

## Skills for the Workplace

### Module Assignment Submission

|                 |                               |
|-----------------|-------------------------------|
| Student Name:   | MIJANUR RAHMAN                |
| Student Number: | 1604573                       |
| Module No:      | BMSK6004                      |
| Module Title:   | Strategic Management for SMEs |

#### Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

## Table of Contents

|                                                                                                   |           |
|---------------------------------------------------------------------------------------------------|-----------|
| <b>Introduction .....</b>                                                                         | <b>3</b>  |
| <b>Introduction of the organization .....</b>                                                     | <b>5</b>  |
| <b>Strategic analysis .....</b>                                                                   | <b>8</b>  |
| <b>PESTLE analysis for the identification of the macro environment of the organization.....</b>   | <b>9</b>  |
| <b>Five forces framework, defining strategic groups and critical success factors .....</b>        | <b>11</b> |
| <b>Resource, competence and strategic capability .....</b>                                        | <b>13</b> |
| <b>VRIO and strategic capacity analysis for achieving sustainable competitive advantage .....</b> | <b>15</b> |
| <b>SAFe Analysis for Strategic evaluation and selection of Hotel café royal.....</b>              | <b>16</b> |
| <b>Key Findings.....</b>                                                                          | <b>17</b> |
| <b>Conclusion .....</b>                                                                           | <b>19</b> |
| <b>Recommendation.....</b>                                                                        | <b>20</b> |
| <b>References.....</b>                                                                            | <b>21</b> |

## Introduction

A Strategic management including an effective plan with the vision, mission, defined operational, roles, responsibilities of the organization and its different employees and Human resource to achieve those vision and mission is the prior condition for the development of the organization. For this, the strategic management for the SMEs is needed and there is a huge scope to implement and apply the strategic management actions in the sector for their development. This assignment is about that implementation and understanding the strategic management in the context of the SMEs (Jukić, 2019).

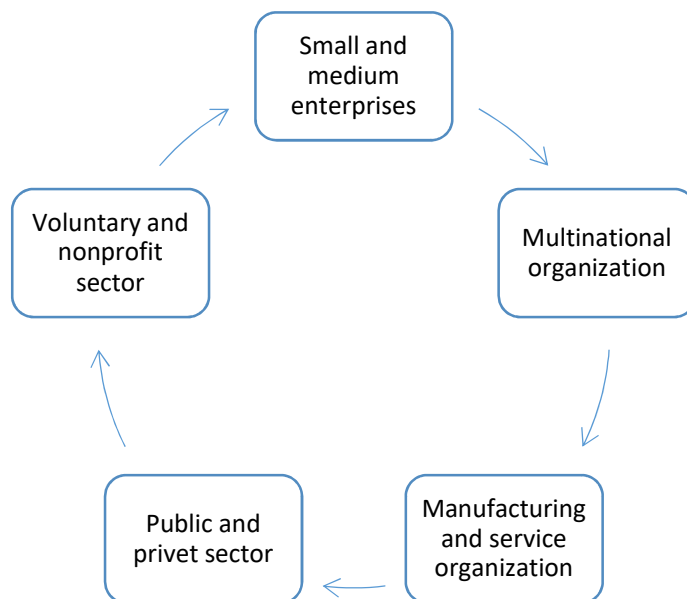
Strategic management refers to the process and a continuous effort of planning for the organizational activities for any specific project or other efforts along with the continuous monitoring and assessment of the process for the achievement of the predefined vision and mission of the organization that would ensure the development of the organization. Strategic management can also be addressed as the technical functions and plan for the achievement of the organizational goals and objective in this context that requires some strategic steps with high analysis and assessment of the expected outcome and result. In this strategic planning and management process, there are some steps followed mainly by the organization (Sax and Andersen, 2018).

To make an organization successful in the platform in this competitive world, a plan for the effective operation and service and outcome is very much important for that organization. Without a good and effective plan, no organization is going to succeed in the market and improve their organization. There are huge numbers of organization and business enterprises all over the world. Among them, the Small and medium-sized enterprise those are well known as the SMEs are more in numbers than other organization. For example, the hotel, restaurant, bakery, small production company and many other organizations in small context are the SMEs (Mukwasi and Seymour, 2012).

