

final submission

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The logo of the University of West London is displayed within a blue hexagonal frame. The frame is set against a background of a modern building's glass facade and steel structure. The university's name, "UNIVERSITY OF WEST LONDON", is written in a serif font at the bottom of the frame.

**Strategic Management
Report on Intercontinental
Group of Hotels.**

BY-

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MODULE NAME-
STRATEGIC MANAGEMENT (07-JAN-21 – 14-MAY-21)

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Greetings of the day, thank you for choosing Marvel solutions Private limited. Today, along with my colleagues, we will be presenting you the insights of the strategies which were mentioned in the earlier presentation. Our focus will be on how to lower the deficit and make a sustainable environment for the Intercontinental Group of Hotels.

InterContinental Hotel Group

An Introduction

- One of the leading hotels with 15 brands of its own.
- Established worldwide with 5,600 hotels.
- IHG categorises its brand into mainstream, upscale and luxury brands.
- IHG is gaining attention in the market using asset light approach.
- 80% of the revenue earned is from franchising

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According to Vault (n.d.), InterContinental is a luxury brand with several 5,600 spread all around the globe comprising of 15 brands of its own, with a total number of 836,000 rooms. The hotels are categorized as mainstream which consists of Candlewood Suites, Holiday Inn, avid hotels and Staybridge; Upscale which consists of voco, Hotel Indigo, Crowne Plaza, EVEN and HUALUXE; lastly Luxury hotels which consists of Kimpton, Regent and InterContinental. It provides exclusive loyalty programs to retain guests for a longer span of time. From the year 2014 to 2018 IHG reported extensive revenue growth, in 2018 fiscal year IHG reported a total of \$4.3 billion sales which increased by 6% along with a simultaneous growth of 4.8% in rooms and RevPar increased by 2.5%.

InterContinental uses an asset-light approach which assists them to increase their business while generating return on investment at a higher value. A total of 80% of it's revenue is earned from the franchising while remaining is earned from the leased and owned hotels. IHG usually expands its business by acquisitions, it acquired the Six Senses Hotel resorts and Spas in 2019 for an amount of \$300 million; it added 12 hotels which were bought from Foncière des Régions in UK to it's portfolio.



This report will be solely focusing on the infrastructural framework, along with the strategies and the factors influencing the strategies. According to IHG (n.d), it has established a total number of 5,959 hotels globally, with a common goal to deliver finest service driven not only by improving guest service but also enhancing its relationship with its shareholders and owners aiming for a sustainable growth all over.

This presentation will also highlight the internal and external environment of IHG and strategies which Marvel solutions Pvt. Ltd. feels is applicable to help the hotel to be sustainable in the current market. After critically analyzing with BCG matrix, PESTLE analysis and Porter's 5 forces the company has listed down certain recommendations which will provide the organization with an upper hand in the current market trends.

COMPANY HISTORY

- The Intercontinental Hotel Group began in the 1700s as a brewery in Burton-on-Trent, England, founded by William Bass in 1777.
- In Belem, Brazil, the first InterContinental Hotel opened in 1949.
- With 5300 hotels worldwide and 350,000 employees, the IHG covers over a hundred countries and its headquarters are in Denham, United Kingdom.
- The vision of the group is recognizing as a leading group by continuous growth and ensuring high quality service. The Group's mission is to invest in the local economy's growth. It invests in number of industries to diversify its investments.
- The group values reflects trust, integrity, responsibility and excellence.
- Company's sub-brands which include, Candlewood Suites, Crowne Plaza, Even Hotels, Holiday Inn, Holiday Inn Express, Hotel Indigo, IHG Army Hotels, InterContinental and Staybridge Suites. Concerning the bed and capacity, value, and market share, InterContinental Hotel Group is one the top globally followed by Hilton Hotels & Marriott International.

