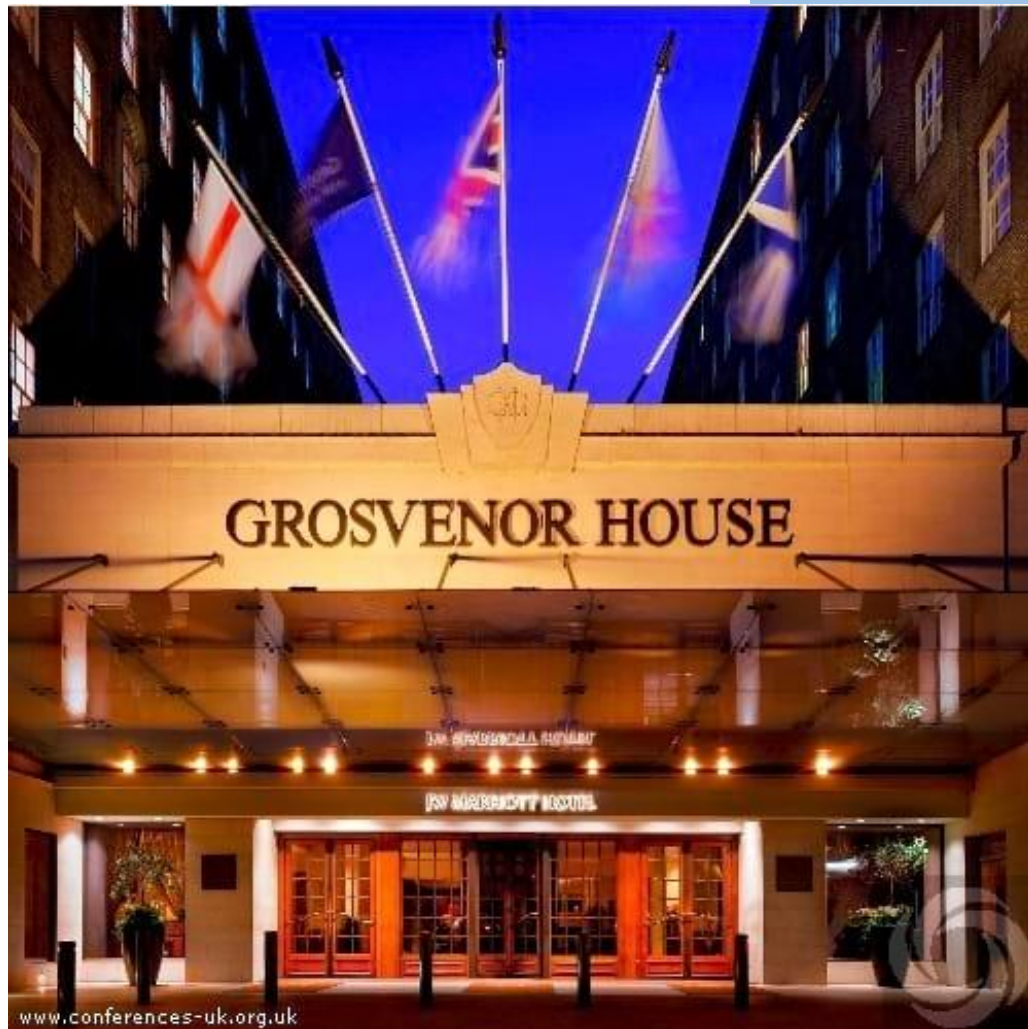




Consultancy Report on
JW Marriott Grosvenor House London

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Executive Summary

This consultancy report is going to address major challenges faced by JW Marriott Grosvenor House London that are extensive and require strategic intervention to address effectively. Since inception to this date this property has faced hundreds of challenging phases and won over every obstacle with pride and grace that established this property as one of the industry leaders with strong brand proposition. After the pandemic this property started to face the post pandemic effects of hospitality industry such as, the absence of skilled and experienced manpower, inadequate employee engagement programs, generalized guest service, billing errors, weak value proposition, inconsistent quality of accommodation, unstructured policy of guest complaint resolution, and unstable working culture all contribute to a challenging operational environment and negative guest experiences. For overcoming these issues, several recommendations and management changes have been proposed. These recommendations include revising complaint resolution policies with revenue management policies, enhancing staff training programs, implementing technology solutions, revising guest service policies, enhancing feedback collection methods, promoting employee engagement, and allocating a budget of £1,30,000- £2,00,000 for these initiatives.

According to EHL Hospitality Business School in recovery phase of tourism and hospitality industry as after enduring the impacts of COVID-19, the tourism and hotel industries are now witnessing a significant recovery. International arrivals surged to 80% of pre-pandemic levels in the first quarter of 2023, with approximately 235 million tourists traveling internationally. Despite the industry's ongoing recovery, a significant labor shortage persists, hindering its ability to meet the heightened demand. This shortage stems from various factors, including extended working hours, inadequate wages, and the prevalence of part-time or seasonal contracts. The aftermath of the COVID-19 pandemic, coupled with the phenomenon dubbed the "Great Resignation," has further exacerbated these challenges. To address the labor shortage, the article proposes leveraging revenue management strategies, typically used for pricing, to introduce flexibility in wage management. By adopting dynamic pricing principles and adjusting wages based on labor demand fluctuations, particularly in departments such as housekeeping, hotels can enhance the appeal of shifts for prospective employees. Furthermore, the concept advocates for the establishment of a national database of hospitality workers. This database would serve to incentivize career advancement by offering differentiated wages based on qualifications and performance evaluations, thus challenging the perception of hospitality jobs as dead-end positions. However, the implementation of such initiatives presents several hurdles. These include the necessity for comprehensive basic training and certification, ensuring the stability and security of the proposed database, and navigating potential concerns from labor unions. The article also raises important questions regarding worker acceptance of dynamic wages, the content and administration of training and certification programs, and the potential for broader optimization of labor market solutions. In conclusion, the article underscores the imperative for innovative approaches to address the persistent labor shortage in the hospitality industry. It suggests that applying revenue management principles could offer promising avenues for overcoming these challenges.

