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IMPLEMENTING STRATEGIC PROJECT MANAGEMENT IN THE HOSPITALITY
INDUSTRY: MARTIUS PRIVATE SUITES HOTEL RENOVATION

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ABSTRACT

This study investigates the role of Project Management practices in hotel renovation projects, drawing insights from existing literature and empirical data from the Martius Private Suites Hotel case study. It explores the importance of project constraints, such as cost, time, quality, and scope, in guiding project outcomes. Additionally, it examines the impact of external factors, including the COVID-19 pandemic, on renovation projects. Findings underscore the necessity of integrating project management principles to optimize resource allocation, enhance operational efficiency, and mitigate risks for successful project execution amidst evolving industry dynamics.

Keywords:

Project Management, Operations Management, Hospitality industry, Hotel Renovation,

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TABLE OF CONTENTS

| | |
|------------------------------------------------------------------------|-----------|
| ABSTRACT | 1 |
| INTRODUCTION | 3 |
| LITERATURE REVIEW | 4 |
| THE HOSPITALITY INDUSTRY | 4 |
| <i>Hotel Renovation</i> | <i>4</i> |
| PROJECT MANAGEMENT IN BUSINESSES..... | 6 |
| <i>Project Management in the Hospitality Industry.....</i> | <i>7</i> |
| <i>Hospitality Project Management: Hotel Renovation projects</i> | <i>9</i> |
| CONTEXTUALIZATION..... | 10 |
| THE PALAZZO CECCHINI BRASCHI LAVAGGI GUGLIELMI HISTORY | 10 |
| MARTIUS PRIVATE SUITES HOTEL HISTORY | 11 |
| COVID-19 | 12 |
| MARTIUS PRIVATE SUITES HOTEL RENOVATION | 13 |
| METHODOLOGY | 14 |
| RESEARCH DESIGN | 14 |
| DATA COLLECTION & ANALYSIS | 14 |
| RESULTS & CONSIDERATIONS..... | 15 |
| FINDINGS | 15 |
| DISCUSSIONS | 18 |
| <i>Project Scope Management.....</i> | <i>18</i> |
| <i>Project Time Management</i> | <i>19</i> |
| <i>Project Cost Management.....</i> | <i>21</i> |
| <i>Project Quality Management.....</i> | <i>22</i> |
| CONCLUSIONS..... | 24 |
| FUTURE STEPS..... | 24 |
| LIMITATIONS | 25 |
| BIBLIOGRAPHY..... | 26 |
| GLOSSARY | 33 |
| APPENDICES..... | 35 |
| APPENDIX A: THE HOSPITALITY INDUSTRY (HI) & HOTEL RENOVATION | 35 |
| APPENDIX B: PROJECT MANAGEMENT (PM) IN BUSINESSES..... | 37 |
| APPENDIX C: RESEARCH METHODOLOGY | 41 |
| APPENDIX D: DISCUSSIONS | 46 |

INTRODUCTION

This study aims to explore and analyze in-depth project management processes in the context of hotel renovations, focusing on the crucial role of project management in ensuring the success of such initiatives. Through a review of existing literature and analysis of empirical data collected through interviews conducted at the *Martius Private Suites Hotel*, this research seeks to provide a comprehensive understanding of operational challenges and best practices in this sector. The fundamental objective is to offer practical and relevant recommendations for organizations operating in the hotel industry, aiming to maximize the effectiveness and success of their renovation projects.

The hotel landscape, being an ever-evolving sector, demands highly specialized and adaptable project management. The complexity of such projects is further accentuated by the need to coordinate a wide range of activities, resources, and stakeholders, while maintaining high standards of quality and meeting the evolving demands of the market and clientele. In this context, project management emerges as a key element for success, providing a methodological framework and practical tools to plan, execute, and monitor hotel renovation projects efficiently and effectively.

Through a critical analysis of key project management theories and models, integrated with empirical evidence from the field, this research aims to deepen understanding of the key processes that characterize hotel renovation projects. Specifically, it will explore dynamics related to planning, human resource management, financial management, risk mitigation, and communication, identifying common challenges and effective strategies to overcome them.

At the heart of this research is the belief that a rigorous approach to project management can provide a significant competitive advantage to organizations in the hotel sector, enabling them to successfully address the challenges and complexities of renovation projects.

LITERATURE REVIEW

The Hospitality Industry

The Hospitality Industry (HI) is an extremely broad category of the service industry, and it can be simplified by dividing it into four main sectors, including Lodging, Food & Beverage, Travel & Tourism, and Leisure (Flohr, Duncan and Johnson 2023).

Due to its unique characteristics of intangibility and perishability, the industry stands apart from others (Kim and So 2023). The products and services offered cannot be physically touched and are subject to decay (Moser 2022). Additionally, there is a shortage of experienced professionals, henceforth maintaining service and product consistency over time is challenging. Consequently, competent, and dedicated management, as well as continuous creativity, innovation, and ongoing investments are required to remain competitive in the market (Moser 2022). The industry is perceived as much more people-oriented than others, with all organizational actions contributing to delivering experiential offerings that engage guests memorably, rather than merely selling a service to a customer (Flohr, Duncan and Johnson 2023, Sipe and Testa 2018).

According with The Business Research Company (2024), it has demonstrated robust growth in recent years, with a projected increase from \$4673,63 billion in 2023 to \$4993,71 billion in 2024, representing a compound annual growth rate (CAGR) of 6,8%, and it will continue growing until 2028, with a CAGR of 5,5%. Focusing on the lodging sector, revenue in the Hotel segment is expected to show an annual growth rate (CAGR 2023-2027) of 4,28%, resulting in a projected market volume of US\$483,40bn by 2027 (Statista 2023)(*Appendix A: Figure 1*).

Hotel Renovation

Hassanien and Losekoot (2002) define the renovation as “the process of retaining or improving the hotel image by modifying the tangible product, due to a variety of reasons, through any changes in the hotel layout and/or any additions or replacement of materials and furniture,

fixture and equipment". Therefore, it is composed of various activities related to the tangible aspect of hotel offerings and highlights the correlation between the development of new offerings and renovation in the hotel sector (Hassanien 2007).

Essentially, hotel renovation endeavors to transform, enhance, and adapt the physical environment of the establishment, thereby ensuring its alignment with the constantly evolving preferences and requirements of customers (El-Sayed and Abed 2021).

Consequently, a comprehensive and meticulously planned examination of evolving purchasing patterns and consumer sentiments is necessary (Bharwani and Mathews 2021). Such analysis is paramount for hotel operations, ensuring that the hotel and its services continually resonate with consumers, maintaining their appeal and relevance (El-Sayed and Abed 2023). Furthermore, it facilitates ongoing analysis of competition, technological advancements, and environmental concerns, which are additional parameters considered throughout the renewal process (Hassanien 2007). Consequently, Hotel Renovation act as a strategy to add value to the hotel as an asset. Its effects extend beyond just enhancing customer satisfaction; they also positively influence revenue, repair, and maintenance expenses (R&M), and overall profitability (Turner and Hesford 2019). Considering factors such as the absence of prime locations, time-savings benefits, and a reverence for historic architecture, renovation is preferred over new construction (Penner, Adams and Rutes 2013).

Indeed, Hassanien's study (2007) revealed that respectively 97,4% and 79,4% of the respondents believe that finding funds and time to renovate a property is easier and more profitable compared to securing resources to open a new establishment.

El-Sayed et al. (2023), listed the advantages of renovation projects together with their academic sources, showed in *Appendix A: Table 1*.

On the other hand, the challenges and impediments inherent in such endeavors must not be overlooked. Financial considerations, including underestimated renovation costs or unexpected

prices hikes, as well as constructions (El-Sayed and Abed 2021) and external factors (Gong and Bridnia 2021), pose significant obstacles (Jaskowski and Biruk 2020).

Despite these considerations, renovation is an ongoing and inevitable process for successful hotel operations, and it should be implemented regularly in those (Hassanien 2007).

The complexity of the restructuring process predominantly stems from its concurrent execution alongside ongoing business activities. Consequently, according with Hassanien (2007), it necessitates a harmonization of financial considerations with strategic scheduling to mitigate the risk of alienating paying customers. Ensuring adherence to schedules and budgetary constraints emerges as crucial components in effectively managing such projects (Hassanien 2007).