In this assignment mainly the strategic management in the context of the SMEs is going to be analyzed in the total assignment. A critical analysis of the resources of the Hotel café royal, London will take place and based on the analysis it would be discussed how the strategic management works in the organization. Because it is a renowned organization of SMEs and their methods and strategic of the business and other activities and strategic management and operation may be good help and

example for the other SMEs all over the world. So, this is the main focus of the assignment to identify the basics of the strategic management and how it could be applied in the context of the SME like Hotel Café Royal London.

### **Different context of strategic management where it can be applied**



### **Introduction of the organization**

Hotel cafe royal London is one of the oldest hotels and restaurant and SME in London. The restaurant was first established in 1865 with great hope and aspiration. This is now mainly a five-star hotel and restaurant that is running their service and business with goodwill.

It was before only a restaurant and people came here only to eat and have different types of food. In 2008, the restaurant was closed and all of the elements were sold in the auction. After some years the restaurant was restored and, a hotel with great opportunities and facilities were added with the restaurant and it is now going well in the United Kingdom that tells about a success story to all of the SMEs throughout the world (Hotelcaferoyal.com, 2019).

**Location:** The restaurant and the five-star hotel is situated in Regent Street in Piccadilly, London it is a very nice place. Everyday many people from inside and outside from the country come here and take the service of the organization that is a positive impact for the organization (Tripadvisor.com, 2019).

**Vision & Mission:** The mission of the organization to make the hotel the best hotel and restaurant in London. With this mission, the owner of the hotel and the employees and other entities of the organization are going forward for many years. The vision and objectives of the organization to provide the best service with great facilities, great opportunities and advantage. Wiling the offers to attract more customers, service holders to have the facilities and service of the organization and be satisfied that will increase the goodwill of the organization along with earning more profit also gradually it will make the hotel, as the best hotel and restaurant in London (Wegoplaces, 2019).

**Values:** As the organization is very much aware of the long-term reputation and achievement in the city of London and they want to see themselves at the bet position, the organization follows some important values like the quality of the service, pure food service to the customers and the people coming from here and there. The caters and the employees of the hotel are also very much polite and friendly and well mannered. They want to always satiate the consumers with their quality and good presentation of the service.

**Offerings:** The facilities and offerings of the hotel royal Café are very much distinct from other organization that has made them very much reputed in London. There are more than 160 rooms in the hotel and all of them are very much well decorated and beautiful. There are facilities for conventional and wedding and

another program in the hotel. The hotel has good dining and great facilities for the guest and reception of guest and ceremony in the hotel. The suite packages and the spa escapes in the hotel are also very much famous in the hotel.

**Revenues:** In the last year the organization achieved £4m Improvement in the revenue of the organization. And it was observed that there are no other organization had an improvement like this hotel. So, this was a great achievement by the organization and it showed the way that they can achieve their vision and mission.

## **Stakeholder mapping for the organization**

An organization cannot be run alone. There must be different stakeholders who help the organization in many ways. All the entities that are in anyhow to engage with the organization are the stakeholders of the organization (Fletcher et al., 2003). The stakeholders of the Hotel Café Royal London are:

**Investors of the organization:** Investors of the organization is the most important stakeholders. As the organization is getting popular day by day, the investors of the organization are increasing day by day. Different businessman and different organization invest in the hotel through cash sometimes through other means like hotel management and development.

**Employees of the organization:** There are a huge number of employees working in the organization. As they are the nucleus of the organization, they cannot be ignored. Because the organization is being run through the best effort of them.

**Customers of the organization:** The customers and tourists and businessman, other people from outside or inside the country are going to the place and taking the hotel and food service from the organization. These customers are also important stakeholders of the organization.

**Suppliers of the food ingredients & Suppliers of the decorative furniture's:** Everyday a huge amount of vegetables, fish, meat and other food ingredients are used in the organization and also the hotel is decorated with great furniture set up that is provided by the suppliers of the organization. They are also important stakeholders of the organization.

**Government organization & Media:** Government always support these types of the organization as it contributes to the economic growth of the country. On the other hand, media in Europe, Asia and the USA are also helping the organization rough raising the advertisement of the hotel and about their reputation, they are also important stakeholders of the organization.

## Strategic analysis

Strategic management and plan related to strategic management are very much important in terms of the SMEs. But this management includes from the identification of the visions, objectives, Goals, analysis of the organizational resource and condition for the organization to the organizational structure and the overall management of the organizational activities for the expected outcome.