The hospitality sector grapples with a longstanding staffing shortage, exacerbated by factors such as Brexit and the COVID-19 pandemic. The industry has witnessed a significant exodus of workers, with 92,000 hospitality employees leaving the UK post-Brexit. These challenges underscore deeper-rooted issues within the sector, often revolving around organizational culture. One proposed solution involves leveraging revenue management strategies to introduce flexibility in wage management, particularly in departments such as housekeeping. By applying dynamic pricing principles to wages, hotels aim to make shifts more attractive to potential workers. Additionally, there is a call to reframe the perception of hospitality careers and emphasize their potential for rapid progression and diverse opportunities. Promoting hospitality in a positive light and highlighting career advancement prospects could help attract and retain talent. Creating a supportive work environment that prioritizes individual development and values alignment is crucial for fostering rewarding careers in hospitality. Emphasizing inclusive environments, career development opportunities, and work-life balance can contribute to building a positive work culture (Heo & Brenner, 2023). Strategic Solution Partners (SSP), in collaboration with Search Wide Global (SWG) and Sales Boost, has conducted the Talent Trends Study to address ongoing staffing challenges in the hospitality industry. This fourth edition of the study aims to offer a fresh perspective by focusing on reasons behind dwindling college enrollment, current workforce demands, motivations for leaving hospitality, and the impact of stricter immigration policies on overseas workers. It also provides guidance on improving the industry's image and evaluates creative strategies for talent attraction and retention. The respondent group includes contractors, hotel executives, and leading academics, ensuring varied and in-depth insights. The study emphasizes actionable solutions and tactics from influential stakeholders to alleviate staffing challenges and shape future solutions. Bill Scanlon, CEO of SSP, underscores the study's forward-looking approach, stating its aim to address present challenges while shaping tomorrow's solutions.

This report outlined strategic management practices such as effective communication, staff involvement, ongoing support, and recognition of successes are crucial for the successful implementation of these changes. Key metrics to measure the impact of these strategies include guest satisfaction scores, online review ratings, financial performance indicators, and employee satisfaction levels. The potential benefits of implementing these changes include improved guest satisfaction and loyalty, enhanced reputation and brand image, increased operational efficiency and productivity, higher employee morale and retention, and positioning the hotel as a leader in service excellence. An action plan addressing specific problems and implement the proposed solutions, including determining room layouts, implementing training programs, upgrading technology systems, revising policies, and initiating employee engagement initiatives. Overall, these recommendations and management changes aim to transform JW Marriott Grosvenor House into a leading hospitality destination known for its exceptional service and guest experiences.

Introduction

Hotel overview -With dynamic landscape of hospitality industry, the JW Marriott Grosvenor House London proudly stands as an emblem of luxury, tradition, and excellence. This report focuses to delve into the challenges faced by this esteemed property and propose strategic recommendations to address them effectively. Since its inception in 1929, Grosvenor House, once the residence of the Duke of Gloucester, has occupied a prestigious position four twenty bedrooms and suites across eight floors and seventy-three suites, luxurious accommodation options include the opulent Royal Suite, featuring exclusive access to an executive lounge, two bathrooms, dining rooms, a spacious living area, and an expansive walk-in closet, all spanning across 170 square meters. With sweeping vistas overlooking Hyde Park, this suite offers a regal and refined experience on Park Lane. The popularity of its associations with royalty, esteemed global figures, and celebrities, made it stand out as a prominent social nexus in London. Over the years, Grosvenor House has been the distinguished venue for numerous grand events, such as the Royal Caledonian Ball, The Russian Debutante Ball, and notably, for more than six decades, it has proudly served as the official venue for the BAFTA Awards as well.

Present situation- After pandemic this organization started suffering from post-pandemic effects specially in their human resource and training department such as the delivery of high-quality service, with front desk staff lacking the necessary expertise to handle complex guest inquiries effectively (Tripadvisor.com, 2024). This deficiency is compounded by inadequate employee engagement programs, resulting in low morale, high turnover rates, and diminished productivity. Moreover, the hotel's generalized guest service approach fails to provide personalized attention, leading to guest dissatisfaction and diminished perception of value (Tripadvisor.com, 2024). Billing errors and software disruptions further erode guest trust and satisfaction, resulting in frustration and negative perceptions of the hotel's financial practices (Tripadvisor.com, 2024). The weak value proposition exacerbates the situation, with guests perceiving overpricing and inadequate amenities relative to the price paid, resulting in decreased satisfaction and loyalty (Booking.com, 2024). Inconsistent quality of accommodation compounds guest dissatisfaction, with variations in room cleanliness, maintenance issues, and amenities impacting guest experiences negatively. Additionally, the hotel's unstructured policy of guest complaint resolution leads to delays and ineffective resolution, ultimately impacting guest satisfaction and loyalty. At last, an unstable working culture characterized by poor communication, low morale, and lack of cohesion between departments further diminishes employee engagement and service delivery (Booking.com, 2024). These multifaceted issues underscore the urgent need for strategic interventions to enhance HR practices, improve guest satisfaction, and foster a positive working environment within the hotel.

