essential for service delivery.

Customers\ Guests	Hollyday In members; Business travellers; Leisure travellers; Long-stay and premium-tier guests	Primary users whose expectations, satisfaction, and feedback shape the service's success.
Regulatory & Compliance Bodies	Data protection authorities (e.g., ICO in the UK) Environmental regulators (e.g., UK Environment Agency) International hospitality compliance organisations (e.g., ISO 27001 for information security)	Oversee compliance with data-protection laws, accessibility requirements, and hospitality regulations.
Market & Industry Stakeholders; (Intermediaries)	Corporate clients and travel agencies; Tourism boards and local authorities; Hospitality industry associations	Influence visibility, distribution, and guest adoption through digital booking channels.

4 - Functions, responsibilities, benefits, and challenges of key stakeholders.

Launching a digital-transformation, future-ready hospitality service requires coordinated engagement across a complex ecosystem of internal and external stakeholders. Each group contributes unique capabilities but also faces operational, strategic, and ethical challenges that influence the success of the initiative, as shown in the table below:

Internal Stakeholders	
Executive Leadership (IHG Corporate)	Roles & Responsibilities: Strategic approval, funding allocation, governance, and alignment with global brand standards.
	Benefits: Strengthened competitive positioning, improved operational efficiency and strategic insight and long term vision. Ability to influence organisational culture and adoption
	Challenges: Balancing global consistency with local market needs; managing financial risk
	Ethical Considerations: Ensuring transparent decision-making, responsible investment, and equitable resource distribution across regions. Managing financial risks associated with large scale technology deployment.

Product Development Team	Roles & Responsibilities: Designing service features, user journeys, and digital touchpoints.
	Benefits: Innovation leadership and improved guest satisfaction.
	Challenges: Integrating diverse guest needs into scalable solutions.
	Ethics: Avoiding biased design that excludes certain user groups.
Digital Transformation & IT Department	Roles & Responsibilities: System integration, cybersecurity, data governance, and technology deployment.
	Benefits: Technical expertise and innovation capability.
	Challenges: Cybersecurity threats, legacy system compatibility, and rapid tech evolution. Integrating new systems with legacy hotel infrastructure. Ensuring compliance with global data privacy laws. Managing cross market technical variations.
	Ethics: Protecting guest privacy, ensuring GDPR compliance, and preventing misuse of personal data
Marketing & Sales Teams	Roles & Responsibilities: Communicating the new service, driving adoption, and positioning the brand. Monitor customer satisfaction and brand perception.
	Benefits: Increased revenue, stronger market differentiation
	Challenges: Managing guest expectations and ensuring message accuracy.
	Ethics: Avoiding misleading claims and respecting cultural sensitivities in global markets.
Operations, Front-of-House, and Housekeeping	Roles & Responsibilities: Delivering the service, supporting guests, and providing feedback.
	Benefits: Improved workflows reduced manual tasks, and enhanced guest interaction. Direct understanding of guest behaviour and service expectations. Ability to identify operational risks early.
	Challenges: Training needs, resistance to change, and digital skills gaps. Increased workload during transition periods.

	Ethics: Ensuring fair labour practices and avoiding job displacement without support.
HR & Training	Roles & Responsibilities: Capability development, change management, and workforce planning.
	Benefits: More skilled workforce and improved service quality. Facilitate smooth organisational transition.
	Challenges: Training costs and varying digital literacy levels.
	Ethics: Ensuring inclusive training and avoiding discrimination.

External Stakeholders	
Guests	Roles & Responsibilities: End-users whose feedback shapes service refinement.
	Benefits: Convenience, personalisation, and improved experience.
	Challenges: Integration complexity and service reliability. Concerns about data privacy and AI decision-making. Varying levels of digital literacy across markets.
	Ethics: Ensuring secure systems and transparent data practices.
Regulators and Local Authorities	Roles & Responsibilities: Ensuring compliance with data protection, safety, and hospitality regulations. Enforce data-protection laws (e.g., GDPR). Monitor environmental claims and sustainability standards. Ensure AI use complies with ethical and legal frameworks.
	Benefits: Safer, more accountable service delivery.
	Challenges: Navigating multi-jurisdictional requirements. Ethics: Upholding fairness and protecting consumer rights.
Travel Agencies, OTAs, and Community Partners	Roles & Responsibilities: Distribution, visibility and local engagement.
	Benefits: Wider market reach and stronger destination partnerships.
	Challenges: Commission costs and alignment of digital standards.
	Ethics: Fair representation of services and transparent pricing.