There are many ways to analysis the organization condition through analysing the influence of the internal and external environment of the organization, resources and other situation that could be used for the overall strategic management within the setting of the organization for the effective management of the organization (Contributions Published in Strategic Analysis in 2017, 2018).

## PESTLE analysis for the identification of the macro environment of the organization

Some external environmental factors can influence and impact the organizational activities and growth of the organization positively or negatively. To identify those factors that can impact on the Hotel Café Royal London, we can use the idea of the PESTLE analysis:

**Political:** Some political factors can influence or affect the organizational activities of the renowned and famous SME Hotel Café Royal London. They might be positive or negative for the organization. Actually, the political factors like the government policy and regulation, the Taxing system, law and regulation of the employees and workers in the country, government interference in the organizational activities and also the governmental support, the condition of the country including the policy, corruption and Industrial policy can impact on the performance of the Hotel Café Royal. Because the government is very much lenient for these types of an organization as they are contributing to the country's economy. Besides the condition of the country is well and there is little scope for corruption due the strict policy and laws. Organizational and business policies are also very favourable for the organization. That's why there is a huge scope for the organization to get forward and help themselves for further development (Starik, 2013).

**Economic:** The Hotel Café Royal is situated in the city of London where the living standard is very high. The people are living there have a high income and a good quality of living. Besides, people come there for the purpose of business or other economic activity. According to the past records of the country, there is a good condition in the economy of the country. Inflation or Deflation is at a standard rate. So, it is seen that all of the economic factors are on the side of the organization that can assure the development of the organization.



**Figure: PESTLE  
Analysis**

**Social:** The social status and culture of the city of London are also favourable for the Hotel Café royal of the country. Due to their good social condition and broadened social culture, people enjoy travelling and having fun with their family or other Kin that has an impact on the hotel business like the Hotel. Besides this the Demographic condition, the literacy rate is also so good they can have access to the service of the organization. And due to demographic condition, the customer of the organization is rising day by day that is another sign for the continuous development of the organization.

**Technological:** The technological innovation in the country and for the business like the modern technology in the hotel system, decoration, management of the hotel, financial and service system to customers are very much positives for the organization to improve their organization, service quality and pull more customers.

**Legal:** Legal system is related to the laws and regulation for the business types of the hotel and restaurant in the country. The city of London the laws about the business like the Hotel Café Royal and other SMEs are very much favourable for the organization as the country want to create an opportunity for the organization.

**Environmental:** The place and environment of the Hotel café Royal in London are very quiet and placid. Weather of the place is also good and adaptable for the people who are coming from here and there. That's; why the crowd of the people to check in that place are increasing that is also a great chance for the organization (PESTLE Analysis, 2019).

### Five forces framework, defining strategic groups and critical success factors

Five forces framework is another framework or the approach to understanding the organizational condition with the analysis of the stakeholders, strategic groups those are related to the organization and it also helps the organization to analyses and identifies the critical success factors of the organization. In terms of the Hotel café Royal, the five forces model are applied to understand the condition of the organization (Competition, 2019).

**Bargaining power of buyers:** As the hotel is providing their service with such types of product like food and the hotel service for the traveller and also the local people, there is little chance for the bargaining of the buyers. Because this is not normal in the market to bargain for the hotel food and the accommodation in the hotel. Besides as it is not a monopoly business that's why the rate or price of the service is quite common in the city. That's why there are little chance and power of the customers of the buyers for the bargaining. But if the quality of the service of the organization falls, then the customers may war to bargain to lower the price of the service.

**Bargaining power of suppliers:** Sometimes bargaining power of the organization affect the organizational activities. It mainly happens when there are not more suppliers in the market. But the hotel café Royal is providing such types of service that require a supply of food ingredients and the maintenance of the hotel and its different elements like furniture, sanitary and other decorative material. There is a little chance in the maintenance elements of the hotel but no more chance of the bargaining of the suppliers in the food ingredient as there is huge supplier for the product and price of these types of product is same.