(ihgqatar.com, 2019) (Travellermade.com, 2015)

One of the most well-known hotel chains in the world is InterContinental Hotel Group (IHG). This hotel group established brewery in Burton-on-Trent in 1777 by William Bass. Around after 50 years the first InterContinental Hotel started in Belem, Brazil in 1949. Lately with the passage of time, currently the brand has 5300 hotels across the world with 350,000 employees working with the IHG company and a headquarters in Denham, United Kingdom. The company oversees a variety of hotel brands that fall under its umbrella like Candlewood suites, Crowne Plaza Holiday Inn, etc. To ensure the growth of the company, the group believe in high quality service as a Vision. So as a mission invest in different industries like construction, healthcare etc. The core values which defines the company is Trust by maintaining a long-term, open partnership with our partners, Integrity everything they do, they strive to be truthful and sincere, Responsibility they take responsibilities for their action, and last not the least Excellence they aim for success by providing superior solutions, and good quality service.

COMPANY POSITION



INTERCONTINENTAL®
HOTELS & RESORTS

- The IHG company announced a net loss of 260 million dollars for the fiscal year 2020.
- COVID impact on company by first half, global RevPAR fell by 52%, in second half it fell by 75% with occupancy falling by 25% report of 2020.
- Protecting cash-flow, reduce gross capital expenditure by 100 million dollars and maintaining working capital. Took loan of a 740 million dollars from Bank of England.

(tophotel.news, 2020)

REFER TO APPENDICES, FIGURE 1

The company Position of InterContinental Hotel Group with the hit of the COVID19 in 2020 the IHG company loss of 260million dollars. InterContinental Hotels Group, a global hospitality corporation headquartered in the United Kingdom, has a turnover of 0.99 billion dollars in the fiscal year 2020. It is a 52% decline from the prior year's estimate of 2.08 billion dollars. Today, the company is focuses on IHG's pipeline project which has 453 projects in the works across 16 companies. In the beginning of May 2020 CEO of IHG said they had opened 6,000 rooms with a year and rooms were been updated. In March IHG took drastic cost-cutting steps to ensure the company would be able to get out of a period while several of its hotels had to shutter temporarily and demand fell sharply across the world. With the help of the loan the company can stay positive and rise back again.

OUTPUT OF INTERNAL ANALYSIS



- The application of BCG matrix is an essential framework that must be used by the IHG hotels to comprehend the investment decisions. It assisted the company in executing business plans based on reviewing the portfolio, known as Growth/Share Matrix.
- The VRIN/VRIO analysis assisted IHG in evaluating the company's resources for developing an advantage in the market. It comprises of elements like value, rare, inimitable and organization.
- The McKinsey 7s Framework helped IHG to assess their company's performance. It consists of 7 hard elements and soft elements. The hard elements consists of Strategy, Structure and Systems. The soft elements consists of Shared Values, Skills, Style, Staff.

(Shanahan, 2012) (InterContinental Hotel Group, nd)

IHG remains a star in the industry due to the application of information technology. It remains a cash cow by providing a constant flow of the services and surviving in the market, getting good returns. It remains a question mark by capturing the market and withholding market competition by following evolving trends. It remains a dog in the market declining capital investment and avoiding plastic packaging in their supplies and amenities.

Brand image, relationship with suppliers, propensity for innovation and the ability to raise capital are few of the elements that are valuable to IHG for neutralizing the threats from internal and external environments. Problem solving skills, international skills and adaptability are rare in nature and help IHG in building a competitive advantage. Offering quality products, correct placement of stores, competitive pricing and creating a delightful customer experience are inimitable factors that offer long term stability to IHG. Technological advancement, financial power, training employees and learning about R&D are resources that do not have any substitutes and can not be used by any other company except IHG.

Hard elements of the McKinsey 7s Model are easier to identify, tangible, and are being controlled and managed by the management of IHG. Soft elements are less

tangible in nature and have been influenced by the organizational culture of IHG. IHG uses concrete strategies that are flexible and adaptable. It has fewer managerial levels which makes it a cost reducing enterprise. IHG has a precise system with continuous checking and centralized control. It has adapted to diverse culture and has reached globally. IHG has a fast-moving problem-solving team style. The staff of ING have been hired from different backgrounds to enhance skills and diversification. Regular training and conducting workshops are only a few of the elements that are introduced by the skill set of IHG.