Vigilant Consultancy Firm- As a leading consultancy firm specializing in the hospitality industry, our firm brings a rich blend of expertise, experience, and strategic insights to the table. Drawing upon a diverse team of seasoned consultants, industry experts, and analytical tools, our firm adopts a collaborative approach to problem-solving, leveraging a qualitative methodology with observational data collection method to uncover hidden insights, identify key drivers, and develop actionable recommendations tailored to each client's unique needs and objectives. To comprehensively understand JW Marriott Grosvenor House London's challenges our corporate consultant, Mr. Alexander Romel, incorporated qualitative data collection strategies with immersive on-site visits, shadowing hotel staff, and observing guest interactions to gain nuanced insights. He crafted interview guides tailored to engage key stakeholders in candid discussions about their firsthand experiences, prevailing challenges, and innovative suggestions for improvements. Through these meticulously designed approaches, the consultancy endeavors to unearth invaluable insights, paving the path for strategic recommendations that address the hotel's unique needs and aspirations, we'll utilize strategic frameworks like- PESTEL Analysis examining political, economic, social, technological, environmental, and legal factors impacting the hotel industry then SWOT Analysis evaluating internal strengths and weaknesses alongside external opportunities and threats along with TOWS Matrix building on SWOT insights to devise strategies leveraging strengths, addressing weaknesses, seizing opportunities, and mitigating threats, fostering sustainable growth.

Analysis

JW Marriott Grosvenor House London is royal hotel with a reputation of excellence since 1929 but after the last renovation in 2015 and Covid-19 pandemic of 2020 this property is facing several operational challenges with increasing number of negative guest reviews gradually among multiple positive reviews. The issues can be briefly addressed as-

Lack of personalized and luxurious guest service - Guests reviewed they were provided, generalized guest services with lack of personalized attention, security breach, slow guest services, inconsistent quality of accommodation, billing errors, slow parking services with high fee, slow check in process, poor policy of guest complaint resolution etc. that did not make them feel luxury ambiance for which they paid premium price and expected from the hotel reputation. (TripAdvisor.com, 2024)

Unstable working culture- the front and back of the house departments are not aligned with poor management of cultural diversity, lack of experienced and skilled staff, high employee turnover rate etc. (Marriott.com, 2024)

In sum up, inefficient resolution of guest complaints and subpar service quality directly hampering the hotel's reputation, income, and overall scope of the hotel. Inappropriate response and feedback regarding guest complaints can lead to negative online reviews, damaging the brand reputation and deterring potential guests. Which can lead to result in decreased occupancy rates, lower revenue, and diminished market share. Additionally, unresolved complaints can lead to guest dissatisfaction, resulting in a loss of repeat business and potential referrals, further exacerbating the financial impact on the hotel.

AI Generated Summary of Guest Reviews (Tripadvisor.com, 2024)

Reviews summary

This summary was created by AI, based on recent reviews.

Powered by AI

Nestled near Hyde Park, the JW Marriott Grosvenor House London receives accolades for its sophisticated atmosphere and prime location, beloved by guests for easy access to shopping and dining. The hotel's cleanliness and amenities, such as the Executive Lounge and luxurious afternoon tea, are often praised, though some guests find the value lacking due to high prices and extra charges.

While the service is generally commended for its professionalism, instances of slow responses have been noted. Room experiences vary, with spacious suites available, but some guests report issues with design and maintenance.

[Jump to all reviews](#) ↓

 Location
Convenient

 Atmosphere
Sophisticated

 Rooms
Mixed

 Value
Expensive

 Cleanliness
Mixed

 Service
Inconsistent

 Amenities
Mixed

Negative Guest Reviews (Tripadvisor.com, 2024)

However, we thought the hotel was less convenient than expected for using the Underground to get around. The closest station is Marble Arch on the Central Line, which is about a five-minute, 0.3-mile walk directly up Park Lane. However, for many of the places we were going (which I believe were classic tourist spots), using Marble Arch required a transfer. It seemed faster in most cases to take the Elizabeth Line from Bond Street (which is on the same Central Line as Marble Arch, plus the Elizabeth Line) or Hyde Park Corner (on the Piccadilly Line). However, both Bond Street and Hyde Park Corner are each a 0.5-mile walk from the hotel. While both walks are pleasant, it was a drag in the winter to have to walk a half mile just to access the train. The JW Marriott wasn't inconvenient per se, but we much prefer staying at a hotel that is even closer to an Underground station, and would consider that a bit more carefully when planning future trips. We stayed at the regular Marriott Park Lane last time we were in London, which was very equivalent (if not nicer), despite not being a JW, but it's more convenient in being right at the Marble Arch Station, and the Marriott Grosvenor Square is another nearby Marriott that's much closer to the Bond Street Station.

Overall:

We had a disappointing stay at the JW Marriott Grosvenor House, which could have and should have been better. Our room was tiny, dark, and depressing, and the hotel just never delivered a luxury level of service. It was crowded all the time, and we never felt recognized or made to be a priority by the staff. The Executive Lounge and the location in a beautiful part of London were really the saving graces, but so many hotels in London could likely deliver that and more at a similar price point.

[Read less](#) ^

Date of stay: December 2023

Trip type: Traveled with family



Value

Service



Location



Gemma C wrote a review Mar 2024

1 contribution • 2 helpful votes

...



Unauthorised charges

Wouldn't stay here - I recently stayed at the JW Marriott on park lane for a 3 day conference in a pre-paid room, didn't spend anything whilst there, only to find the hotel helped themselves to a £39 tip off my card after checkout. I also had to chase them for my money back.

[Read more](#) v

Date of stay: February 2024

However, we thought the hotel was less convenient than expected for using the Underground to get around. The closest station is Marble Arch on the Central Line, which is about a five-minute, 0.3-mile walk directly up Park Lane. However, for many of the places we were going (which I believe were classic tourist spots), using Marble Arch required a transfer. It seemed faster in most cases to take the Elizabeth Line from Bond Street (which is on the same Central Line as Marble Arch, plus the Elizabeth Line) or Hyde Park Corner (on the Piccadilly Line). However, both Bond Street and Hyde Park Corner are each a 0.5-mile walk from the hotel. While both walks are pleasant, it was a drag in the winter to have to walk a half mile just to access the train. The JW Marriott wasn't inconvenient per se, but we much prefer staying at a hotel that is even closer to an Underground station, and would consider that a bit more carefully when planning future trips. We stayed at the regular Marriott Park Lane last time we were in London, which was very equivalent (if not nicer), despite not being a JW, but it's more convenient in being right at the Marble Arch Station, and the Marriott Grosvenor Square is another nearby Marriott that's much closer to the Bond Street Station.