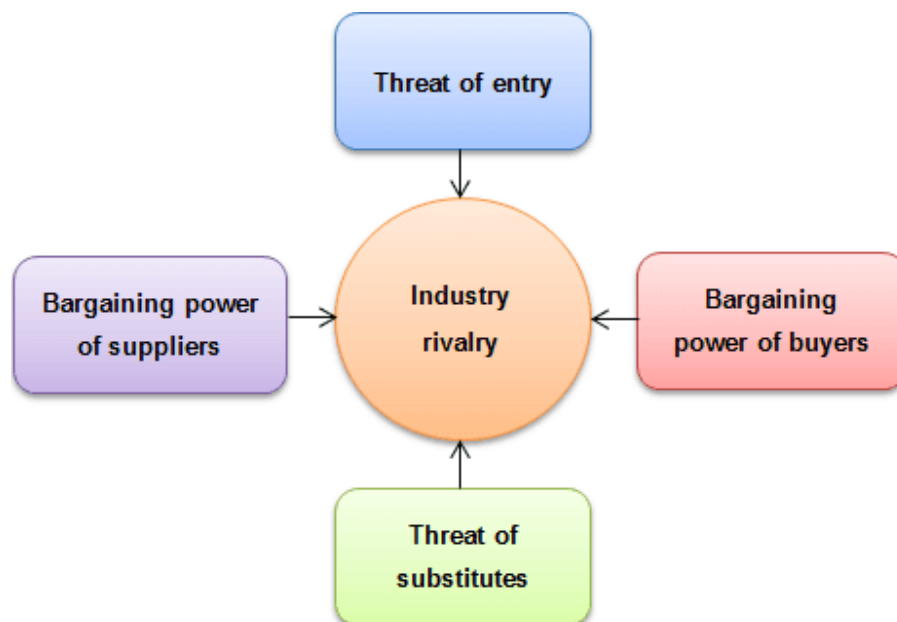


Figure: Porter's Five forces frame work

**The threat of new Entrants:** Living standard, income and scope for the recreation throughout the world have been increased and also in the London city. This is the best city for education, living and also for the business purpose. So, people here and there come to this place and as a result, the hotel and accommodation business along with a luxury restaurant for different types of food is increasing. So, there is a great chance for the threat of new entrants in the market those can surpass the Hotel café royal in terms of the business and the organization. It is just a threat so far.

**The threat of Substitutes:** As the business of the Hotel Café Royal is not based on any product that could be a substitute for another product. If people want to stay for while in the city, they must take a hotel for accommodation and go to a restaurant for the meal. There is little chance of the threats of the substitute but if the service quality of the organization falls, people may go other restaurant or hotel to take service that may be a great threat for the organization.

**Competitive intensity:** There are many rival organizations of the Hotel café royal in the city as there are many such types of SMEs those are also successfully running their business. So, competitive intensity is rife in the total market. It may impact on the organization but if they try to retain the quality of their service in the organization, they might be able to fulfil their visions and objective for the organization (Jurevicius, 2019).

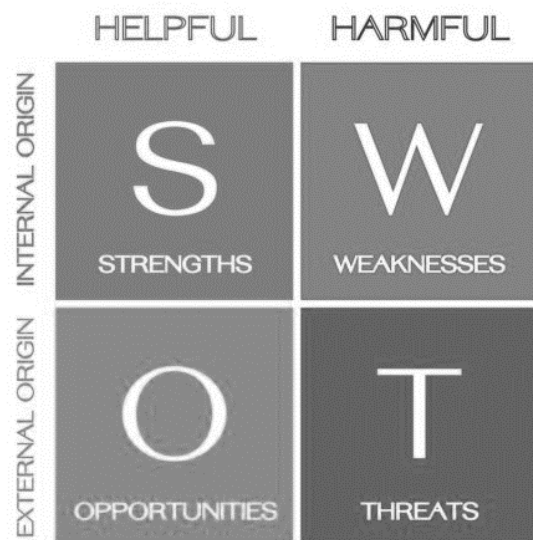
## Resource, competence and strategic capability

### The strategic importance of resources

The prior condition of the plan for any project of the organization and to implement that plan is the resources. Without the resources and the capacities, the organization like Hotel Café royal cannot be able to perform any activities to serve people and earn profit and accelerate their development. For example, they need resources to service food, provide special facilities to the travellers or the customers who are going to stay in their hotel. If they want to expand their business, they need also resources to build infrastructure more building, to decorate the hotel and provide service to the customers (Plummer, 2012).