OUTPUT OF EXTERNAL ANALYSIS



- With the help of the information given on Porter's Five Forces, the Intercontinental Hotels Group were able to understand how all the five factors affected the profitability of the company. A strong force relates to low profitability and a weak force relates to high profitability.
- The PESTEL analysis provides knowledge about the challenges faced by the Intercontinental Hotel group. Changes in the external environment can have a direct impact on the company. It can impact The company's competitive advantage and profitability in the industry
- Since intercontinental group of hotels is at the majority stage, it has a Presence in the competitive market. Technical advancement, customer service management, and customer relations are such environmental solutions that the community develops.

(Harvey, 2020) (Butler, 2018)

The capital requirements when entering the industry are high. New entrants face a lot of competition when entering the market. Often, the succumb under pressure as the cost of production is very high. On the other hand, IHG already has a planned-out system of its production. Hence, gaining a cost advantage and defeating the competition. IHG has different suppliers in different hotel chains across the world. It has multiple suppliers in its supply chain. This way, IHG ensures efficiency within the company. As noted, the product differentiation in the hospitality industry is high, therefore, by adding more products, the switching leads to a decrease in the bargaining powers of the buyers. Providing new products with great quality ensured that the customers see IHG's products as unique and do not shift easily to other options.

The political factors include Brexit influence and terrorist attacks. Economical factors include rise in oil prices and GDP growth. Social factors include updated trends due to evolving changes in demographics and lifestyle, impact of epidemics like COVID-19 and influence of different cultures. Technological factors include personalization using big data, social media channels, and digital bookings. Legal factors include breaching data and travel bans or restrictions. Environmental factors include water risk

assessment and sustainable business practices.

The demand of Intercontinental group of hotels are being driven by the change in demographics, the global act of trade and tourism, increase in the freedom to travel with evolving markets, increase demand for branded hotels, positive implications for more leisure travel and increase in market position due to low-cost airlines.

EFFECTIVENESS OF CURRENT STRATEGY

The Intercontinental group of hotels has an ambition to always deliver high-quality and industrially growing rooms with the growth unchanged. Over the years with discipline execution IHG has sustained growth in cash flows and in profits making it easily available to be reinvested into the business and to be returned to the shareholders.

As discussed earlier, market development is the strategy that was being used. Market development strategy is a growth-based strategy that is used by companies to introduce their products to the new target audience.

This strategy has been implemented by doing the following

- **Geographical expansion**- IHG has expanded to Sydney, Shanghai and Tokyo in the last year.
- **Up selling** -IHG has introduced the old customers to a newer version of their products and services.
- **Attracting non-users** – IHG has attracted non-users for their products and services by using methods like offering free trials and advertisement and promotion.
- **Influencing competitor's audience** – Adjusting the price and offering discounts and offers helps IHG to act as a superior company and convince the audience to migrate to IHG. Marriott International loyalty program holders have moved to IHG due to better offers being provided by them.

(Rothaermal, 2019) (WSG, n.d.)

IHG has obtained an advantage of the financial position of the company and has delivered efficient revenues. It is at the top when it comes to hotel loyalty programs. It has implemented mobile friendly websites that offers services in over 100 languages. It has eight guest contact centers around the world which cover 13 and above languages. Having more than 6000 hotels and 8,84,000 rooms in over hundred countries, inter Continental group of hotels has evolved as a company in terms of what they prioritize and what behaviors and purposes guide them.

GAP Analysis

- The current strategies of InterContinental Hotel Groups are examined with the help of GAP Analysis.
- InterContinental Hotel Group has faced a performance GAP in the fiscal year 2020.
- IHG also faced a Profit Gap for the year 2020.
- Gross Revenue of IHG reduced from \$27.9 billion to \$13.5 billion.
- The operating loss stands out to be \$153 million.