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[Read less](#) ^

Date of stay: December 2023

Trip type: Traveled with family



Value

Service



Location

SWOT Analysis

SWOT analysis is conducted to systematically evaluate the Strengths, Weaknesses, Opportunities, and Threats of a business or project. It provides structured framework for assessing internal capabilities and external factors, aiding in strategic planning and decision-making process.

SWOT Analysis of J W Marriott Grosvenor House

Strengths	Weaknesses
- An integral aspect of regal heritage. - Offers outstanding dwelling environment, gourmet experience, and expansive vistas overlooking Hyde Park. - Famous London attractions like- Bond Street, Knightsbridge, Regent Street, Buckingham Palace, V&A, Natural History & Science museums, and the West End can be conveniently explored due to being closer from our doorstep. (Marriott.com, 2024) - Prominent location with short distance from marble arch and bond street station. - The Great Room and Ballroom of this landmark property have a rich history of hosting prestigious national events, including the Pride of Britain Awards, Royal Caledonian Ball. - Proud to have Green Key certification, for being eco-friendly business. - With more than 100 years of combined experience, our concierge team	- Guest complaint and resolving process has been reviewed as weak by the guest reviews. (TripAdvisor.com, 2024) - Most of superior king rooms are reviewed as smaller and darker accompanied with no windows than expectation by guests. - Complaints about their faulty account bills with slow check out procedure. - Lack of personalized attention from guest service or F&B service personnel. - High Operating Costs: Maintaining a historic property and providing luxury amenities entail significant operating costs, including maintenance, staffing, and marketing expenses, potentially impacting profitability. - Hospitality industry of London is fiercely competitive, with numerous luxury hotels fighting for market share, posing challenges in terms of pricing, differentiation, and customer retention. - Due to being dependent on tourist demand Grosvenor House's business may be susceptible to fluctuations in market

provides personalized experiences to enhance guest experience. - Certified by Green Key and for being committed to sustainability. by being greener for future and not sending any waste to landfills, saving water and energy, reducing our carbon footprint, responsibly sourcing materials, completely eliminating plastic straws, and using fewer single-use plastics.	trends like-tourist arrivals and economic conditions, particularly during periods of geopolitical instability or global crises. - Due to legacy Systems: the property may be a bit reluctant to modern technologies and systems, as legacy infrastructure that can hinder operational efficiency and innovation.
Opportunities	Threats
- Expanding market by diversifying into new markets to capitalize on growing demand for luxury hospitality experiences - Investing on technological advancement by digital platforms can enhance guest engagement, streamline operations, and create new revenue streams through personalized marketing and virtual experiences. - Focusing more on inventing eco-friendly practices and obtaining sustainable advantage for establishing itself as industry leader and sustainable brand reputation. - Collaborating with local businesses, event organizers, or cultural institutions can create mutually beneficial opportunities for cross-	- Key competitors: Landmark London, Londoner, Royal Lancaster (Booking .com, 2022) - Covid-19 pandemic created manpower crisis also Changed immigration laws. - Global political crisis as Ukraine-Russia war, recession etc. are hindering social stability (Bharwani & et all, 2021) - Enhanced operational cost due to price hike of raw materials, fuel can impact into less profitability (Marriott.com, 2024). - Changes in government regulations, taxation policies, or visa requirements may affect international travel patterns and hotel operations, creating compliance challenges. - Recruiting and retaining skilled hospitality professionals also maintaining cultural differences can be challenging,

promotion, package deals, and exclusive experiences, expanding the hotel's reach and appeal - Targeting niche segments such as luxury travellers, corporate retreats, or wellness tourism can enable the hotel to differentiate itself from competitors and command premium pricing - Continuously enhancing guest experiences through innovative dining concepts, unique amenities, and curated events can foster guest loyalty, drive positive reviews, and generate word-of-mouth referrals	due to being competitive market, with increased labour costs, vulnerable service quality, and operational disruptions.
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Strengths and opportunities are the positive factors then weakness and threats are the negative factors in the below mentioned SWOT analysis of the J W Marriott Grosvenor House. Briefly Grosvenor House boasts a rich heritage and prime location, offering guests exceptional experiences and convenient access to renowned London attractions. However, guest complaints about service quality and room conditions pose challenges, alongside high operating costs and fierce competition in London's hospitality market. To capitalize on opportunities, the hotel can invest in technological advancements, eco-friendly practices, and niche market segments, while mitigating threats such as global crises, regulatory changes, and staffing issues. By addressing weaknesses, leveraging strengths, and strategically pursuing opportunities, Grosvenor House can enhance its competitiveness and sustain long-term success in the dynamic hospitality industry.

