

## **EXECUTIVE SUMMARY**

The primary objective of this management research aims to present the ways to reduce sales revenue decline against the budget in Mercure Grand hotel in Doha. The Mercure Grand, the luxurious 4-star hotel located in the heart of Doha city which has 12 floors with 175 guestrooms is one of the leading hotels in Qatar was established in 1982 as a Sofitel brand as a PLC for Leisure and tourism business and in 2006 rebranded as Mercure Grand Hotel. The Mercure Grand hotel management is facing a serious problem due to a significant revenue gap between budget and actual sales. Prominent revenue decline was noted since 2019. Total revenue decline is directly affected by other main income sources of room revenue, F&B revenue and banquet revenue. Room revenue drop relative to the budget is average 31%. F&B revenue drop against the budget is 37% and banquet revenue drop is 35%. Those categories are influencing sustainability, revenue enhancement and profitability of the hotel. For the purpose of exploring present situation, primary and secondary data were collected from the available sources to identify problem(s) and its significance as well as to determine how the sales revenue decline can be overcome.

The main intention of this MFRP is that analyzing the key problem of sales revenue decline against the budgeted revenue in Mercure Grand hotel by identifying possible associated problems and performance gaps of those associated problems with the support of current available data in the hotel. The present situation of the hotel has been identified by SWOT analysis and the project has focused on cause-and-effect diagram under three key category labels of Sales and Marketing Management, Customer Relationship Management and Banquet Management to analyze the root causes for declining sales revenue of the hotel. The project was able to brainstorm possible root-causes for associated problems through cause-and-effect diagram.

The detailed theoretical underpinning has assisted in supporting the key problem and its root causes. There are three critical areas has been selected as essential components such as sales & marketing, customer relationship management & banquet management in order to review scholars' literature and identified appropriate solutions and recommendations. The study framework has been developed based on literature review for the key problem in order to

support the field project objective. The techniques such as TNA, trend analysis, job profiling, booking process etc. are used to resolve the project objectives.

Further, set objectives of this project includes reduction of the sales revenue decline from 34% to 15%, that improves the revenue generation of the company from Qr.43Mn to 55Mn and profit gain of Qr. 12Mn. The current situation of the Mercure Grand hotel has been analyzed under each project component and has been given appropriate solutions. It is imperative to engage the top management of the Mercure Grand hotel in the project in order for it to be successful. A thorough analysis of the root causes of each component of the project led to the most appropriate solutions. Specialized team is allocated for each project component with assigned responsibilities. Further, the resources allocated for project components and costing must also be included in project implementation.

The project focused cost-benefits from each project component in terms of intangible and tangible point of view. The total cost benefit has been calculated Qr.4.1mn & cost benefit ratio was analyzed as 25.35. The output and outcome of the project have been elaborated and discussed the finding of the project backed with historically discussed and proven theoretical underpinning. The sub objectives were set to achieve the project outputs and outcomes. The F&B sales decline, reduced from 37% to 15% allowing saving of Qr. 2.5mn, the Room sales decline, reduced from 31% to 15% allowing saving of Qr. 2.4mn and Banquet sales decline, reduced from 35% to 15% allowing savings of Qr.2k as outputs in the first year. With a minimum project cost of Qr.157k, these sub-objectives will further enable the project to achieve its revenue expectation of Qr.5.1mn.

The findings and the recommendations of the project were discussed in detailed. The findings were summarized for project components and for the key problem. The solutions were presented for the purpose of implementation based on previously proven literature reviews. Then, the recommendations were discussed for the overall project and for sub components in terms of practical scenario to support the solutions to be implemented. The significant sales revenue decline can be reduced and mitigate the current problem by implementing proposed recommendations and enhance profitability and sustainability of the Mercure Grand hotel.