Project Management in Businesses

Project Management (PM) is the application of knowledge, skills, tools, and techniques to initiating, planning, executing, controlling, and closing a project in order to maximize the chances of meeting the success criteria with interactions flowing through phases so that the closure of one phase provides the input for the start of the next (Flohr, Duncan and Johnson 2023) (*Appendix B: Figure 2*). Therefore, they are closely linked by the results they produce (PMBOK® Guide 2021). A more detailed explanation of these processes is provided in *Appendix B: table 2*.

The primary objective of PM is to establish coherence in projects (Jain 2021). While an experienced managers is crucial for driving the project forward, certain factors influencing its success may lie beyond its control (Cooke-Davis 2002) (*Appendix B: Figure 3*). According with Koziem (2021), the strategy of the *Iron Triangle* is useful to manage these obstacles involves producing the final outcome considering *project constraints*, such as time, budget, and quality (*Appendix B: Figure 4*), with the methodology taught to increase project success, reduce risk and develop critical success factors (Flohr and Curtis 2021) . Table 2 (*Appendix B*) offers an

intricate portrayal of the essential competences to successfully performing processes groups, delineated through its constituent processes. These components are categorized into 4 project constraints and 5 knowledge areas.

The processes described above constitute the project life cycle, which defines the beginning and end of a project, allowing for the creation of standalone projects and linking them to the ongoing operations of the performing organization (PMBOK® Guide 2021).

The application of PM theory involves coordinating interconnected activities across various subsets of the industry, demonstrating that PM can be applied in a wide of diverse industries (Sense 2003) . Their flowing course hinges on horizontal management, task orientation through empowerment, teamwork, speed, flexibility, and lateral communication (Wang 2001).

Project Management in the Hospitality Industry

Project management is a functional competency that is required within the hospitality organizations (Nath and Raheja 2001) and it is only becoming more important (Tereso and et al 2019). Organizations engage in various tasks, which typically fall into either operation¹ or projects² (PMBOK® Guide 2021).

HI operations are run through standardized processes and procedures, which streamline daily tasks, enhance efficiency, and provide the general manager with greater oversight and control (Sandoff 2005). As a result, HOs often require specialized analytical frameworks and tools (Szende and Dalton 2021) together with the application of new approaches, innovations and data usage (Chalupa and Petricek 2020).

While *operations* entail ongoing and repetitive tasks and a long-term budget with costs only partially previously defined or estimated (Frisanco and Anglberger 2008) , a *project* is temporary, with a definite end, scope and resources (Rengel, et al. 2019) coordinated to achieve

¹ Operations are the ongoing activities of an organization to run the business (Flohr, Duncan, & Johnson, 2023).

² A project is an investment that requires a set of coordinated activities performed over a finite period of time to accomplish a unique result in support of the desired outcome (Flohr, Duncan, & Johnson, 2023).

a common and unique goal (PMBOK® Guide 2021). Consequently, while Operations Management focuses on achievement of routine-driven continuous goals, Project Management (PM) is about implementation of temporary endeavors undertaken to achieve unique outcome (Sinclair and Sinclair 2009) that has to become a usual operation (Flohr, Duncan and Johnson 2023). This transition, known as *project handoff*, coincides with the end of the project and the integration of its deliverables into the day-to-day operations of the organization (Flohr, Duncan and Johnson 2023).

Andre Jackson's affirmation (Flohr, Duncan and Johnson 2023) underscores the essential role of PM in transforming the HI and creating memorable guest experiences. By connecting industry dots and recognizing the prevalence of project-based daily activities, PM becomes indispensable for all stakeholders within the hospitality sectors (Flohr, Duncan and Johnson 2023). Furthermore, the expectations of new clients and business partners are constantly changing. Therefore, it is evident the importance of employees being flexible and adapting their behaviors to meet the changing needs and requests of customers (Durden, Farrel and Souchon 2001). Consequently, managing these activities requires different skills and approaches, ensuring total integration and effective change management implementation (Harrington, Conner and Horney 2000). However, according to recent research, there is a substantial gap between the demand for the HI's PM skillset and the standard curriculum within most hospitality management programs (Flohr and Curtis 2021).

Experts of the industry have to improve their management skills to stay updated with the industry needs (Rengel, et al. 2019). Only by embracing innovation and adapting to the demands of the global market can companies in the sector thrive and differentiate themselves from the competition (Flohr, Duncan and Johnson 2023).

Organizing business activity into business processes will determine the success of hospitality firms (Krstić, Kahrović and Stanišić 2015).

Hospitality Project Management: Hotel Renovation projects

PM discipline has emerged as a valuable skill set useful across different businesses of Hotel Industry (Flohr and Curtis 2021), emphasizing its importance in both ongoing operations and discontinuous projects (Sinclair and Sinclair 2009). According with Gert Noordzy (Flohr, Duncan and Johnson 2023), renovation is included. However, the current state of Hotel Renovation Projects (HRP) reveals a lack of coordination among interdependent phases, leading to inefficiencies, lack of coherence and difficulties in project implementation (Noordzy 2016). Inadequate planning of the business case and feasibility study is common, leading to incorrect or uniformed decisions during the project (Noordzy and Whitfield 2021). Despite the demand for specialized management systems and skill sets for renovation phases, these projects are frequently overseen by staff of hotels with minimal PM experience (Noordzy and Whitfield 2021).

During the renovation phases, the majority of hoteliers have stated a preference to remain open, facing the simultaneous management of the ongoing project and daily operations (Hassanien 2007) and, consequently, necessitating meticulous planning to avoid dissatisfaction among paying customers, enforce adherence to the plan and budgets, and minimize costs (Rowe 1995). Moreover, even if, feasibility models for renovation seems to be more accurate than those of new establishments, thanks to the better market information and historical income and operating data (Hassanien and Losekoot 2002), hotel renovation faces many problems that cause duration and cost over-runs (Abdelghany and Abotaleb 2014). Delays in hotel openings have become increasingly problematic (Noordzy 2016) and they are often attributed to time constraints, delayed task performance, and communication issues (BRUŽA, MILOLOŽA and Santo 2019).

The hotel ownership should seek specialist expertise to ensure successful restructuring (El-Sayed and Abed 2023). This implies that the company will be able to meet demand with

optimized supply while maintaining certain desirable behavioral properties of the corporate system, such as stability, reliability, robustness, resilience, and sustainability (Zhang, Wang and Lin 2019). Planners need to carefully analyze and optimize renovation decisions in order to maximize the revenues of hotels during renovation work while minimizing their renovation cost (AlOtaibi, et al. 2021).

According to a study by Hassanien (2007), the most considered objectives during hotel renovation are “satisfaction of client”, “achieving completion with budgeted costs”, “meeting project quality requirements”, and “achieving completion of project on time.

In this sense, Renovation Project Management refers to the systematic planning, organization, and coordination of projects during the entire project lifecycle (Khan 2023).

CONTEXTUALIZATION

The Palazzo Cecchini Braschi Lavaggi Guglielmi History

Located in the heart of Rome, just a short stroll from iconic landmarks like the Pantheon and the Trevi Fountain, the Martius Private Suites Hotel occupies the remarkable Palazzo Cecchini Braschi Lavaggi Guglielmi. The structure encapsulates centuries of history and culture; originally a residence of aristocratic prominence, the palace has undergone various phases of ownership and utilization throughout its illustrious history. Its origins date back to the 15th century when the Cecchini family oversaw its construction, which in 1746 bequeathed the palace to the family of Giovanni Angelo Braschi, who ascended to the papacy as Pius VI in 1775. During their tenure, the Braschi family adorned the palace with precious works of art, establishing it as a cultural hub. In 1808, ownership of the palace passed to the Lavaggi family, who initiated a comprehensive renovation supervised by architect Antonio Sarti in 1830. This period saw the installation of a heating system, the modernization of bathrooms, and the commemoration of Pius VI's residency with a plaque. In 1919, the Guglielmi family assumed

ownership, a legacy that endures to this day. Under their stewardship, a portion of the building was allocated for office use, while other sections remained residential. Starting in 2018, the palace underwent a transformation of its intended use to a hotel. This sophisticated structure inherits the venerable artistic heritage of its predecessor, skillfully blending historical allure with contemporary luxury and comfort.

[Martius Private Suites Hotel History](#)

In June 2018, the Martius Private Suites Hotel opened its doors to the public, marking the beginning of a new era in luxury hospitality in the heart of Rome. Renting a space within the majestic Palazzo Cecchini Braschi Lavaggi Guglielmi, the hotel established its residence on the top floor of the building, thus joining the landscape of luxury hotels in the Eternal City.