According to Kim and Ji (2018), GAP analysis is the difference between the organizations current state in comparison to the desired aims and goals. It is done by evaluating the assigned tasks and the ways in which they can coop up with the Gap. There are mainly four types in which GAP can be categorized; Performance GAP which differentiates the current performance with the desired performance. Product GAP differentiates between the budgeted sales forecasted by the organization with the actual performance of the Organization; Profit GAP similarly differentiates between the forecasted profit and the actual revenue earned and lastly manpower GAP is the difference between the actual employees and the required employees. Due to the global pandemic COVID-19 and the safety measurement which I implemented by the various countries the aims and target of the IHG were not able to fulfill. According to IHG, the annual report of 2020 states that the total revenue earned was \$2,394 m, while it was \$4,627 m for the year 2019. The Organization growth decreased from 5.6% to 0.3% and the total Gross revenue in IHG's system decreased from \$27.9 billion to \$13.5 billion; refer to figure (). A comparison of the annual report of 2019 and 2020 shows that the aims and goals of the company was seen to unfulfilled at the end of 2020. In this current state scenario not only IHG but other multinational countries are suffering through huge revenue losses.

Recommended Strategies

- Following the new innovative customer service standards and tools
- Introducing new and attractive Loyalty programs.
- Making the term ' value added more meaningful.
- Leveraging direct booking.
- Being versatile will lead to sustainability.

REFER TO APPENDICES, FIGURE 2

According to Forbes (2020), currently guests not only travel for business purpose but also look for leisure, an experience which is not only personalized but also flawless. Modernized guests want to be heard, delighted and engaged by the hotel; 13% of these guests tend to return and stay again. Currently facial recognition is undergoing the testing phase, it is an opportunity for the hotels to reduce the hotels to reduce check-in time by introducing facial recognition system. Technology is paving the way for the futuristic stay and this opportunity should not be missed. It is important to build customer relationship in the current state scenario, the organization can solely focus on a particular guest and their feedback as it provides with valuable insights which can help the organization operate seamlessly. Providing guests with certain reward after staying for a particular nights will create trust, by introducing loyalty programs can be utilized to create a personalized offers and service experience. When guests receive something extra which they didn't order, it can pave way for competitive advantage. The word 'free' can turn to a powerful selling point, adding value for your guests. The hotels should try to get more direct booking through their website, thus reducing the chance of sharing incentives with OTAs; which also reduces the middlemen. In this current state scenario with COVID-19 decreasing the sales and revenue, a hotel which is versatile and fast to adapt with the trends around the globe will be attracting much more business in the coming days, as more than

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leisure personal safety and precautions are a much more important aspect in the current world.

SAF ANALYSIS

SAF analysis model judges strategies on three parameters :
Sustainability
Acceptability
Feasibility

Service Standard and Trends

Sustainability- : This strategy provides a better position in the market, and gives an opportunity to sustain the growth of the business.

Acceptability : Reorganizes the value chain creating, leading to enhanced returns and net positives on social dimensions to stakeholders, as the model builds a societal and surplus.

Feasibility: Diverse hotel chains across 100+ countries gives IHG global recognition and cultural exposure which IHG can leverage on..

Loyalty Programs

Sustainability: InterContinental Hotel Group loyalty program called Priority Club Rewards has over 56 million members Rewards, and is recognized for influencing the success of the organization.

Acceptability: It's a cost and differentiation focused strategy, expanding the choice of competitive focus, creating a sustainable competitive advantage, making the business model profitable for the stakeholder.

Feasibility: The footprint of IHG reaches all the seven continents, therefore with a giant portfolio IHG can benefit from the model.

(ihgplc.com,2020)

Upon recognizing the most efficient strategy, it is necessary to understand the framework and application of these models. SAF analysis model will analyse these strategies based on three parameters : sustainability, acceptability and feasibility. Starting with service standards and trends, its sustainable cause IHG is known for personalized service and trends will provide a better position in the market. It is feasible cause it does not require extra funds and gives enhanced net positives on social dimension to stakeholder, as this strategy builds a societal surplus. And the reach of IHG group also makes this strategy feasible.