### Core competences and organization capabilities Using SWOT

There are many capacities and core competencies of the Hotel Café Royal, London those are needed to be known by the organization to initiate a new plan or to develop further their organization and their service. To know the capacities and capabilities of the organization the SWOT analysis can be applied (Vaněk, Mikoláš and Žvákova, 2012).



**Strength**

1. The core strength of the organization is that it has a good reputation in the city and also it has a good vision and mission to achieve.
2. The Revenues of the organization higher than any other SMEs in the city.
3. They have some fixed customers like businessman, travellers and other people
4. No problem related to the external environment and the suppliers

**Weakness**

1. The rival organization is increasing day by day.
2. They need to expand their business with more numbers of rooms and facilities.
3. Most of the customers of the organization are from the higher status. The company should target people from all group.
4. They need more technological innovation and expert employees for the management of the organization.

**Opportunity**

1. The government policies and the economic and political condition is very much favourable for the organization
2. The customers of the organization are increasing to take their service.
3. There is little chance of huge loss in this type of business.
4. Lenient policy for the organizational activities including labour, taxation, and other
5. Technological innovation to the mainstream in business and management.

**Threats**

1. Threats of the new entrants in the marketing are increasing
2. The cost of food and management of the hotel with the labour cost is increasing.
3. Expectations of the good service from the organization is also rising among the service taker of the organization.

## **VRIO and strategic capacity analysis for achieving sustainable competitive advantage**

This is another framework for the organization that may help the organization to find out and understand their core resources, capacities and capability to uncover them and make the best use of them to make a strategic plan and implement the plan. The main element and their application of VRIO in terms of the Hotel Café Royal (Huang et al., 2015).

**Value:** Is the hotel Café royal can add any types of specialities or resources in their service that can add values for the service taker of the organization?

**Ans: Yes**

The organization is at a very good condition and can compete with the other rival organization as they have some specialised facilities like spa escapes, suite package, business package and many other service and facilities that can add values for the consumers.

**Rarity:** Does the organization Hotel café Royal have any idea or technology or service that is scarce in the market and exceptional or rare?

**Ans: yes**

As the organization provide food and hotel service to the consumers, they have some special items in the food and service that cannot be found in the other hotel or restaurant. So, they have something rare that has made them in a safe position.

**Imitability:** Is it very difficult for other organization to copy their service or make the same product and service of the hotel café Royal

**Ans: No**

It is not so much difficult for another restaurant to imitate the food items or the service as the ingredients of the food is available in the market. With the supply of that, they can make it possible that means that the organization hotel café royal is in this context at the competitive situation that is also a threat for the organization.

**Organization:** Does Hotel café royal London have a good structure in their organization, a good hierarchy, management, good employees and good organizational behaviour and service in the organization

**Ans: Yes**

The organization has a sustainable condition in their business and in terms of the competition and rival in the market that is a positive impact for the organization and through this process, the organization can achieve the sustainable competitive stage (ToolsHero, 2019).

### **SAFe Analysis for Strategic evaluation and selection of Hotel café royal**

There might be much planning for any specific project. Among them, the organization Hotel Café royal must select any planning that would be more appropriate for the benefit of the organization and its all stakeholders. How they will select the plan and evaluate them according to the objective of the organization can be analyzed with (Quizlet, 2019).

The safe analysis is another method for the analysis of the organization business types, its capacity, suitability, the feasibility of any strategic plan and identify the future scope of the business. In terms of the Hotel café royal, the analysis of SAFe is below.

**Suitability;** It depicts whether the organization, its structure and business types and elements and strategic plan for any project are suitable for the benefit of the organization or not. As it is a hotel and restaurant business, it is suitable in terms of their business types. Because the demand for this type of service is increasing daily, and the place London is such a place where a huge number of people effort inside the country and also outside the country take shelter for many purposes where the business could be a successful venture.

**Acceptability:** It is mainly in terms of the consumers and the customers of the organization, Whether the service of the planned project is accepted by the people or the summers is the main focus. In the context of the Hotel Café Royal, it is observed that the service is highly taken by many customers that have increased the reputation of the organization.

**Feasibility:** This factor of the analysis is related to the suitability of the organization. The financial capacity of the organization is good, there is support from the government and the increasing demand has accelerated the feasibility of the growth and development of the organization Hotel Café Royal.