At the time of its opening, the establishment offered a total of eight rooms, ranging from elegant Superior Rooms to sumptuous Presidential Suites, ensuring an impeccable stay experience for discerning clientele. From the outset, the Martius aimed to distinguish itself as a paragon of luxury hospitality, offering personalized services and an atmosphere of refined elegance. Among the services offered at the time of opening was the organization of private tours, allowing guests to explore Rome's rich history and culture with the utmost convenience and comfort. Although the breakfast service was not yet available internally at the hotel, guests could still order breakfast directly to their rooms through agreements with local restaurants, ensuring a high-quality gastronomic experience. The Martius Private Suites Hotel also proudly showcases a collection of artworks within its premises. It actively engages with the local artistic scene, demonstrating a keen interest in contemporary artists by exhibiting their temporary and permanent works throughout its suites and common areas. Currently, the hotel features artworks by Matteo Ponzi and Roberta Morzetti, enhancing the ambiance with their creative expressions. Moreover, the Martius Private Suites Hotel has joined, through Federalberghi, the Rome Art

Week, further solidifying its commitment to promoting cultural engagement and artistic expression within its esteemed establishment.

Since its inception, the Martius Private Suites Hotel has consistently positioned itself in the upper echelon of Roman hotels, attracting a sophisticated and international clientele seeking an unforgettable stay experience.

Covid-19

The COVID-19 pandemic has profoundly affected the global hotel industry (Lai and Wong 2020), resulting in a significant decline in revenue, estimated at 60% (World Tourism Organization 2021). In 2020, international tourist arrivals decreased by 73% compared to 2019 (World Tourism Organization 2021). This impact has been particularly severe in tourist-dependent cities like Rome, where the number of hotel guests collapsed by 80%, resulting in a 70% decrease in sector revenues (Roma Capitale 2020). Dube et al. (2021) underscore the unprecedented loss of jobs and revenue, necessitating extraordinary measures of financial and other support for the sector. In response to the challenges posed by the pandemic, hotel businesses have to adopt innovative strategies, with technology playing a crucial role in ensuring their survival (Lau 2020).

Additionally, the pandemic has had uncertain effects on workplace safety among the involved staff, impacting their work engagement and turnover (Jung, Jung and Yoon 2020) and ongoing HRPs have faced significant challenges due to disruptions in procurement operations and the supply chain (Nikolopoulos, et al. 2021).

The construction industry, in particular, has been heavily impacted, experiencing delays in material delivery times, cash flow interruptions, health and safety issues, and shortages of materials and equipment (Japutra and Situmorang 2021), making it challenging to source materials and equipment for renovation projects (Butt 2021). Shahed et al. (2021) highlighted

the need for risk mitigation models, emphasizing the importance of proactive measures to address logistical and procurement challenges in HRP.

Martius Private Suites Hotel Renovation

In December 2019, the Martius Private Suites Hotel submitted an expansion request to acquire the lower floor of the Palazzo, marking a significant moment in its growth and efforts to enhance guest experience. The selection of the architecture firm for the renovation works was a meticulous process, as the importance of the partner had to reflect the vision and identity of the Martius Private Suites Hotel. The choice was guided by a deep consideration of the firm's expertise, aesthetics, and ability to understand and respect the historical structural peculiarities of the Palazzo. Collaboration with the architecture firm was essential to ensure a harmonious integration between the new additions and the existing architecture, while preserving the distinctive character and elegance of the structure.

Following approval for the expansion and selection of the architecture firm for design, the hotel was poised to commence construction. However, the sudden onset of the pandemic disrupted all plans. The pandemic severely impacted the hospitality industry, and the Martius was not immune to its effects. From March 2020 to April 2021, the hotel had to close its doors, temporarily halting all operations, including renovation works. This period of inactivity resulted in significant financial and operational consequences, with plummeting bookings, staff reductions, and adaptation to new health regulations and restrictions.

In December 2021, when the hotel had already resumed full activity, renovation works officially commenced. The initiation of construction marked a concrete step towards completing the expansion project, highlighting the hotel's determination and commitment to its objectives.

Despite these challenges, in December 2022, the Martius finally opened the doors to its new floor, representing a victory of resilience and determination. The expansion introduced a range

of new spaces and services, enriching the hotel's offerings and preparing it for a successful future in Rome's hospitality market.

It is precisely as a result of this significant transformation that the Martius Private Suites acquired the new appellation of "Martius Private Suites Hotel," a name that reflects its rebirth as a complete and refined hospitality establishment, ready to offer an unforgettable experience to its guests.

METHODOLOGY

Research Design

The research aims to investigate PM strategies applicable within the HI focusing specifically on HRP.

A mixed approach was employed to integrate and validate data from existing literature. Given that the analysis uncovers novel insights in an area that has received limited attention in previous studies, the research will primarily adopt an exploratory and explanatory approach. Following a thorough literature review and examination of claims pertaining to the topic, an extensive case study was conducted on the Martius Private Suites in Rome. This case study was utilized to assess the alignment between the organization's experiences and challenges and those identified in the literature review. By employing a mixed-method approach (Creswell 2017), which combines both qualitative and quantitative elements from secondary sources (Bryman 2012), the research aims to provide a comprehensive understanding of the studied phenomenon. This approach facilitates the integration of empirical data from the case study with existing evidence and theories in the literature, offering a more holistic perspective on HRPs.

Data Collection & Analysis

The data collection process began with a comprehensive secondary research phase, focusing on existing literature related to renovation processes and the application of PM practices in the HI.

The results obtained from this secondary research were then synthesized to identify common challenges encountered during HRPs and to analyze studies validating the efficacy of PM within the hotel sector. Following the secondary research phase, a primary research approach was undertaken using semi-structured interviews to address the research question: *Can the implementation of PM practices offer generally applicable solutions to manage the issues faced in renovating a hotel?*

These interviews encompassed key stakeholders, including hotel staff, the general manager, administrative personnel, and selected investor-owners, to gain a comprehensive understanding of all operations from multiple perspectives. Open-ended questions were employed into the interviews to encourage detailed responses and gather insights into their experiences.

This methodological approach ensured a balanced inquiry, combining structured questioning with the flexibility to explore emerging themes thoroughly.

The following paragraph presents the outcomes of interviews conducted regarding the HRP of Martius Private Suites Hotel, focusing on its phases and the challenges faced by the team throughout the process. To uphold confidentiality, the respondents' identities will not be indicated; nevertheless, this will not compromise the reliability of the findings. The research guidelines utilized will be provided in the *Appendix C* to facilitate a deeper comprehension of the research framework, together with the interviewees' identification table.

RESULTS & CONSIDERATIONS

Findings

Firstly, it's important to acknowledge that during the interviews not all participants were well-versed in PM practices. From a careful analysis of the interviews, several key insights have emerged, shedding light on the planning, execution, and challenges encountered during the project.

The planning phase was characterized by several key points. Respondents emphasized the goal of expanding and enhancing the services offered to meet customer needs. This included adding new facilities such as the breakfast room, bar, and restaurant, along with planning other services such as luggage storage and laundry service. Additionally, the importance of collaboration with architects to develop the interior architecture project was emphasized, considered fundamental to ensuring a welcoming and functional environment for guests. However, some respondents also mentioned challenges faced during this phase, such as the need to manage the publicity process for the opening and increase direct contacts with agencies and tour operators to promote the project effectively. Despite planning with architects to ensure material and project compatibility with the hotel's needs, significant problems emerged, including the use of incorrect materials and underutilization of space in the rooms.

Furthermore, human resource management posed significant challenges. According to statements from the executive team, for key roles such as receptionists and cleaning staff, it was preferred to retain existing personnel as they were familiar with the company's overall standards and goals. However, some interventions were necessary, such as hiring new staff to manage the increased number of rooms and services offered. Regarding training, the personnel highlighted both strengths and weaknesses. While training sessions were conducted for staff, they overlapped with daily operations, leading to challenges in adapting to new responsibilities. Staff shortages in certain departments also presented difficulties, with respondents underscoring the need for additional support to manage daily operations efficiently. Particularly, the increased workload resulting from the hotel's expansion caused delays and service disruptions.