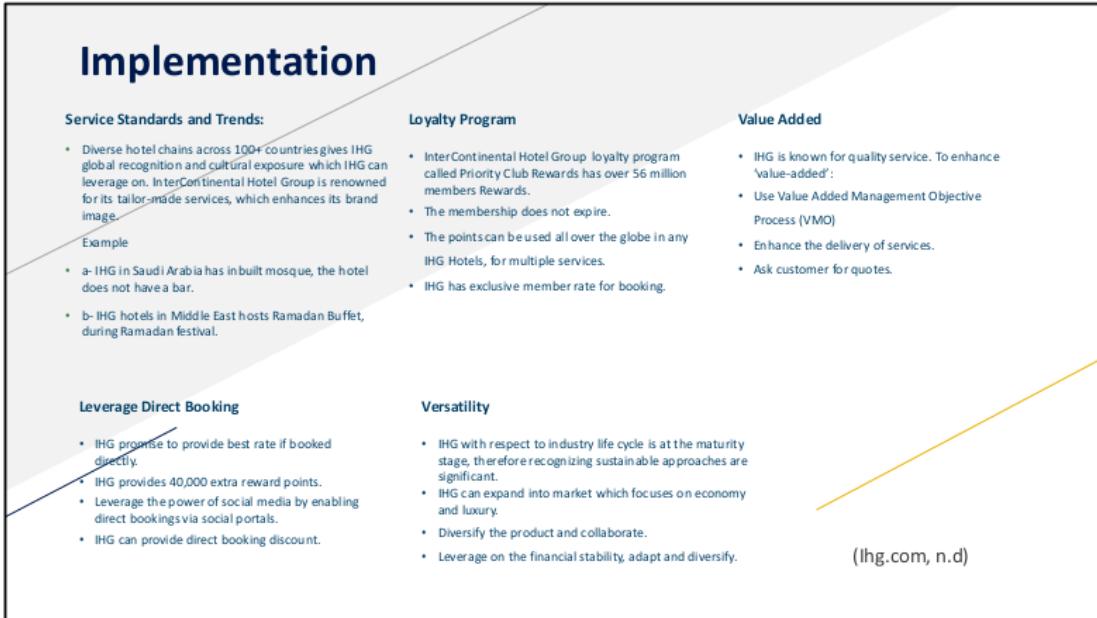
Loyalty programs of IHG is one of the top hotel loyalty program, its sustainable because it has been a factor in the success of Intercontinental Hotel Group. It's a cost focus strategy as the benefits will attract more guests, giving organization an edge over competitors. And feasible due to the global footprint of the IHG hotels.



Leveraging direct booking can be a sustainable step, as it has power to influence corporate environment and brand, this strategy is least effected during socio-environmental changes. It can reduce overheads, as the guest choose to book rooms and services via official InterContinental website than the third party, which makes this strategy lucrative for stakeholders, and being one the leading hotel chains gives the organization an advantage to start leveraging on direct booking.

Versatility can influence the organization in multiple ways, this approach is sustainable as it provides a competitive advantage leading to potential growth of the business. It works in the favor of organization and the stakeholder as it broadens the target market and competitive focus option. And feasible due to the diversity of the portfolio of IHG hotels.

Value added is another strategy that can be capitalized on , IHG is at the maturity stage, therefore this strategy provides an opportunity to sustain the business. It creates a value-chain which influences net positives returns to stakeholders. It is feasible as IHG can leverage on its personalized service.



To implement the strategies suggested. IHG hotels can begin by focusing on the quality of services. IHG hotels are known for personalized services, which makes it easier for IHG hotels to become a global leader in providing top services to its guest. IHG hotels with its global footprint over 100+ countries, benefits from the diverse cultural exposure. IHG hotels have leverage the opportunity and has added local touch to its hotel around the globe. For instance, in InterContinental China, one can find team rooms instead of Westernized local bar, as tea in China has major impact on the culture. In Saudi Arabia, IHG management speaks Arabic, there are inbuilt mosque in every IHG hotels, and during Ramadan , there are special festival buffets during 30 days of Ramadan, along with lucky draws and the hotel offers guests gift cards.

Speaking of Loyalty Program, InterContinental has of the largest loyalty program with 56M members, it is one of the top 10 hotel rewards program in United States. As the IHG hotel have reach over hundred countries, guests can benefit and can get discounted rates for over 5400 properties, in major cities like London, New York and France. The points can be used for multiple services from concierge to parking services. And the members get exclusive booking rates, which saves them up to 5%. IHG being known for personalized services, don't have to spend anymore on value added services. IHG can leverage on it , by enhancing the delivery of the services.