5 - Engagement Frameworks: Stakeholder Matrix, Communication Planning, and RACI

In this project, to improve engagement, we can apply a series of appropriate frameworks, models and theories to involve them, such as stakeholder matrix, engagement plan, communication plan, and RACI matrix. We appropriately apply the aforementioned models to better visualize the project development:

5.1. Stakeholder Analysis Matrix

This model helps classify stakeholders based on their level of influence and interest in the *StaySmart+* project.

Stakeholder Group – Assessment	Influence	Interest	Engagement Strategy
Executive Leadership	High	High	Manage closely
Project Manager	High	High	Manage closely
Product Development & IT Teams	Medium	High	Keep involved
Hotel General Managers	High	High	Manage closely
Marketing & Sales Teams	Medium	High	Keep involved
Frontline staff (guest services, housekeeping)	Low	High	Keep informed & supported
Technology & Sales Teams	Medium	Medium	Maintain regular communication
Regulators	High	Medium	Keep satisfied
Guests	Low	High	Keep informed & engaged

This matrix is very important ensures the project team prioritises the right stakeholders, allocates resources effectively, and tailors communication to influence adoption and minimise resistance.

5.2 Stakeholder Engagement Plan

The objective of the stakeholder engagement plan is to ensure that all stakeholders are informed, consulted, and actively involved at the appropriate stages of the project lifecycle, reflecting the principles of transparency and responsible governance outlined in industry guidance (IHG Hotels & Resorts, 2024). It also aims to build trust, reduce resistance, and align stakeholder expectations with project goals through structured, timely, and inclusive engagement activities that support effective digital transformation (IHG Hotels & Resorts,

2025). A stakeholder engagement plan outlines how and when each stakeholder will be engaged throughout the project lifecycle, as shown in the table below:

Stakeholder	Engagement Objectives	Engagement Activities	Frequency
Executive Leadership	Strategic alignment, approvals	Steering meetings, progress reports	Monthly
Product Development & IT	Technical delivery, risk mitigation	Workshops, sprint reviews, testing sessions	Weekly
Hotel Managers	Operational deadline	Training sessions, pilot feedback, readiness	Bi-weekly
Frontline Staff	Adoption, service consistency	Training, user guides, hands-on demos	Pre-launch + ongoing
Marketing & Sales	Customer adoption, brand alignment	Campaign planning, messaging workshops	Monthly
Technology Vendors	System integration, support	Technical meetings and test cycles	Weekly
Regulators	Compliance assurance	Compliance reviews, documentation submission	As required
Guest	Feedback, service improvement	Surveys, pilot testing, loyalty programme communication	Pre-launch + post-launch

A structured engagement plan reduces uncertainty, builds trust, and ensures stakeholders feel valued and informed.

5.3 Communication Plan

A communication plan ensures the right information reaches the right people with the appropriate frequency.

Stakeholders	Meeting			Reports			
	Weekly Meeting	Monthly Meeting	Stage gate Meeting	Weekly Project status	Monthly Highlight Report	Monthly Newsletter	Exception Reports
Internal to Project			X	X			X
Project Manager/coordinator	X	X	X	X	X		X
Business Analyst	X						

Designers\Developers							
Engineers	X						
Internal to organisation			X		X	X	X
HR department		X					
Finance department		X					
I.T support		X					
Marketing team		X					
External to Organisation		X	X		X	X	X
Client\Gues							X
Suppliers	x						
Government or regulators							X
Partners		X					

Clear communication prevents misunderstandings, reduces resistance, and ensures smooth implementation across global markets.

5.4 RACI Matrix (Responsible, Accountable, Consulted, Informed)

This model clarifies roles and responsibilities, preventing duplication or gaps in project tasks. **R is for Responsible** - this person/group that will actually perform the activity. **A is for Accountable** – this is the person who is overall in charge, who makes the final decision and takes full ownership. **C is for Consult** – this is the person/group the manager should have a discussion with during the execution of the related project activity, their input is important. **I is for Inform** – this is the person/group that needs to be advised of the outcome of the relevant project activity once completed.