Furthermore, the shortage of human resources and delayed delivery of materials hindered daily activities and compromised service standards. Both Executive and personnel team cited several challenges related to timing operations, including delays in material and supply delivery times needed to complete the project. These delays resulted in postponement openings of some spaces

and necessitated the relocation or cancellation of existing reservations. From the interviewees analysis, it is evident that coordinating activities among different teams during the project was complex, with some departments facing difficulties in communicating their progress and needs to others.

As for budget and resource management, it was one of the main challenges during the renovation process. The Executive team highlighted difficulties in prioritizing spending and optimizing available resources exacerbated by delays in supplier payments and disputes with construction firms, leading to work interruptions and delays in project completion. These delays directly impacted the project's timing and resulted in additional costs due to contractual penalties and changes to original plans. Respondents emphasized the need for better planning and monitoring of expenses, along with increased transparency in managing financial and material resources.

Communication challenges among departments were also prevalent, with personnel citing fragmented and inefficient communication channels. The lack of adequate tools made information exchange and coordination of activities difficult. Particularly, difficulties in timely transmission of information among departments were highlighted, with some issues in shift handovers and updates on work status. Additionally, the absence of on-site managerial figures impeded swift decision-making and problem resolution. Challenges were reported in dealing with unforeseen events and changes in the hotel renovation plan, requiring rapid adaptability and problem-solving.

Maintaining service quality amidst the renovation process was a priority. Both Executive and personnel team emphasized the importance of maintaining high service standards despite the challenges encountered during the transition period. Efforts to ensure that the services offered met guest expectations was made, despite delays in facility delivery and challenges in human resource management. Respondents recognized the need to quickly adapt to changing guest

needs and ensure a positive experience during their stay. On the other hand, the issues of poor coordination and communication among departments also impacted the quality of service.

Nonetheless, respondents emphasized the importance of maintaining a constant commitment to ensuring high-quality services offered to preserve the reputation and satisfaction of guests. Respondents recognized the importance of learning from mistakes and challenges encountered during the hotel transformation process.

Lastly, lessons learned from managing deadlines and times were highlighted, with particular attention to the need for more accurate planning and more effective management of available resources. Interviewees emphasized the importance of improving communication and coordination among departments to more effectively address operational challenges. Some respondents also suggested adopting more robust strategies for personnel and operational process management to ensure a smoother transition during the renovation process.

Discussions

The management of HRP has not been specifically addressed in existing literature; instead, a general framework is provided on the application of PM practices in the HI. By comparing these sources with the results of qualitative research on Martius Private Suites Hotel, a deeper and more comprehensive understanding of this crucial managerial practice emerges.

Project Scope Management

Effective Project Scope Management is essential for ensuring that it aligns with its intended objectives and delivers the desired outcomes within the defined constraints (Flohr, Duncan and Johnson 2023). This process encompasses defining, planning, and controlling what will be included in the project to prevent scope creep and ensure project success.

At Martius Private Suites Hotel, interviews underscored the primary objective of its project, consisting in expanding guest service offerings while maintaining the hotel's high standard of

quality. To achieve this goal, respondents emphasized the need to adapt the hotel structure to meet the evolving demands of modern customers, requiring collaboration with architects and designers to develop functional and welcoming spaces. Challenges highlighted by respondents, such as managing relationships with external parties through clear and transparent communication, align with Noordzy's assertion (2021) that coordination and collaboration among interdependent parties are critical for project efficiency, coherence, and development. Moreover, the literature emphasizes the importance of clear communication and collaboration in defining project scope (El-Sayed and Abed 2021). Similarly, the interviews underscore the importance of fostering a culture of collaboration and communication within the organization. Effective communication channels facilitate alignment among stakeholders and ensure that project objectives are clearly understood and agreed upon (El-Sayed and Abed 2021). By prioritizing effective communication and stakeholder engagement, hotel establishments can better define and manage project scope, ultimately ensuring that HRP meet their intended objectives and deliver value to stakeholders, as recommended by Flohr, Duncan, and Johnson (2023).

Additionally, Shaded et al. (2021) highlights proactive risk management as a strategies to identify potential scope-related issues early in the project lifecycle, allowing for timely mitigation measures. Respondents at Martius Private Suites Hotel mentioned resorting to improvisation multiple times in emergency situations related to external factors, impacting the achievement of short-term goals.

These challenges underscore the importance of project scope management in HRPs which entails including all necessary work and only the necessary work for project success.

Project Time Management

Efficient time management is crucial for the successful execution of projects within the hospitality sector, as emphasized Flohr, Duncan, and Johnson (2023). Time constraints often

pose challenges, requiring meticulous planning and scheduling to ensure timely project completion (PMBOK® Guide 2021). Moreover, BRUŽA, MILOLOŽA & Santo (2019) highlighted the challenges encountered during HI underscoring the importance of meticulous planning and scheduling to ensure timely completion. Martius Private Suites Hotel is the perfect example of these considerations since interviews revealed several time-related challenges related to HRPs.

Delays in material delivery significantly impacted the project timeline due to interruptions in procurement activities stemming from a lack of detailed planning and ineffective coordination between suppliers and internal teams. This highlights the necessity of including procurement planning (PMBOK® Guide 2021).

Moreover, personnel shortages and inadequate training for specific roles hindered efficient and goal-oriented work, confirming Noordzy's theory (2016) linking delays during HRPs to time constraints and performance delays in certain tasks. Additionally, fragmented communication channels among departments exacerbated time-related issues, hindering the timely transmission of information and leading to delays in decision-making and problem resolution.

The management of these activities requires skills beyond those typically required for daily activities (Flohr and Curtis 2021). Therefore, the presence of an expert figure capable of coordinating and training personnel while maximizing productivity is essential (El-Sayed e Abed 2023). Effective leadership is imperative for orchestrating activities and ensuring a seamless flow of activities among diverse stakeholders.

Finally, the lack of foresight and difficulty in managing the consequences of these delays underscored the inadequate risk management. Addressing these challenges requires the implementation of a rigorous risk management strategy, including early identification of potential risks, assessment of their impact on the project timeline, and implementation of appropriate countermeasures to mitigate these risks. At the core of these considerations lies the

assertion by Shahed et al. (2021), who highlights the need for a risk management model, emphasizing the importance of proactive measures to address logistical and procurement issues in HRPs.

Project Cost Management

Cost management is a critical aspect of HRPs, where budget constraints are prevalent (Flohr, Duncan and Johnson 2023). Effective cost management involves careful planning, monitoring, and allocation of financial resources to ensure project affordability and profitability (PMBOK® Guide 2021). At Martius Private Suites Hotel, interviews revealed several cost-related challenges encountered during the renovation phases.

Respondents highlighted difficulties in prioritizing spending and optimizing available resources, exacerbated by delays in supplier payments and disputes with construction firms. These challenges led to work interruptions, project delays, and additional costs due to contractual penalties and changes to original plans. This pattern of budgetary surpassing at Martius reflects a recurring issue in the HI, where projects commonly face challenges related to exceeding both duration and budget constraints (Abdelghany and Abotaleb 2014).

Moreover, the literature emphasizes the necessity of transparent financial management and monitoring for project success (El-Sayed and Abed 2021). Likewise, the Martius Private Suites Hotel case study confirms this, as respondents emphasized the need for clear communication of budgetary constraints and financial goals to facilitate informed decision-making and mitigate cost overruns.

Financial risk management is another critical aspect highlighted in PM literature, particularly in the hospitality sector, where profit margins may be tight and unforeseen costs can have a significant impact on the overall project budget (Flohr, Duncan and Johnson 2023). Managing financial risks entails a thorough assessment of potential risks and the implementation of preventive measures to mitigate them.

A detailed examination of the Martius case underscores the potential benefits of adopting a more rigorous approach to financial planning and monitoring. Effective financial planning is paramount for the successful execution of HRPs, as highlighted in project management literature (Hassanien and Losekoot 2002). By implementing proactive measures such as detailed financial planning, transparent communication, and robust risk management strategies, organizations can mitigate cost-related challenges and ensure the successful completion of renovation projects.

Project Quality Management

Quality management is paramount in the hospitality industry, where guest satisfaction is a primary concern (Flohr, Duncan and Johnson 2023). Maintaining high service standards amidst HRPs is crucial for preserving the hotel's reputation and ensuring guest loyalty (El-Sayed and Abed 2023). Consequently, attention to detail and adherence to quality standards are essential throughout the project lifecycle.