Listen to the guests. Communication is the key. Guests feel important, when they are heard. For this purpose, some organizations prefer to use VMO otherwise known as Value Management Objective Process, in which multiple criteria are decided and evaluated by guests themselves, based on the outcomes necessary actions are taken. Ask the guests for feedback politely and even ask for quotes about their experience.

IHG can leverage via direct booking, by providing its guests with first-class booking experience by the help of GRS on IHG Concentro offering tailor-made services. IHG also provides 40,000 extra reward points to its guests who directly make booking without any third party. To gain more out of direct booking, IHG can provide facilities where guests can make booking via their social handles. Lastly provide their guests discount for direct booking.

Versatility is the key. InterContinental Hotel Group has immense brand value. It maintains its presence via technical innovation, customer service management and community development support. IHG is known for luxury, but to remain versatile IHG can enter more economical market. Focus on the group that looks for both affordable prices and luxury. IHG can collaborate with local organizations to stay sustainable. Products can be diversified and can be local-centric or depending on the type of guest. More focus on local elements will connect the guest to the brand, as it resonates with consumer behavior. Expanding into developing countries will offer IHG to enter new market, and at the same time tapping into new customer segment.

CONCLUSION

Upon the comprehensive analysis of infrastructural framework, strategies and influencing factors of IHG hotels, this report can be concluded, by culminating that with a loss of 260 million dollars in 2020, despite the global footprint with 5300+ hotels, IHG hotel requires new strategies. Therefore, the two suggested strategies to enhance the efficiency and provide better insights on the current market scenario, are BCG Matrix and Porter's Five Forces. BCG Matrix also known as Growth/Share Matrix, analyze the product of the company based on four quadrants star, cash cows, question marks and dogs. On the other hand, Porter's Five Forces focus on the market and analyze the potential threats for the company, which includes threats of new entrants, threat of substitutes, bargaining power of suppliers, bargaining power of buyer and competitive rivalries. These strategies were required because the current PESTLE strategy was not that effective, as it cannot predict the future of the business due to the oversimplification of data and covering six general factors like politics, environmental, technological, legal, social and economic. Upon recognizing the right strategies, GAP analysis was done next to recognize the variation between the current state and the objectives and goals of IHG. Competitive advantages are equally important to consider while analyzing the framework, which includes innovative customer service, attractive loyalty program, direct bookings, versatility and organized-strategic planning. Upon recognizing the appropriate strategies, GAP, and competitive advantages, next this presentation focuses on the implementation and the necessary steps to facilitate the implementation process. Above process requires, comprehensive analysis of the IHG portfolio and the market. And these strategies are most-efficient due to the giant and global operations of IHG hotels, diversity in products, and the competition covering 41% of the luxury room markets.

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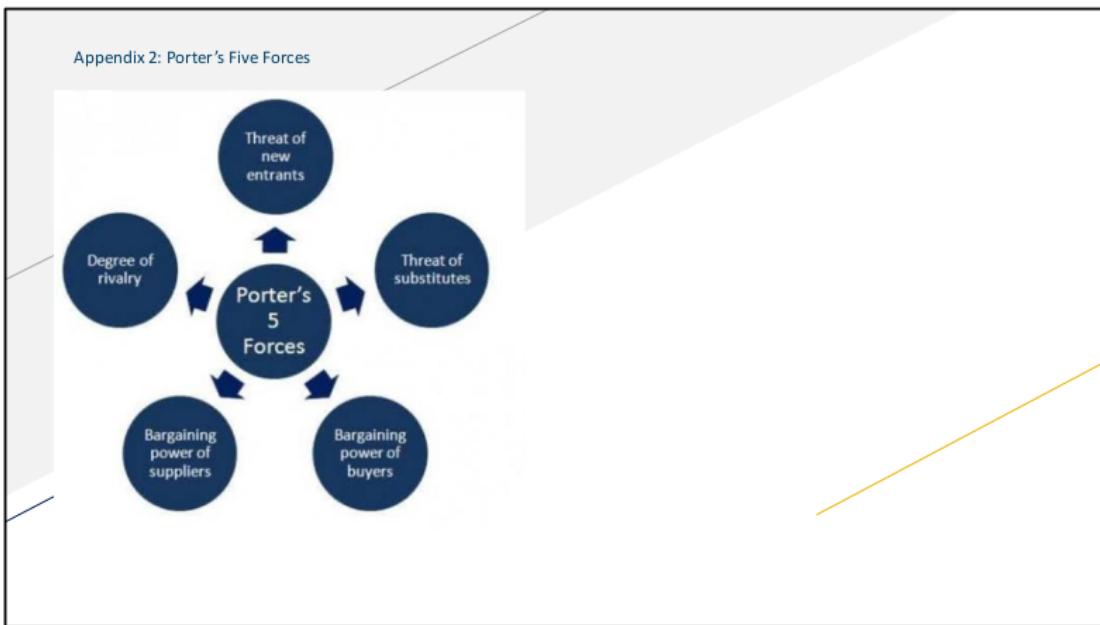
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Appendix