## **Key Findings**

### **The importance of governance stakeholder mapping**

There is some importance in terms of the stakeholder mapping in the context of the hotel café royal organization. The key importance of stakeholder mapping is:

- To identify the target people, consumers, and customers to provide service and food and facilities
- To identify the core suppliers of the organization who will provide the raw material for the organizational activities.
- To find the investors for the organization for further development of the organization
- To identify the media and internet site for the marketing of the organization
- To make liaison with the government and other bodies for the support for the development of the organization.
- Ultimate to increase the quality of the service and food of the hotel to attract more customers and increase the profit and accelerate the development of the organization (Rowe, Collits and MacLeod, 2015).

### **Ethical issues and their impact on strategic development**

There are some ethical issues that must be considered during the strategic plan development and implementation. That's why it is called that they have an impact on strategic development.

1. In any condition, the organization will focus on the self-gain of the organization along with the interest of every stakeholder of the organizations
2. During the strategic planning and implementation of any plan, Hotel café Royal will consider the public advantage and interest
3. If their project is about o impact socially, the plan should not be implemented
4. Hotel café Royal must consider environmental safety n any planning for the service and development of the organization.

5. They need to ensure the safety and security of the employees in the organization and good quality in the foodservice and also the hotel service (University, 2019).

### **Corporate level strategy to include product diversity, international diversity, corporate parenting roles and portfolio management**

Corporate level stage refers to the capacity or capabilities of the organization and how the organization and in what sector they are capable to compete. There is some strategy the hotel Café royal follow for this purpose:

**New innovation:** The organization is following the strategy of new technology and innovation to ensure new facilities, and new items of foods, recreational facilities and centre along with the restaurant and accommodation in the hotel that may ensure product diversity and service diversity in the organization.

**Expansion of business:** With the proper policy and support, the organization is trying to expand its business in the local and international market that will ensure international business diversity.

**Training of the employees and expert employees:** To increase in the performance of the role of corporate parenting in the organization, more expert and trained employees are being recruited in the hotel and business.

**Data management:** Overall management along with the data management of the organization is necessary to find the capacity in the corporate level of the organization. Based on the organizational data, a good portfolio may show the pathway for the development of the organization that is also considered by the Hotel café royal (Beard and Dess, 1981).

## Conclusion

So, it is evident that that SMEs like Hotel café royal throughout the world may help the economy of that country with the development and service of the organization. There are many organizations like the hotel in the United Kingdom, London and also all over the world. All of the organization related to business venture aims to provide good service to the customers and pull more customers through effective marketing and selling and earning a profit that could lead them towards the development. Hotel Café Royal is one of the reputed restaurant and business hotel in London City that is running its business for more than 140 years.

The organization has a hotel that contains 160 plus room for the traveller's other people who what tot are service. The external elements like the political and economic, social, technological factor all of them are very much convenient for the organization and favourable for the organization. On the other hand, there are little chances for the organization to make a huge loss, as the needs and support from this type of organization are must and is increasing day by day. This is the great strength of the organization. But there are some rival organization and threats of new entrants are increasing in the market that should be considered by the organization.

## Recommendation

In the context of the Hotel Café royal and their strategical management, some recommendations can be placed with the analysis and findings of their resources, capacities, capabilities. They are:

- The organization should always focus on the long-term goal and vision and mission of the organization while planning strategically for any project or activities.
- The organization should focus on the quality of the food and the service of the hotel that would help them to attract more consumers and customers towards the organization.
- The organization can seek continuous support from the government and different investor from different person and organization for the development of the organization.
- Expansion of the business is very much necessary to reach more consumers and customers in both the local and international market.
- The company should focus more on the interest of the stakeholders of the organization like the investor, consumers, suppliers, employees of the organization.
- Food quality is one of the most important things of the organization to develop more and make it special.
- Especially service with unique support in the service should be focused by the organization to achieve a sustainability competitive situation in the market.
- More technological innovation and support in the service and facilities in the process are needed to compete with the rivalry of the organization.