Task \ Deliverable	Project Manage	Executive Leadership	IT Development	Operations Manage	Marketing	HR
Define Project Planning	A\R	C	C	I	I	I
Approved project budget	C	A	I	I	I	I

Ai System Development	C	I	A\R	I	I	I
Smart-Room Integration	C	I	I	C	I	A\R
Staff Training	C	I	I	C	I	A\R
Marketing Campaign	I	C	I	I	A\R	I
Pilot Testing	R	I	R	A	C	C
Data Privacy Compliance	I	C	C	I	I	I

A RACI matrix reduces confusion, clarifies accountability, and ensures efficient cross-department collaboration.

6 - Relevance of the 4 Cs Model - Elements of stakeholder engagement.

Successfully launching StaySmart+ across *Holiday Inn* - *InterContinental Hotels Group (IHG)* properties requires a structured, strategic, and culturally sensitive approach to stakeholder engagement. As Project Manager, your role is to ensure that all stakeholders—executive leaders, operational teams, technology partners, regulators, and guests—are aligned, informed, and motivated throughout the project lifecycle. The 4C's Model (Communication, Collaboration, Consultation, and Commitment) provides a robust framework for managing these relationships and addressing conflicts that may arise during the rollout. The 4 C's Model echoes the relevance of the core elements of stakeholder engagement.

4C's Model - COMMUNICATION			
Description	Stakeholder	Audience	Channel
Strategic project updates	Executive Leadership	Board/PMO	Dashboards/Reports/Meetings
Technical updates	Product Development & IT	IT teams/PMO	Jira/Teams/Briefs
Operational updates	Hotel General Managers	Property teams	Email/Webinars
Training instructions	Frontline Staff	Guest-facing teams	Intranet/Videos
Marketing updates	Marketing & Sales	Marketing teams	Campaign briefs

Change-management updates	Human Resources	All staff	HR portal/Newsletters
Technical requirements	Technology Vendors	IT & PMO	Meetings/Shared workspaces
Compliance requirements	Regulators	Legal & Compliance	Formal submissions
Service benefits	Guests	Guests/Loyalty members	App/Website
Sustainability targets	Sustainability Partners	ESG teams	Reports/Email

4C's Model - CONSULTATION			
Description	Stakeholder	Audience	Channel
Strategic alignment input	Executive Leadership	PMO	Consultation meetings
System feasibility feedback	Product Development & IT	PMO/Vendors	Technical reviews
Local market needs	Hotel General Managers	Operations	Interviews/Surveys
Usability feedback	Frontline Staff	HR/Operations	Focus groups
Guest behaviour insights	Marketing & Sales	PMO/CX teams	Market research
Workforce capability	Human Resources	PMO	Workshops
System risk input	Technology Vendors	IT teams	Consultations
Regulatory guidance	Regulators	Legal & Compliance	Compliance meetings
Service experience feedback	Guests	CX teams	Surveys/App feedback
Environmental feasibility	Sustainability Partners	ESG teams	Supplier consultations

4C's Model - COLLABORATION			
Description	Stakeholder	Audience	Channel
Joint decision-making	Executive Leadership	PMO/Strategy	Steering committees
Co-develop AI tools	Product Development & IT	Developers/Vendors	Workshops/Sprints
Co-design workflows	Hotel General Managers	Operations teams	Pilot sessions
Pilot participation	Frontline Staff	Guest-service teams	On-site sessions
Co-create campaigns	Marketing & Sales	Creative teams	Collaboration platforms
Develop training	Human Resources	Trainers/Managers	Workshops/LMS
System development/testing	Technology Vendors	IT teams	Technical meetings

Compliance collaboration	Regulators	Legal teams	Review sessions
UX trials	Guests	UX teams	Surveys/App feedback
Eco-solution development	Sustainability Partners	ESG teams	Supplier meetings

4C's Model - COMMITMENT			
Description	Stakeholder	Audience	Channel
Executive sponsorship	Executive Leadership	PMO/Board	Governance meetings
Technical ownership	Product Development & IT	IT teams	Roadmap planning
Property-level adoption	Hotel General Managers	Hotel teams	Leadership briefings
Service-delivery ownership	Frontline Staff	Operations	Training/Coaching
Drive adoption	Marketing & Sales	Global marketing	Campaign launches
Staff readiness	Human Resources	All employees	Training programmes
Long-term support	Technology Vendors	IT teams	SLA agreements
Legal compliance	Regulators	Legal teams	Compliance audits
Guest loyalty	Guests	Hotels/CX teams	Loyalty programmes
Environmental performance	Sustainability Partners	ESG teams	Sustainability reporting

Stakeholder engagement has a profound impact on business performance, influencing operational efficiency, innovation, customer satisfaction, compliance, and financial outcomes. By adopting a structured engagement approach—supported by the 4C's model—Holliday In can ensure that *StaySmart+* delivers long-term value across global markets. Strengthening collaboration, communication, and ethical governance will further enhance future projects and position the organisation and technology-driven hospitality.