The interviews conducted at Martius Private Suites Hotel revealed a strong emphasis on maintaining service quality despite the challenges encountered during the HRP. Respondents highlighted the importance of quickly adapting to changing guest needs and ensuring a positive experience during their stay. However, fragmented communication among departments posed challenges to maintaining consistent service quality. Equally, the literature emphasizes the significance of clear communication and collaboration in ensuring quality outcomes (El-Sayed and Abed 2021). Effective communication channels facilitate the exchange of information and coordination of activities among different teams, ultimately contributing to the delivery of high-quality services (Flohr, Duncan and Johnson 2023).

Moreover, the Martius Private Suites Hotel stated that it followed the common choice to remain open during HRP, confirming that it encountered issues related to ongoing operations and project activities (Hassanien 2007). Besides that, the hotel decided to retain the existing staff to

ensure continuity in quality standards, hiring just one new individual. However, this led to personnel shortage issues, particularly in critical departments such as reception and housekeeping, resulting in service delays and interruptions. Concurrently managing daily operations and renovation works posed a considerable challenge for existing staff, necessitating a delicate balance to uphold high-quality service standards while minimizing guest disruptions. The stress experienced by hotel staff also has a negative impact on the quality of service provided, further emphasizing the need for a specialized management system and skills regarding HRPs (Noordzy and Whitfield 2021).

Furthermore, respondents admitted the lack of adequate pre-renovation training. It compounded operational challenges, with new team members receiving on-the-job training, thereby diminishing its effectiveness. As emphasized by Nath, Raheja (2001) and Tereso et al. (2019) prudent human resource management is paramount in the hospitality industry for organizational success. Clear delineation of roles and responsibilities is essential to ensure each team member comprehensively understands their functions and associated expectations, as emphasized by Flohr, Duncan, and Johnson (2023).

In this case as well, the risk mitigation strategy would have been crucial. Embracing a structured PM approach would have enabled Martius to continuously monitor and control project progress, intervening promptly in case of deviations from the plan. Despite encountering challenges and delays, Martius has diligently strived to uphold high service quality standards for its guests. A structured project management approach could have facilitated more comprehensive planning of activities and resources required to sustain operational services during the HRP.

To provide a practical perspective on the discussed PM principles, detailed tables outlining specific techniques and tools for addressing Martius private Suites Hotel's issues in its HRP are included in *Appendix D*.

CONCLUSIONS

The comparative analysis between qualitative research findings and existing literature provides invaluable insights into the intricacies of HRP. It suggests treating renovation as integrated projects and applying the Iron Triangle concept, which encompasses customer satisfaction (Scope), adherence to budgeted costs (Costs), maintenance of project quality requirements (Quality), and adherence to delivery timelines (Time) (Hassanien 2007). Integrating PM principles becomes essential in addressing and overcoming these challenges, ensuring effective PM and enhancing guest satisfaction.

Furthermore, the study observes that participants intuitively apply project management practices to overcome specific challenges during renovation projects. These findings reaffirm the crucial role of project management practices in guiding hotel renovation endeavors towards successful outcomes. By emphasizing meticulous planning, effective communication, and proactive risk mitigation, project management serves as a cornerstone framework for navigating the intricate challenges inherent in hotel renovations.

In essence, this research underscores the indispensable role of project management in managing the complexities of hotel renovation projects. It emphasizes the necessity of integrating project management into organizational practices to achieve optimal project outcomes. Through the analysis of existing literature and qualitative research on the Martius Private Suites Hotel case, the study positively addresses the main research question: the application of project management practices proves valuable in managing the challenges encountered during hotel renovation projects.

FUTURE STEPS

Moving forward, further research avenues could explore the development of comprehensive frameworks tailored specifically for HRP, integrating PM principles with industry-specific

considerations. Additionally, longitudinal studies tracking the implementation of PM strategies over extended periods could provide valuable insights into their long-term efficacy and adaptability in dynamic hospitality environments. Furthermore, comparative analyses across diverse hotel renovation contexts and geographic regions could offer nuanced perspectives on the generalizability of findings and the applicability of best practices across different settings. Finally, continued collaboration between academia and industry stakeholders could facilitate the co-creation of innovative solutions to address emerging challenges and capitalize on opportunities in the evolving landscape of HRP.

LIMITATIONS

While this study offers valuable insights into the role of PM in HRP, certain limitations warrant consideration. Firstly, the research focused primarily on a single case study, limiting the generalizability of findings to broader contexts. Future research endeavors could benefit from incorporating multiple case studies to enhance the robustness and representativeness of results. Additionally, the reliance on qualitative methods may have introduced subjective biases, highlighting the need for complementary quantitative analyses to validate findings. Moreover, the study's scope was constrained by practical considerations, such as time and resource constraints, potentially overlooking nuanced aspects of HRP management. Finally, the dynamic nature of the HI and external factors, such as economic fluctuations and regulatory changes, may influence project outcomes, underscoring the need for ongoing research to adapt to evolving conditions and challenges.

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GLOSSARY

HI: Hospitality Industry

PM: Project Management

HRP: Hotel Renovation Project

INDEX OF TABLES

| | |
|---------------------------------------------------------------------------------------|----|
| TABLE 1: LIST OF THE ADVANTAGES OF HOTEL RENOVATION | 36 |
| TABLE 2: PROCESS GROUPS IN A PROJECT | 37 |
| TABLE 3: PROJECT CONSTRAINTS & KNOWLEDGE AREAS IN PROJECT MANAGEMENT STRATEGIES | 40 |
| TABLE 4: INTERVIEWEES IDENTIFICATION | 41 |
| TABLE 5: PROJECT SCOPE MANAGEMENT IN HRP | 46 |
| TABLE 6: PROJECT TIME MANAGEMENT IN HRP | 47 |
| TABLE 7: PROJECT COST MANAGEMENT IN HRP | 48 |
| TABLE 8: PROJECT QUALITY MANAGEMENT IN HRP | 49 |

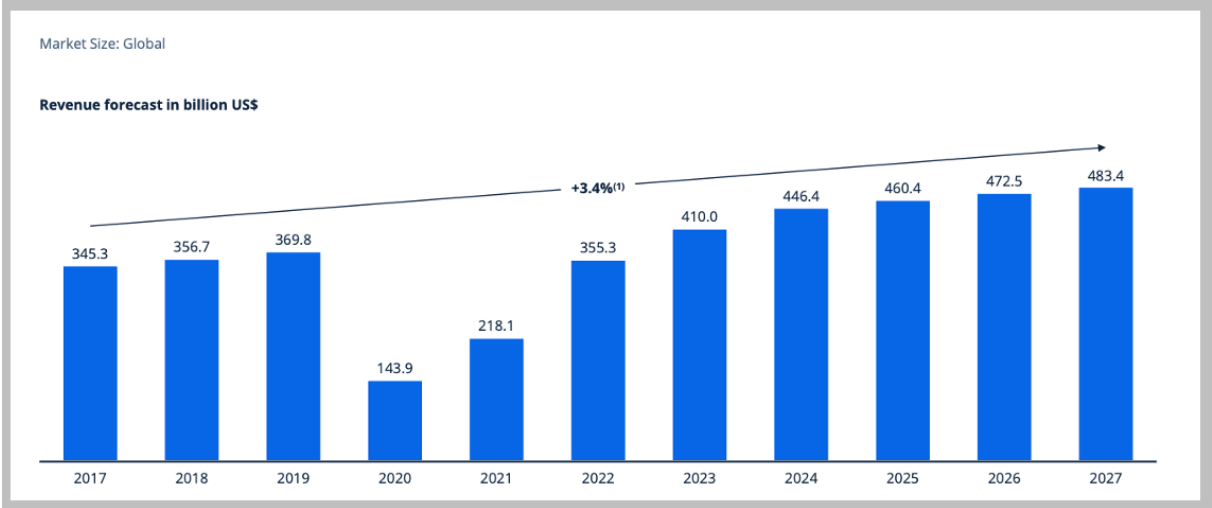
INDEX OF FIGURES

| | |
|---------------------------------------------------------------------------------------|----|
| TABLE 1: LIST OF THE ADVANTAGES OF HOTEL RENOVATION | 36 |
| TABLE 2: PROCESS GROUPS IN A PROJECT | 37 |
| TABLE 3: PROJECT CONSTRAINTS & KNOWLEDGE AREAS IN PROJECT MANAGEMENT STRATEGIES | 40 |
| TABLE 4: INTERVIEWEES IDENTIFICATION | 41 |
| TABLE 5: PROJECT SCOPE MANAGEMENT IN HRP | 46 |
| TABLE 6: PROJECT TIME MANAGEMENT IN HRP | 47 |
| TABLE 7: PROJECT COST MANAGEMENT IN HRP | 48 |
| TABLE 8: PROJECT QUALITY MANAGEMENT IN HRP | 49 |