TOWS Analysis

TOWS analysis is conducted to systematically evaluate an organization's internal strengths (SO) and weaknesses (ST) in conjunction with external opportunities (WO) and threats (WT), allowing for strategic planning that maximizes strengths, minimizes weaknesses, exploits opportunities, and mitigates threats. It helps identify strategic actions that capitalize on strengths to exploit opportunities (SO), address weaknesses to avoid threats (ST), leverage opportunities to overcome weaknesses (WO), and develop contingency plans to mitigate threats (WT)

Strengths/Opportunities (SO):

- Leverage regal heritage and prominent location to attract affluent clientele seeking luxury experiences (Strength) (Marriott.com, 2024).
- Invest in technological advancement to enhance guest engagement and streamline operations, aligning with the growing demand for digital experiences (Opportunity).
- Build on the Green Key certification and commitment to sustainability to further enhance brand reputation and differentiate from competitors (Strength).
- Collaborate with local businesses and cultural institutions to create exclusive packages and experiences, tapping into niche markets and expanding the hotel's appeal (Opportunity).
- Utilize the experienced concierge team to curate personalized experiences for guests, enhancing guest satisfaction and loyalty (Strength) (Marriott.com, 2024).
- Expand market presence by diversifying into new markets and target segments, capitalizing on the growing demand for luxury hospitality experiences (Opportunity).

Strengths/Threats (ST):

- Utilize regal heritage and prestigious location as a competitive advantage against key competitors such as Landmark London and Royal Lancaster (Strength) (Booking.com, 2022).
- Leverage the Green Key certification and sustainability initiatives to mitigate operational costs and enhance profitability amidst rising operational costs and raw material prices (Strength) (Marriott.com, 2024).
- Enhance guest complaint resolution processes and address room-related issues to mitigate negative reviews and maintain competitive positioning (Weakness).
- Invest in staff training and cultural competency programs to address challenges in recruiting and retaining skilled hospitality professionals, ensuring service quality amidst labor market competitiveness (Weakness).
- Strengthen partnership networks to mitigate the impact of changing government regulations and geopolitical crises on international travel patterns and hotel operations (Threat).

- Implement cost-effective strategies to mitigate operational costs and maintain profitability amidst global economic uncertainties and potential recessionary pressures (Threat) (Marriott.com, 2024).

Weaknesses/Opportunities (WO):

- Address guest complaints and improve personalized attention to capitalize on opportunities for enhancing guest experiences and fostering loyalty (Weakness).
- Invest in room renovations and upgrades to address guest concerns about room size and amenities, aligning with opportunities to attract luxury travelers seeking premium accommodations (Weakness).
- Explore eco-friendly practices and sustainable initiatives to turn weaknesses related to legacy systems and operational inefficiencies into advantages, enhancing brand reputation and attracting environmentally conscious guests (Weakness).
- Invest in technology upgrades and digital platforms to address weaknesses in legacy systems and enhance operational efficiency, aligning with opportunities for technological advancement and guest engagement (Weakness).
- Develop comprehensive training programs and employee retention strategies to address weaknesses in personalized service and staff turnover, aligning with opportunities for targeting niche segments and fostering guest loyalty (Weakness).

Weaknesses/Threats (WT):

- Implement proactive guest complaint resolution processes and streamline check-out procedures to mitigate vulnerabilities related to negative reviews and guest dissatisfaction (Weakness).
- Strengthen revenue management strategies and cost-control measures to mitigate vulnerabilities related to high operating costs and competitive pressures from key competitors (Weakness) (Booking.com, 2022).
- Invest in technology upgrades and staff training to mitigate vulnerabilities related to legacy systems and workforce management challenges amidst changing immigration laws and geopolitical crises (Weakness) (Bharwani et al., 2021).
- Diversify revenue streams and target niche segments to mitigate vulnerabilities related to dependency on tourist demand and economic uncertainties, ensuring resilience amidst global economic downturns and geopolitical instability (Weakness) (Marriott.com, 2024).
- Strengthen partnerships with local businesses and event organizers to mitigate vulnerabilities related to changes in government regulations and taxation policies, ensuring adaptability to evolving compliance requirements (Weakness).

PESTEL Analysis

PESTEL analysis is conducted to assess the external factors that may impact a business or industry, including political, economic, social, technological, environmental, and legal factors. It helps organizations understand the broader macro-environmental influences that could affect their operations, strategies, and decision-making processes.

PESTEL Analysis of J W Marriott Grosvenor House

Macro Environmental Factors	
P (Political)	▪ Restricted international travel tough accessibility for global tourists due to health risk and pandemic effect. (Bharwani & et al, 2021) ▪ BREXIT changing travel rules. (French, S., 2018) ▪ Tourism tax ▪ Compliance with local and government regulations regarding hospitality, labor laws, and health and safety standards. (Papatheodorou & Rossides, 2017). ▪ Political stability of UK, is essential which affects tourism and business travel to London (WTO, 2018).
E (Economic)	▪ Economic conditions in the UK and globally affecting consumer spending on luxury hospitality services (Euromonitor International, 2020) ▪ European tourist market is shrinking due to risky factors. ▪ Increased inflation rate (Breinlich <i>et Al.</i> 2022) ▪ Price hike of regular necessity which causes less disposable income. ▪ Dissatisfactory pay scale for hospitality staff ▪ Fluctuations in currency exchange rates impacting international tourism and hotel revenues ▪ Unstable GDP growth of UK

S (Social)	▪ Changes in demographics, such as aging populations or increasing diversity, are influencing guest preferences and demands (Chathoth et al., 2016). ▪ Evolving consumer lifestyles and preferences towards tourist experiences, wellness, and sustainability influencing hotel offerings (Deloitte, 2019). ▪ Tourist price sensitivity is enhancing due to price hike of regular commodities. ▪ Increased air fare with other travel costs are demotivating the tourists (Bharwani & et al, 2021) ▪ Risk of contagious diseases spread.
T (Technological)	▪ Integration of digital transformation by technological changes can enhance guest experiences, such as mobile check-in, room controls, and personalized services (Sigala, 2020). ▪ Implementation of robust cybersecurity measures to protect guest data and maintain trust is crucial for retaining guests. (Albrecht et al., 2019). ▪ Communicating with guests by social media & websites (Jayawardena & et all, 2022) ▪ Guest communication can be quicker and smoother by booking, reservation and payment websites, apps.
E (Environmental)	▪ Adopting eco-friendly practices, renewable energy sources, and waste reduction strategies and recycling to minimize environmental impact (Lee et al., 2019). ▪ Mitigating extreme weather risks and adapting climate change can affect travel behaviour and destination choices (Amelung & Nicholls, 2014).
L (Legal)	▪ Meeting compliance with employment laws and regulations governing working conditions, wages, and employee rights (Rees et al., 2020).