6.1 Critical Explanation of the Stakeholder Engagement Process Using the 4C's Model

Effective conflict management in a global hospitality project relies on the integrated use of communication, collaboration, consultation, and conciliation to maintain trust, reduce resistance, and align diverse stakeholder interests. Communication forms the foundation of conflict prevention by ensuring that information is clear, timely, and accessible to all groups, supporting the wider governance and transparency expectations outlined in global hospitality standards (IHG Hotels & Resorts, 2024). When misunderstandings or uncertainty arise often the root of stakeholder conflict transparent updates, culturally sensitive messaging, and early escalation protocols help address issues before they intensify. By translating technical concepts into language that non-specialists can understand and creating safe spaces for concerns to be voiced, communication reduces anxiety and reinforces a sense of inclusion.

Collaboration further supports conflict resolution by bringing stakeholders together to co-design solutions, share ownership of deliverables, and align priorities. When departments

such as IT, operations, and marketing hold competing objectives, structured workshops, joint problem-solving sessions, and interest-based negotiation help shift the focus from individual demands to shared organisational goals. Collaboration transforms conflict from a positional dispute into a constructive dialogue, enabling stakeholders to appreciate interdependencies and work collectively toward a feasible and scalable service design.

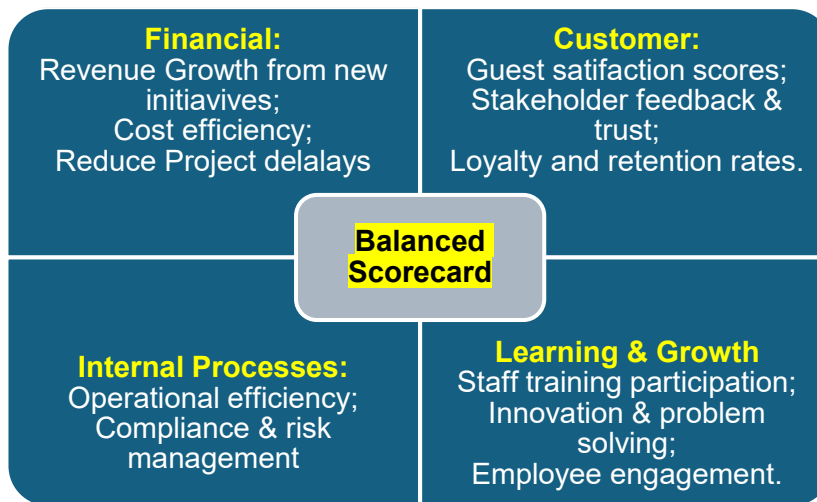
Consultation plays a critical role in managing conflict by ensuring that stakeholders feel heard and respected throughout the project lifecycle. Actively seeking input from frontline staff, managers, guests, and regulators helps identify operational, cultural, or legal barriers early, reducing the likelihood of resistance later. When disagreements emerge, particularly when stakeholders believe their views have been overlooked, documenting feedback, demonstrating how it influenced decisions, and explaining why certain suggestions cannot be implemented helps maintain legitimacy and trust. Consultation therefore prevents conflict rooted in exclusion, power imbalance, or perceived disregard for stakeholder expertise.

Finally, conciliation embedded within the commitment dimension of the 4C's model focuses on sustaining long-term support by addressing fears, scepticism, and change-related tensions. Resistance often stems from concerns about workload, job security, or the role of AI in service delivery. Through structured change-management strategies, targeted training, recognition of contributions, and the reinforcement of success stories, conciliation reassures stakeholders that the project enhances rather than threatens their roles. This ongoing commitment transforms passive acceptance into active advocacy, reducing conflict and strengthening the project's long-term viability.