Appendix 1- Hotel Portfolio of IHG Hotels

Hotel brands	Hotels open	Rooms open	Hotels in pipeline	Rooms in pipeline
InterContinental Hotels & Resorts	184	62,040	52	15,676
Kimpton Hotels & Restaurants	61	10,976	18	3,366
Hotel Indigo Hotels	65	7,664	63	9,208
EVEN Hotels	3	446	8	1,262
HUALUXE Hotels and Resorts	3	798	21	6,632
Crowne Plaza Hotels & Resorts	406	113,284	84	23,181
Holiday Inn Hotels & Resorts	1,163	211,351	242	48,656
Holiday Inn Express Hotels	2,425	236,406	602	75,605
Holiday Inn Resort	47	11,518	14	3,548
Holiday Inn Club Vacations	16	5,231	-	-
Staybridge Suites Hotels	220	23,964	114	12,641
Candlewood Suites Hotels	341	32,328	98	8,720
Other [unbranded]	98	28,362	14	5,421
Total	5,032	744,368	1,330	213,916



final submission

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

78 /0

Instructor

Knowledge and understanding – 30% - 24

The extent to which the presentation demonstrates strong knowledge and understanding of relevant academic concepts.

Some of these following are touched at the surface not developed in detail: 1) *Purpose of the assignment ? To analyse the current position, . To evaluate the benefits and drawbacks of the previously implemented for strategy*
· *Implementation of sustainable strategies for the growth and development*
· *Implementation of strategies, infrastructural change management, Introduction of the company*
· *Category, Targeted segment , Parent brand, Core values* ----- well written

Give brief on the organisation on : lifecycle stage, current position, competitive advantages if any, competitor position and the requirement for the strategies type. Explain the following: Industry analysis and company position , Explain the current growth rate of industry , Explain company's financial position-, Revenue earned world wide -----ok

Explain the result of internal environment analysis done previously (A1) (mention the models used) KEY findings: VRIN / VRIO results , Mc Kenzie result - , BCG result - , Eg. Hr and corp culture, location, brand positioning, distribution and logistics dept, innovation and research dept, strength of investment and adaptation and integration of technology, organ. Structure of the manpower involved, any BCG analysis?, unique strength, value etc??-----well covered

Explain the result of external environment analysis done previously (A1) (mention the

*models used), Porters 5 forces - , Pestel- ,
Industry life cycle- , Competition that it faces,
evidence of sustainable mkt strategy-----
-----ok*

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- **Analysis and evaluation – 30% -**
good analysis 23

*The extent to which the presentation
demonstrates analytical skills, and the quality
of the conclusions generated.: generally
descriptive but covers key areas. -----
some of the strategic evaluations are well
covered, gap analysis , strategic
implementation, timeline etc-----
---.good*

=====

- **Research and enquiry – 25% - 17**

*The quality and evaluation of the sources used
and ability to reference using the Harvard style.:
adequately done , although the arguments and
analysis is rather poor not comparative The SAF
model is not explained well-----
--*

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- **Presentation – 15% - 11**

*Demonstration of effective presentation skills
and ability to produce high quality supporting
material.----- good*

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KNOWLEDGE (30%)

79 / 100

The extent to which the presentation demonstrates strong knowledge and understanding of relevant academic concepts.