	▪ Following to health and safety standards to ensure guest and employee well-being, especially in response to pandemics like COVID-19 (Hua et al., 2021). ▪ Complicated immigration or tourist VISA policy.
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The management recommendations need to focus on the above stated external factors for making business decisions and corporate strategies according to market trends and situations.

Recommendations and Management Change

The problems that are being outlined from J W Marriott Grosvenor House are discussed below-

- **Absence of Skilled and Experienced Manpower:** Refers to the lack of qualified and experienced employees within the hotel workforce, leading to challenges in delivering high-quality service and maintaining operational excellence. Guest stated, front desk staff may lack the necessary training and expertise to handle complex guest inquiries or resolve issues effectively, resulting in aggressive behavior from front desk agent towards a guest during a critical issue.
- **Inadequate Employee Engagement Programs:** Denotes the insufficiency or ineffectiveness of initiatives aimed at fostering employee motivation, satisfaction, and commitment, resulting in low morale, high turnover rates, and diminished productivity.
- **Generalized Guest Service:** Describes the practice of providing standardized or one-size-fits-all service to guests, rather than personalized attention and tailored experiences, leading to guest dissatisfaction and diminished perception of value. Several guests reported receiving generic responses to inquiries or complaints, rather than tailored solutions or gestures that demonstrate an understanding of their unique preferences or concerns.
- **Billing Errors or Software Disruptions:** Encompasses instances of inaccuracies or discrepancies in guest billing, often attributed to technical glitches or software malfunctions, resulting in guest frustration, distrust, and potential financial loss for the hotel. Guest complained about facing unexpected charges on their bills due to system glitches or errors in processing payments, resulting in frustration and a negative perception of the hotel's financial practices.
- **Weak Value Proposition:** Refers to the hotel's inability to effectively communicate and deliver compelling value to guests, leading to perceptions of overpricing, inadequate amenities, or subpar service relative to the price paid, resulting in decreased guest satisfaction and loyalty. Guests felt like- the renowned property does not offer sufficient value for the premium prices charged, particularly if they encounter issues such as high parking fee still dissatisfactory service experiences.
- **Inconsistent Quality of Accommodation:** Indicates variations or discrepancies in the standard and condition of guest accommodations, including room cleanliness, maintenance issues, and amenities, resulting in guest dissatisfaction and negative reviews. While some guests enjoy spacious and well-appointed rooms, others encountered issues such as outdated furnishings, malfunctioning fixtures, or dark and small rooms than expectations caused disparity in guest experiences.
- **Unstructured Policy of Guest Complaint Resolution:** Characterizes the absence of clear guidelines or procedures for addressing guest complaints, leading to delays, misunderstandings, and ineffective resolution of guest issues, ultimately impacting guest satisfaction and loyalty. Guests encountered challenges in receiving timely responses to complaints, leading to frustration and a perception that their feedback is under-valued.

- **Unstable Working Culture:** Describes a work environment characterized by poor communication, low morale, and lack of cohesion between departments, often stemming from issues such as cultural diversity mismanagement, high turnover rates, and ineffective leadership, leading to diminished employee engagement and suboptimal service delivery. In a hospitality property the departments are interconnected but due to poor diversity management the HR recorded multiple employee conflicts that's why co-ordination between departments are unaligned.

The causes of the outlined problems for J W Marriott Grosvenor House-

- **Inadequate Training:** Staff may not receive sufficient training on providing personalized guest service, leading to a standardized approach rather than tailoring services to individual guest needs and preferences.
- **Staffing Issues:** High turnover rates and inexperienced staff may contribute to a lack of understanding or ability to deliver personalized service, resulting in inconsistencies in accommodation quality, billing errors, and slow service processes.
- **Management Priorities:** Management may prioritize operational efficiency over guest-centric service, leading to a focus on completing tasks quickly rather than prioritizing guest satisfaction and personalized attention.
- **Poor Management of Cultural Diversity:** Ineffective management of cultural diversity can lead to communication barriers, misunderstandings, and conflicts between front and back of the house departments, undermining collaboration and teamwork.
- **High Employee Turnover:** A high turnover rate indicates underlying issues such as inadequate training, lack of career development opportunities, or dissatisfaction with the working environment, contributing to an unstable working culture and inconsistency in service delivery.
- **Lack of Experienced and Skilled Staff:** Insufficient investment in recruitment, training, and development of staff can result in a workforce lacking the necessary skills and experience to meet guest expectations and perform effectively in their roles

The issues faced by JW Marriott Grosvenor House London encompass a wide scope, affecting various aspects of the hotel's operations and guest experience. The absence of skilled and experienced manpower leads to challenges in delivering quality guest service across departments, compounded by inadequate employee engagement programs that impact staff morale and productivity. Guests often receive generalized service, lacking personalized attention, which diminishes the hotel's reputation and repeat business. Billing errors and software disruptions erode guest trust and satisfaction, while a weak value proposition may deter potential guests and impact revenue. Inconsistent accommodation quality further exacerbates guest dissatisfaction, resulting in negative reviews and reduced repeat business.

Moreover, an unstructured policy of guest complaint resolution and an unstable working culture contribute to inefficiencies and conflicts, ultimately affecting employee engagement and service delivery throughout the organization. These multifaceted issues require strategic interventions to improve HR practices, enhance guest satisfaction, and uphold the hotel's reputation in the competitive hospitality industry.