## References

- Beard, D. and Dess, G. (1981). Corporate-Level Strategy, Business-Level Strategy, and Firm Performance. *Academy of Management Journal*, 24(4), pp.663-688.
- Competition, P. (2019). Porter's Five Forces: Analyzing the Competition. [online] Business News Daily. Available at: <https://www.businessnewsdaily.com/5446-porters-five-forces.html> [Accessed 26 Aug. 2019].
- Contributions Published in Strategic Analysis in 2017. (2018). *Strategic Analysis*, 42(1), pp.60-67.
- Fletcher, A., Guthrie, J., Steane, P., Roos, G. and Pike, S. (2003). Mapping stakeholder perceptions for a third sector organization. *Journal of Intellectual Capital*, 4(4), pp.505-527.
- Hotelcaferoyal.com. (2019). Hotel Café Royal | Luxury 5-Star London Hotel between Mayfair & Soho. [online] Available at: <https://www.hotelcaferoyal.com/> [Accessed 26 Aug. 2019].
- Huang, K., Dyerson, R., Wu, L. and Harindranath, G. (2015). From Temporary Competitive Advantage to Sustainable Competitive Advantage. *British Journal of Management*, 26(4), pp.617-636.
- Jukić, D. (2019). Strategic analysis of corporate marketing in culture management. *Strategic Management*, 24(1), pp.10-18.
- Jurevicius, O. (2019). The 5 Powerful Forces that Impact your Profit. [online] Strategic Management Insight. Available at: <https://www.strategicmanagementinsight.com/tools/porters-five-forces.html> [Accessed 26 Aug. 2019].
- Managementstudyguide.com. (2019). Strategic Management Process - Meaning, its Steps and Components. [online] Available at: <https://www.managementstudyguide.com/strategic-management-process.htm> [Accessed 26 Aug. 2019].
- Mukwasi, C. and Seymour, L. (2012). Enterprise Resource Planning Business Case Considerations: A Review for Small and Medium-Sized Enterprises. *Journal of Innovation Management in Small and Medium Enterprise*, pp.1-15.
- PESTLE Analysis. (2019). What is PESTLE Analysis? A Tool for Business Analysis. [online] Available at: <https://pestleanalysis.com/what-is-pestle-analysis/> [Accessed 26 Aug. 2019].
- Plummer, H. (2012). Resources. *Strategic HR Review*, 11(4).

Quizlet. (2019). Strategic Management - Strategy into Action: SAFe Criteria Flashcards | Quizlet. [online] Available at: <https://quizlet.com/11997252/strategic-management-strategy-into-action-safe-criteria-flash-cards/> [Accessed 26 Aug. 2019].

Rowe, J., Collits, P. and MacLeod, A. (2015). Hawke's Bay regional economic development strategy: The importance of stakeholder buy-in. *New Zealand Geographer*, 71(3), pp.138-145.

Sax, J. and Andersen, T. (2018). Making Risk Management Strategic: Integrating Enterprise Risk Management with Strategic Planning. *European Management Review*.

Starik, M. (2013). Organization & Environment. *Organization & Environment*, 26(3), pp.239-240.

ToolsHero. (2019). VRIO Analysis, a great strategic management tool | ToolsHero. [online] Available at: <https://www.toolshero.com/strategy/vrio-analysis/> [Accessed 26 Aug. 2019].

Tripadvisor.com. (2019). Great location - Review of Hotel Cafe Royal, London, England - TripAdvisor. [online] Available at: [https://www.tripadvisor.com/ShowUserReviews-g186338-d586582-r557672816-Hotel\\_Cafe\\_Royal-London\\_England.html](https://www.tripadvisor.com/ShowUserReviews-g186338-d586582-r557672816-Hotel_Cafe_Royal-London_England.html) [Accessed 26 Aug. 2019].

University, S. (2019). Incorporating Ethics into the Organization's Strategic Plan. [online] Scu.edu. Available at: <https://www.scu.edu/ethics/focus-areas/business-ethics/resources/incorporating-ethics-into-the-organization/> [Accessed 26 Aug. 2019].

Vaněk, M., Mikoláš, M. and Žvákova, K. (2012). Evaluation Methods of Swot Analysis / Metody Vyhodnocení Swot Analýzy. *GeoScience Engineering*, 58(2), pp.23-31.

Weeks, R. (2007). Context: The strategic management Rosetta Stone. *Acta Commercii*, 7(1).

Wegoplaces. (2019). Akasha Spa Hotel Cafe Royal London Review | Holistic Wellbeing Centre. [online] Available at: <http://www.wegoplaces.me/akasha-spa-hotel-cafe-royal-london/> [Accessed 26 Aug. 2019].