APPENDICES

Appendix A: The Hospitality Industry (HI) & Hotel Renovation

Figure 1: Hotels revenues are estimated to increase at a CAGR of 3,4% from 2017 to 2027



Source: (Statista 2023)

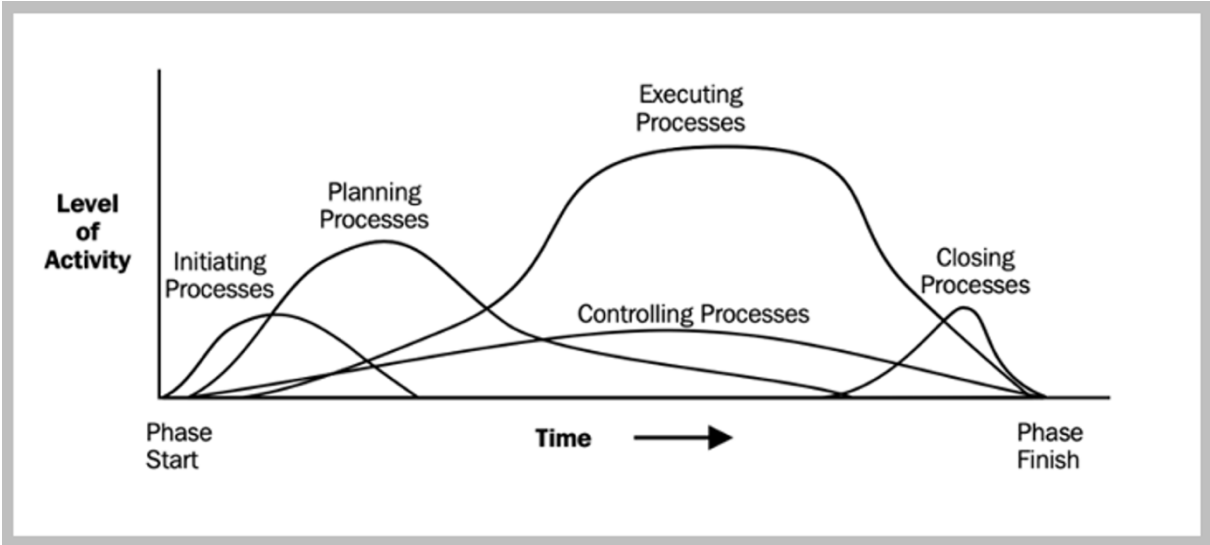
Table 1: List of the Advantages of Hotel Renovation

| | | |
|----|-----------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1 | Keeping a good competitive advantage | (El-Sayed & Abed, 2021) |
| 2 | Improving market share by satisfying present/ potential customers | (Gong & Bridnia, 2021) |
| 3 | Improving the efficiency of the hotel operation by increasing productivity | (Abed, 2017) |
| 4 | Savings operational expenses | (Abed, 2017; El-Sayed & Abed, 2021) |
| 5 | Maintain corporate image with the required standards | (El-Sayed & Abed, 2021) |
| 6 | Upgrading the hotel category/ value | (Gong & Bridnia, 2021) |
| 7 | Comply with new trends in the market (e.g., the new norms) | (Abed, 2017; El-Sayed & Abed, 2021) |
| 8 | Cope with the governmental requirements | (Abed, 2017; El-Sayed & Abed, 2021) |
| 9 | Recovering from natural disasters such as hurricanes and earthquakes | (Gong & Bridnia, 2021) |
| 10 | Prevent any potential crisis related to safety issues | (Abed, 2017; El-Sayed & Abed, 2021) |
| 11 | Improving the functionality of the hotels' operations | (El-Sayed & Abed, 2021) |
| 12 | Increasing customers' feeling of comfort | (El-Sayed & Abed, 2021) |
| 13 | To adopt new technologies that facilitate the work, decrease failures, and the usage of energy, reducing costs. | (El-Sayed & Abed, 2021) |

Source: Author of the study

Appendix B: Project Management (PM) in Businesses

Figure 2: Overlap of Process Groups in a phase.



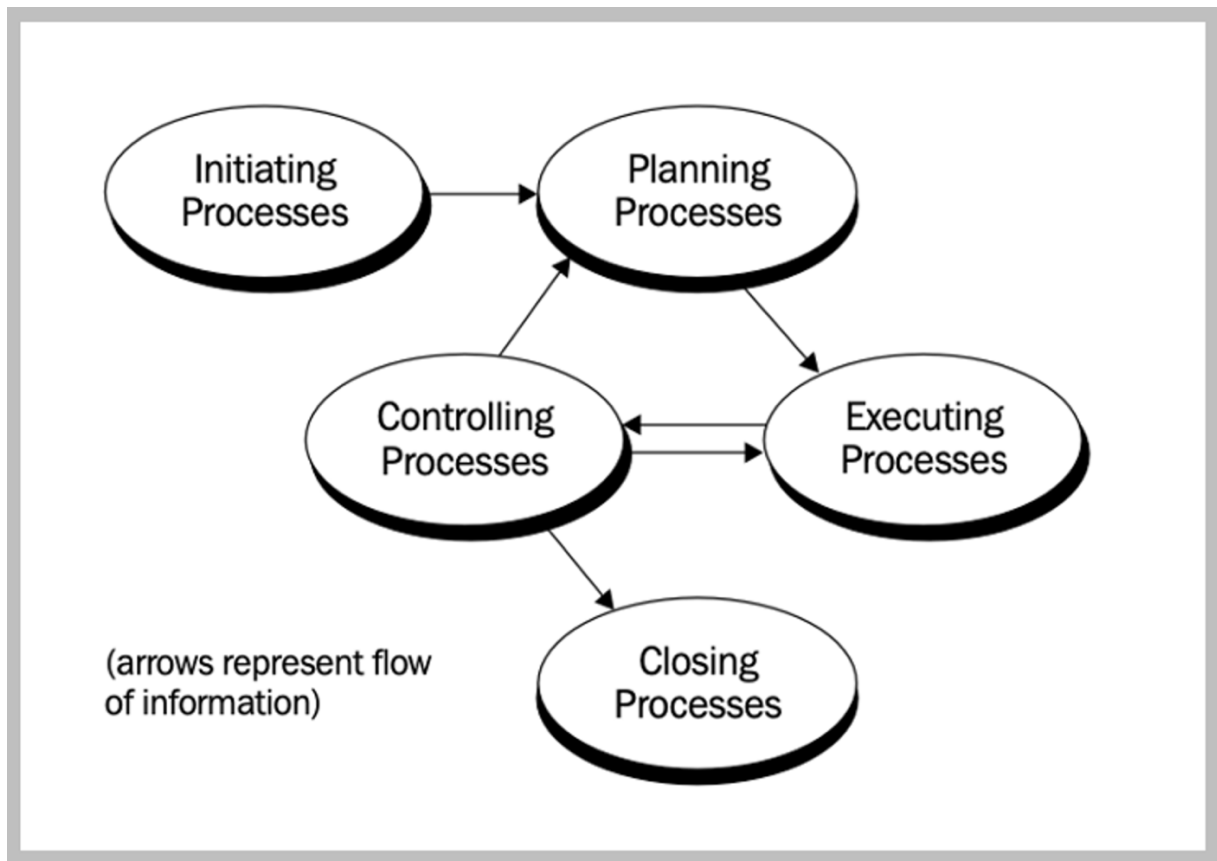
Source: (PMBOK® Guide 2021)

Table 2: Process Groups in a Project

| Project Processes | |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Initiating | it constitutes the phase in which the project's purpose is specified and is composed of a single process. |
| 2 Planning | it constitutes the most important phase where decisions regarding the project's subsequent phases are made. It consists of multiple internal processes, which may be iterative, and is closely linked to the project's purpose |
| 3 Executing | it is the process of implementing the decisions made in the planning phase, where personnel and other resources are coordinated to carry out the plan |
| 4 Controlling | it involves measuring and monitoring progress to identify any deviations from the initial plan. It is a continuous process across all project components, overlapping with each one |
| 5 Closing | This is the phase where the project ends. It is divided into contract and administrative closeout, where the success of the project is evaluated |