100 - 80 (100)	Shows a systematic understanding of relevant academic concepts and can apply these to the situational context. Reflects multiple perspectives, understanding where the knowledge base is most / least secure.
79 - 70 (79)	Meets all the requirements of the lower descriptor and shows elements and/or partial elements of the higher descriptor
69 - 60 (69)	Shows a detailed knowledge of relevant academic concepts, however may not be able to apply these to the situational context. Some awareness of different ideas, contexts and frameworks.
59 - 50 (59)	Meets all of the requirements of the lower descriptor, and shows elements and / or partial elements of the higher descriptor.
49 - 40 (49)	Shows a broad knowledge of relevant academic concepts, however they may not be applied to the situational context. Information provided suggests a fixed knowledge base or absolute truth.
39 - 20 (39)	Meets all of the requirements of the lower descriptor and shows elements and/or partial evidence of the higher descriptor.
19 - 0 (19)	Shows no awareness of relevant academic concepts. No demonstration of situational awareness. Presents incorrect information as truth.

ANALYSIS (30%)

79 / 100

The extent to which the presentation demonstrates analytical skills, and the quality of the conclusions generated,

100 - 80 (100)	Analyses information, using reasoned arguments, supported by relevant evidence. Generates logical conclusions that follow on from the evidence and arguments.
79 - 70 (79)	Meets all the requirements of the lower descriptor and shows elements and/or partial elements of the higher descriptor
69 - 60 (69)	Analyses information using arguments, supported by evidence. Generates logical conclusions that are relevant to the situation context.
59 - 50 (59)	Meets all the requirements of the lower descriptor and shows elements and/or partial elements of the higher descriptor
49 - 40 (49)	Analyses information but may not be supported by evidence. Generates conclusions with limited relevance and / or not supported by the analysis.
39 - 20 (39)	Meets all of the requirements of the lower descriptor and shows elements and/or partial evidence of the higher descriptor.
19 - 0 (19)	Describes information, with no analysis. Generates summative conclusion only.

RESEARCH (25%)

79 / 100

The quality and evaluation of the sources used and ability to reference using the Harvard style.

100 - 80 (100)	Uses a range of high quality sources, which are exclusively academic. Demonstrates critical evaluation of the source material. Cited correctly using the Harvard style.
79 - 70 (79)	Meets all the requirements of the lower descriptor and shows elements and/or partial elements of the higher descriptor
69 - 60 (69)	Uses a range of sources, most of which are high quality. Some evidence of source evaluation. Cited correctly using the Harvard style.
59 - 50 (59)	Meets all of the requirements of the lower descriptor, and shows elements and / or partial elements of the higher descriptor.
49 - 40 (49)	Uses sources of variable quality. Limited evidence of source evaluation. Consistently cited bot necessarily using the Harvard style
39 - 20 (39)	Meets all of the requirements of the lower descriptor and shows elements and/or partial evidence of the higher descriptor.
19 - 0 (19)	Limited or no references, none of which can be considered academic. Unrecognisable style of referencing used.

PRESENTATION (15%)

69 / 100

Demonstration of effective presentation skills and ability to produce high quality supporting material.

100 - 80 (100)	Uses language that is clear, concise and appropriate to a professional audience. Design of the material actively enhances the message being communicated and shows evidence in design.
79 - 70 (79)	Meets all the requirements of the lower descriptor and shows elements and/or partial elements of the higher descriptor
69 - 60 (69)	Uses language of a high professional standard that is mostly appropriate to the audience. Design material enhances the message being communicated but may be simplistic in design.
59 - 50 (59)	Meets all of the requirements of the lower descriptor, and shows elements and / or partial elements of the higher descriptor.
49 - 40 (49)	Uses language of that can be clearly understood but may not be appropriate to the audience. Design material shows basic but does not distract from the message being communicated.
39 - 20 (39)	Meets all of the requirements of the lower descriptor and shows elements and/or partial evidence of the higher descriptor
19 - 0 (19)	Uses language of that is not clearly understandable or is unprofessional. Design material distracts from the message being communicated.