Together, these four mechanisms create a holistic approach to conflict management, ensuring that stakeholder engagement remains transparent, participatory, and aligned with organisational goals across diverse global contexts (IHG Hotels & Resorts, 2024).

6.2 Evaluation of the impact of Stakeholders engagement - Balance Scorecard

The Balanced Scorecard illustrates how stakeholder engagement influences organisational performance across financial, customer, internal process, and learning dimensions. It provides a structured visual framework for evaluating the effectiveness of engagement strategies and their contribution to long-term project success (IHG Hotels & Resorts, 2024; IHG Hotels & Resorts, 2025).



The Balanced Scorecard demonstrates that effective stakeholder engagement directly enhances organisational performance across financial, customer, internal process, and learning dimensions. By linking engagement outcomes to measurable indicators such as satisfaction, efficiency, and innovation, the model confirms that collaboration and transparency drive sustainable growth and long-term value creation (IHG Hotels & Resorts, 2024; IHG Hotels & Resorts, 2025).

7 – Recommendations to the company to further engage stakeholders

Below is a clear, analytical, and academically grounded evaluation of the impact of stakeholder engagement on business performance, followed by practical recommendations for future projects. When stakeholders are engaged through structured frameworks—such as the 4C’s model: they contribute more effectively to decision-making, innovation, and risk mitigation.

Recommendation	Purpose and Expected Benefit	Linked Theory
Implement a continuous engagement strategy	Ensures stakeholder needs are monitored beyond rollout, enabling ongoing refinement of StaySmart+ as markets, technologies, and guest expectations evolve. Supports long-term alignment, reduces	Freeman’s Stakeholder Theory; Continuous Improvement.

	resistance, and improves operational performance.	
Strengthen Cross-Functional Collaboration	Breaks down silos between IT, operations, marketing, and external partners. Enhances decision-making quality, accelerates problem solving, and ensures the service is operationally feasible across diverse global contexts.	4C's Model – Collaboration; Kotter Step.
Invest in Change-Management Capabilities	Reduces resistance among frontline staff and managers by providing training, coaching, and support. Builds confidence in new technologies and improves adoption rates, service consistency, and staff motivation	Kotter's 8-Step Change Model;
Enhance Data-Driven Decision Making	Uses analytics from guest feedback, system usage, and operational metrics to prioritise improvements, reduce risks, and maintain competitiveness. Supports evidence-based refinement of service features.	Digital Transformation frameworks.
Strengthen Ethical and Regulatory Engagement	Ensures compliance with data privacy, AI transparency, and sustainability standards. Reduces legal, ethical, and reputational risks while building trust with guests, regulators, and investors.	Responsible AI frameworks; GDPR principles;

Expand Global Cultural Adaptation	Tailors communication, training, and service features to local cultural expectations, improving acceptance, usability, and guest satisfaction across international markets.	Freeman on stakeholder inclusivity.
Formalise Lessons Learned	Captures insights from each rollout phase to strengthen institutional knowledge, improve future project performance, and prevent repeated mistakes. Enhances organisational learning and long-term efficiency	Organisational Learning Theory.

8 - Conclusion

The implementation of the StaySmart+ project demonstrates how effective stakeholder engagement is fundamental to the success of strategic initiatives within the hospitality sector. Throughout this assignment, it has become clear that structured stakeholder management—encompassing executive leaders, operational teams, technology partners, regulators, and guests—directly influences organisational performance, service quality, and the capacity for innovation. By applying analytical tools such as SWOT, PESTLE, stakeholder mapping, the 4C's model, and the RACI matrix, the project gains clarity, alignment, and resilience to be inserted in the market.

O project StaySmart+ represents a significant milestone in Holliday Inn digital transformation, the success of such an ambitious service depends not only on technological capability but on the active involvement of stakeholders throughout the project lifecycle. Clear communication, cross-functional collaboration, meaningful consultation, and strong commitment have helped reduce resistance, anticipate risks, and tailor the service to operational and cultural realities across global properties. Ethical and responsible engagement—particularly regarding data privacy, AI transparency, and environmental sustainability—also plays a crucial role in building trust and protecting the brand's reputation. The analysis shows that when stakeholders feel heard and valued, adoption increases, operational processes become more efficient, and financial performance strengthens. In

summary, the success of StaySmart+ relies on more than innovative technology; it depends on the quality of relationships built throughout the project.

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