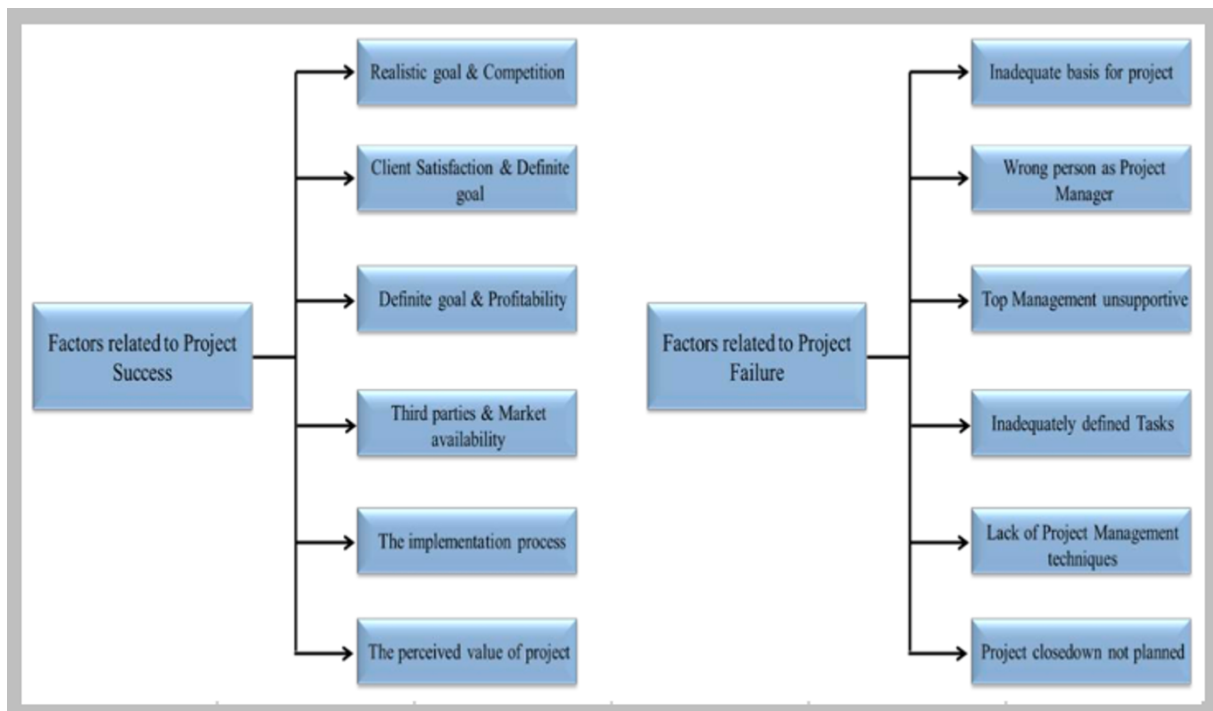
Source: (PMBOK® Guide 2021, Portny e Portny 2022)

Figure 3: Link among Project Groups in a phase



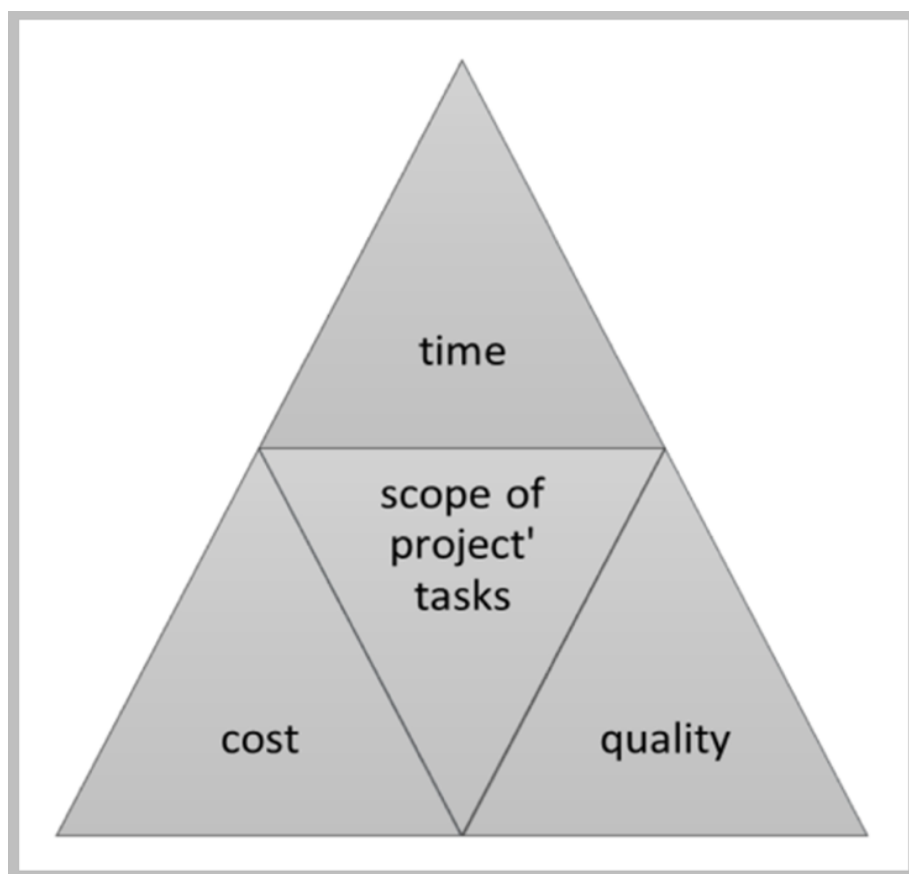
Source: (PMBOK® Guide 2021)

Figure 4: List of factors responsible for the Project Success & Failure



Source: (Jain 2021)

Figure 5: The Iron Triangle



Source: (Kozien 2021)

Table 3: Project Constraints & Knowledge Areas in Project Management Strategies

| | | | | | |
|----------------------------|---|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| PROJECT CONSTRAINTS | 1 | Scope Management | It is the list of deliverables, timelines, and services to accomplish the project's purpose. It is divided in product-scope (the set of features of the result) and work-scope (actions that must be taken to deliver it). | Initiation, Planning, Definition, Verification, and Change Control | (Williams, 2008; PMBOK® Guide, 2021; Jain, 2021; Flohr, Duncan, & Johnson, 2023) |
| | 2 | Time Management | It is the imperative that the project is completed within a specific timeframe to achieve its goals effectively. It involves determining the duration required for individuals to achieve the project's objectives. | Definition, Sequencing, duration estimating, Schedule Development, and Control | (PMBOK® Guide, 2021; Jain, 2021; Flohr, Duncan, & Johnson, 2023) |
| | 3 | Costs Management | It is the determination of all the necessary costs to achieve the finale outcome, ensuring that the project meet the scope within budget constraints. | Planning, Estimating, Budgeting, and Controlling | (Kerzner, 2013; PMBOK® Guide, 2021; Jain, 2021; Flohr, Duncan, & Johnson, 2023) |
| | 4 | Quality Management | It is the application of tools and techniques applied to inputs and outputs generated from the project. This elements ensure that the project will satisfy the needs for which it was undertaken. | Planning, Assurance, and Control | (Drob, 2013; PMBOK® Guide, 2021; Flohr, Duncan, & Johnson, 2023) |
| KNOWLEDGE AREAS | 5 | Integration Management | It is the practice of integrating for supporting multidisciplinary project processes through the project lifecycle. It ensures that the various elements are properly coordinated. | Plan Development, Execution, and Change Control | (Demirkesen & Ozorhon, 2017; PMBOK® Guide, 2021; Flohr, Duncan, & Johnson, 2023) |
| | 6 | Human Resource Management | It involves the recruitment process and the choice of the personnel. Its goal is to make the most effective use of the people involved with the project. | Planning, Staff Acquisition, Team Development | (PMBOK® Guide, 2021; Flohr, Duncan, & Johnson, 2023) |
| | 7 | Communication Management | It involves the implementation of tools and techniques for an appropriate dissemination of information through departments. It facilitates the alignment between stakeholders and project objectives. | Planning, Information Distribution, Performance Reporting, and Administrative closure. | (PMBOK® Guide, 2021; Flohr, Duncan, & Johnson, 2023; Azzahra, Safitra, Lubis, Suakanto, & Ramadhane, 2023) |
| | 8 | Risk Management | It consists in identifying possible risks, assessing their likelihood and impact and structuring a plan to mitigate or exploit them. Its main goal is to ensure maximizing the probability and consequences of positive events. | Planning and Identification, Qualitative & Quantitative analysis, Response planning, monitoring, and control. | (PMBOK® Guide, 2021; Flohr, Duncan, & Johnson, 2023; Amaonwu, 2022) |
| | 9 | Procurement Management | It is the procees of selecting an appropriately qualified supplier. It has to be excellent to achieve good outcomes in any project. It involves outsourcing. | Planning, Solicitation Planning, Contract Administration, and Closeout. | (de Araújo, Alencar, & de Miranda Mota, 2017; PMBOK® Guide, 2021; Flohr, Duncan, & Johnson, 2023) |