The Recommendations to overcome the problems of J W Marriott Grosvenor House-

- **Revised Complaint Resolution Policy:** The revised Complaint Resolution Policy at JW Marriott Grosvenor House London should focus to streamline and improve the process of addressing guest concerns and complaints to enhance guest satisfaction and loyalty. The policy emphasizes proactive communication, prompt resolution, and personalized attention to guest needs. It includes clear guidelines for staff on handling complaints professionally, empowering them to take ownership of guest issues and provide timely and effective solutions. Additionally, the policy incorporates feedback mechanisms to capture guest input and track resolution outcomes, facilitating continuous improvement and ensuring a consistent and exceptional guest experience through building better guest relationship.
- **Enhance Staff Training Programs:** Implement comprehensive training programs focusing on guest complaint resolution, service excellence, and communication skills. Provide ongoing coaching and feedback to staff to improve their ability to address guest concerns effectively. Partner with external training providers, if necessary, to design customized training modules tailored to the hotel's specific needs. Time Frame: 3 months. Budget: £20,000.
- **Implement Technology Solutions:** Invest in technology upgrades, such as a guest feedback management system, to streamline the complaint resolution process and facilitate timely responses to guest feedback. Utilize data analytics to identify trends and areas for improvement. Collaborate with IT vendors to customize the system and provide staff training on its use. Time Frame: 6 months. Budget: £30,000.
- **Revise Guest Service Policies:** Review and revise guest service policies to prioritize personalized attention and proactive problem-solving. Empower staff to take ownership of guest issues and provide them with the authority to resolve complaints promptly. Communicate policy changes to all staff through training sessions and updated employee handbooks. Invest in software tools or platforms for collecting and analyzing guest feedback. Train staff on how to use these tools effectively and integrate feedback analysis into regular operational meetings. Time Frame: 6 months. Budget: £25,000.
- **Enhance Feedback Collection:** Implement a multi-channel feedback collection system, including guest surveys, comment cards, and online review monitoring, to capture guest feedback effectively. Analyze feedback data regularly to identify areas for improvement and implement corrective actions.

- **Promote Employee Engagement:** Foster a culture of employee engagement and empowerment by soliciting staff input, recognizing and rewarding exceptional service, and providing opportunities for career development and advancement. Monitor employee feedback and adjust initiatives as needed. Time Frame: Ongoing. Budget: £5,000 per quarter then, £20000 a year.

Total budget for recommendations seem £1,30,000- £2,00,000 as the associated costs are essential and relevant to the size and brand of the hotel, considering its revenue-generating capacity and the potential long-term benefits of service investments.

The proposed strategic management practices for J W Marriott Grosvenor House-

- **Implementing Dynamic Revenue Management:** One managerial practice identified involves leveraging revenue management strategies to introduce flexibility in wage management. By adopting dynamic pricing principles and adjusting wages based on labor demand fluctuations, particularly in departments such as housekeeping, hotels can enhance the appeal of shifts for prospective employees. This practice involves actively monitoring labor demand and adjusting wages accordingly to attract and retain talent. Provide ongoing support and resources to staff during the transition period, including access to training materials, coaching, and mentoring.
- **Establishing a National Database of Hospitality Workers** by collaborating with strategic partners: Another managerial practice suggested is the establishment of a national database of hospitality workers. This database would serve to incentivize career advancement by offering differentiated wages based on qualifications and performance evaluations. By centralizing information on hospitality workers, hotels can better identify and reward talented employees, fostering a culture of recognition and advancement.
- **Promoting Positive Organizational Culture:** A third managerial practice involves reframing the perception of hospitality careers and emphasizing their potential for rapid progression and diverse opportunities. Promoting hospitality in a positive light and highlighting career advancement prospects can help attract and retain talent. Creating a supportive work environment that prioritizes individual development and values alignment is crucial for fostering rewarding careers in hospitality. Emphasizing inclusive environments, career development opportunities, and work-life balance can contribute to building a positive work culture. Managers can actively promote these aspects of organizational culture to enhance employee satisfaction and retention.

Through these managerial changes, a positive behavioral change is expected among employees and in the potential hospitality labor market. The national data base will help them to be identified, communicated, trained and groomed through employers, industry leaders and governmental hospitality authorities. Besides it will assist them to develop a community and networking which

will eventually make them inspired and connected with each other. A major driving factor for developing hospitality employment quality the revenue management can actually lead to wage management which will offer them income security and improved life standard. Enriched income level, living standard, community standard will help them to develop morally and socially with culture and diversity that can actually benefit this property to rebuild their organizational culture.

The potential metrics for suggested strategic management practices of J W Marriott Grosvenor House-

- Monitor guest satisfaction scores, online review ratings, and guest feedback trends to measure the impact of the recommended strategies on service quality and guest perception.
- Track key performance indicators (KPIs) such as occupancy rates, Average Daily Revenue, and Revenue Per Available Room to assess the financial impact of the changes on hotel revenue and profitability.
- Conduct regular staff surveys and focus groups to gauge employee satisfaction, engagement levels, and perceptions of the effectiveness of the implemented changes.

The Potential Benefits from recommendations of J W Marriott Grosvenor House-

- Enhanced reputation and brand image, positioning the hotel as a leader in service excellence and guest experience.
- Increased operational efficiency and productivity, resulting in cost savings and improved financial performance.
- Becoming the brand and industry leader through chasing continuous improvement by innovative strategic guest service mechanisms.
- Talent Identification and Recognition: Establishing a centralized database allows hotels to identify and recognize talented employees more effectively, fostering a culture of appreciation and advancement.
- Streamlined Recruitment Process: Access to a national database simplifies the recruitment process by providing hotels with a pool of qualified candidates, reducing time and resources spent on hiring.
- Enhanced Career Development Opportunities: Differentiated wages based on qualifications and performance evaluations incentivize employees to invest in their professional growth, leading to enhanced career development opportunities and long-term retention. Increased Talent Attraction and Retention: Adjusting wages based on labor demand fluctuations can make shifts more attractive for prospective employees, leading to better recruitment outcomes and higher retention rates.
- Optimized Labor Costs: By aligning wages with demand, hotels can better manage their labor costs, ensuring that staffing levels are sufficient during peak periods while avoiding unnecessary expenses during low-demand periods.

- Improved Employee Morale: Offering competitive wages based on demand can boost employee morale and satisfaction, as workers feel valued and fairly compensated for their work. Increased operational efficiency and productivity, resulting in cost savings and improved financial performance.

Action Plan

Problem	Solution	Desired Outcome	Time Scale	Conclusion
Inconsistent quality of accommodation- Some room categories are smaller than guest expectation.	Determining the rooms that are complained as small & other similar sized rooms then identifying the new layouts of the rooms to seem spacious.	Consistent quality of accommodation with satisfied guests	3 month	£50,000
Training Program Implementation	Determining the exact number of employees needed in both departments (10 employees each) whether they need to be contractual (on-call basis) or permanent employees Allocate resources for the development and implementation of training programs. Partner with external training organizations.	Quick and timely service operation to attain guest satisfaction	3 month	£20000
Technology Upgrade –for avoiding billing errors or software disruption..	Research and procure a guest feedback management system that aligns with the hotel's requirements and budget. Collaborate with IT vendors to customize the system	Positive interaction while leaving hotel helps to enhance guest experience that helps guest retention.	6 Months	£30000
Policy Revision for Complaint Resolution and	Convene a cross-functional team comprising HR,	Convenient method of identifying the malfunctions or	6 Months	£25000

Guest Feedback Evaluation	operations, and guest services to review and revise guest service policies. Invest in software tools or platforms for collecting and analysing guest feedback. Train staff on how to use these tools effectively and integrate feedback analysis into regular operational meetings	errors of property or guest service procedure that can be dealt with caution that enhances the chance of getting more smooth service operations.		
Employee Engagement Initiatives for developing positive working culture.	Design employee engagement events through formal-informal corporate activities. Organizing mental development, spiritual sessions, cultural exchanging activities to promote team bonding.	To attain higher productivity, corporate bonding that will eventually improve employee turnover rate, conflict resolution which will eventually improve profitability of the property.	Running	£20,000
Implementing Dynamic Revenue Management initiatives for promoting positive organizational culture	Adopting dynamic pricing principles for wage management, particularly in departments like housekeeping. Investment in software and technology for monitoring labour demand and adjusting wages depending on the scale and complexity of the system.	To achieve higher employee satisfaction level, decreased turnover rate with higher productivity and less corporate conflict.	6-12 Months	£10,000 - £50,000
Establishing a National Database of Hospitality Workers	Development of the database platform, management and maintenance then marketing and promotion of the database.	To build a safe networking community for hospitality labour market.	12-20 Months	£20,000 - £,100,000

Conclusion

The findings of this consultancy report shed light on critical issues affecting JW Marriott Grosvenor House London's hospitality operations, particularly in the areas of guest service and organizational culture. Through an analysis of guest reviews and HR departmental challenges, several key insights have emerged, highlighting the importance of addressing these issues to enhance guest satisfaction and operational efficiency. Reviewing guest feedback revealed significant concerns regarding the lack of personalized guest service and inconsistent service delivery. Guests reported experiencing issues such as billing errors, slow check-in processes, and poor complaint resolution, all of which contributed to a subpar guest experience. Additionally, the unstable working culture within the hotel, attributed to factors such as poor management of cultural diversity and high employee turnover rates, further compounded these challenges. For addressing these issues, several recommendations were proposed, such as- enhancing staff training programs, implementing technology solutions, revising guest service policies, promoting employee engagement, and fostering a culture of continuous improvement. These recommendations aim to empower staff to deliver personalized guest service, improve communication and collaboration between departments, and create a positive working environment conducive to employee satisfaction and retention. Implementing innovative strategies such as dynamic revenue management and establishing a national database of hospitality workers offers several benefits to hotels. Firstly, these initiatives enhance the hotel's reputation and brand image by positioning it as a leader in service excellence and guest experience. Secondly, they drive increased operational efficiency and productivity, leading to cost savings and improved financial performance. Moreover, by prioritizing continuous improvement and innovative guest service mechanisms, hotels can become industry leaders, setting new standards for excellence. Additionally, these practices facilitate talent identification and recognition, streamline the recruitment process, and provide enhanced career development opportunities, ultimately leading to increased talent attraction and retention. By optimizing labor costs and improving employee morale through competitive wages, hotels can further strengthen their position in the market and drive sustainable growth. As a consultancy firm, we are grateful for the opportunity to collaborate on this project with JW Marriott Grosvenor House London. We recognize the importance of addressing these challenges to drive positive outcomes for the hotel and its guests. Our team remains committed to supporting the hotel in implementing the recommended strategies and fostering a culture of excellence in hospitality service.

Briefly, the report's findings highlight several key areas for improvement within HR practices of JW Marriott Grosvenor House London. These include addressing issues related to personalized guest service, cultural diversity management, and complaint resolution policies. By implementing strategic interventions such as enhanced training programs, recruitment and retention strategies, and streamlined complaint resolution processes, the hotel can enhance service quality, guest satisfaction, and corporate culture. My special gratitude to JW Marriott Grosvenor House London for their collaboration on this project. Your commitment to continuous improvement and dedication to delivering exceptional guest experiences are commendable. I look forward to the possibility of future collaboration to support your ongoing efforts to elevate brand standards.

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