Source: Author of the study, 2024

Appendix C: Research Methodology

Table 4: Interviewees Identification

| Interviewees | Age | Gender | Occupation | Role in the Hotel |
|--------------|-----|--------|--------------------------|---------------------------------------|
| Subject 1 | 47 | Female | Public Servant | General Manager |
| Subject 2 | 45 | Female | Accounting Clerk | Administrative Manager |
| Subject 3 | 58 | Male | Accountant | Owner/Chief Financial Officer (CFO) |
| Subject 4 | 59 | Male | Singer & Artisc Director | Front Desk Agent/Amenities Manager |
| Subject 5 | 34 | Female | Tour Leader | Front Desk Agent/Reservation Maanager |
| Subject 6 | 26 | Male | Advertisement Specialist | Front desk Agent/Social Media Manager |
| Subject 7 | 30 | Male | Financial Analyst | Front Desk Agent/Rooms Manager |

Source: Author of the study

RESEARCH GUIDELINE

Goal: The aim of this research is to investigate the challenges and best practices related to hotel renovation operations, with a specific focus on project management strategies applicable in the hospitality sector.

Research Question: Can the implementation of PM practices offer generally applicable solutions to manage the issues faced in renovating a hotel?

Possible Interview Participants

- **Hotel General Manager:** The GM can provide a strategic perspective on the entire renovation process, including business priorities, financial challenges, and quality expectations.
- **Owners:** Property owners can offer insights into investment objectives, risk tolerance, and expectations for return on investment in the renovation project.
- **Administrative Personnel:** Administrative personnel can provide insights into budget management, procurement processes, and administrative challenges encountered during the renovation.

- **Operational Department Staff:** Operational department staff can share their daily experiences during the renovation, including practical challenges, communication issues, and implications for service quality.

Introduction

Good [morning/afternoon/evening],

Thank you for taking the time to participate in this research interview. The purpose of this study is to gain insights into the challenges and best practices encountered during the opening phase of Martius Private Suites, with the aim of providing recommendations for improving project management practices in the hospitality industry.

Your participation in this interview is crucial for gathering valuable information that will contribute to the success of this research project. Your insights and experiences will help identify areas for improvement and guide future strategies in the hospitality sector.

Before we begin, I would like to kindly ask for your consent to record this interview. The recording will be used solely for research purposes, and all information provided will be kept confidential. If you have any concerns or questions about the recording, please feel free to let me know.

Once again, thank you for your participation and valuable contribution to this study. Now, with your permission, let's proceed with the interview.

Questions for the executive Team

Objectives and Planning:

1. What were the main objectives during the renovation phases of Martius Private Suites?
2. During the planning phase, what criteria were used to identify the key objectives for the renovation of Martius Private Suites?
3. During the planning phase, what were the key steps you followed to ensure the success of the operations?

Human Resource Management:

4. How did you manage the personnel recruitment process? What criteria were used to select members for each department?
5. How did you approach staff training to ensure they were prepared for their roles?
6. What were the specific roles within the team during the renovation phase? Who was responsible for which tasks?

6. Did you receive feedback from the team during the opening phase? If so, how did you use this feedback to improve operations?

Communication and Coordination

7. How was communication managed between different departments during the renovation phases?
8. What internal communication tools were used to ensure an effective flow of information and actions?
9. Were there any issues with communicating information? If so, how were they addressed?
10. Were there any challenges in coordinating activities across different departments during the renovation phases? If yes, what were they and how were they managed?

Time

11. What were the key phases of the renovation project?
12. What were the main deadlines during the hotel renovation? Were they met?
13. What specific measures did you take to address any delays?

Resources and Budget

14. How did you manage financial planning, and what were the main challenges encountered in adhering to the planned budget?
15. How did you ensure that resources were allocated effectively and optimally to achieve the opening objectives?
16. Were there difficulties in adhering to the planned budget? How did you manage these situations?

Specific Challenges

17. Were there any specific problems that posed significant challenges during the renovation phases?
18. What were the major sources of stress or difficulty during the renovation phases?
19. How were these problems addressed and overcome during the hotel's renovation phases?

Learning & Improvements

20. What would you do differently, in light of the experience gained, if you were in a situation to renovate an hotel?

Questions for Personnel

1. What do you think were the main objectives during the renovation phases of Martius Private Suites Hotel?
2. During the planning phase, what were the key steps you followed to ensure the success of the operation?
3. Was there a particular focus on certain aspects during this phase?

Team

4. How was the recruitment process for you? What criteria do you think are important when selecting team members? Were they followed?
5. How do you think the staff training phase was managed?
6. What was your specific role within the team? What tasks were you responsible for?
7. Did you have the opportunity to provide feedback? If yes, do you think your feedback was considered and used to improve operations?

Communication & coordination

8. How was the communication managed between different departments?
9. What were the internal communication tools used to ensure an effective flow of information and actions?
10. Were there any issues with communicating information? If yes, how were they addressed?
11. Did you encounter challenges in coordinating your activities with those of other departments? If so, what were these challenges and how were they managed?

Time

12. What were the key phases of the renovation project?
13. What were the main deadlines during the renovation phases? Were they met?
14. What specific measures did you take to address any delays?

Budget & Resources

15. Did you have a role in defining spending priorities and optimizing available resources?

Specific Challenges

16. Were there any specific problems that posed significant challenges during the renovation phases?
17. What were the major sources of stress or difficulty during the renovation phases?
18. How were these problems addressed and overcome during the hotel's renovation phases?

Learning & Improvements

19. What would you do differently, in light of the experience gained, if you were in a situation to renovate an hotel?

SUGGESTED TOOLS FOR HRP USING THE PILLARS OF PM

PROJECT SCOPE MANAGEMENT

The following table aims to provide a deeper and more practical understanding of the techniques that can be applied during hotel renovation projects, focusing on scope management. Scope management ensures that the project stays aligned with its objectives, preventing scope creep and ensuring successful outcomes. For Martius Private Suites, key issues such as stakeholder identification and communication, internal communication of the project scope, and risk identification were identified. The table below elaborates on these points, offering practical project management approaches and tools to effectively address these challenges, thereby enhancing coordination and clarity throughout the renovation project.

Table 5: Project Scope Management in HRP

| Issue | Description | PM Approach | Tools |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Identifying & Communicating with Stakeholders | Ensuring all stakeholders are identified and engaged effectively to align project objectives and expectations. | Develop a stakeholder management plan, conduct regular stakeholder meetings, and utilize stakeholder analysis. | Stakeholder Register, RACI Matrix, Communication Plan |
| Internal Communication of Project Scope | Clearly communicating the project scope to all hotel staff to ensure everyone understands the project's goals and their roles. | Hold regular team meetings, distribute detailed project scope documents, and use visual aids for clarity. | Project Scope Statement, Work Breakdown Structure (WBS), Internal Newsletters |
| Identifying Risks Impacting Project Scope | Identifying potential risks early to mitigate their impact on the project scope and objectives. | Conduct regular risk assessments, develop a risk management plan, and involve all relevant parties in risk identification. | Risk Register, SWOT Analysis, Risk Management Plan |

Source: Author of the Study

PROJECT TIME MANAGEMENT

The following table provides a practical overview of techniques that can be utilized during hotel renovation projects to improve time management. Effective time management is crucial to ensuring that projects meet their deadlines and avoid delays. During the Martius Private Suites renovation, issues such as procurement delays, personnel shortages, inadequate training, and inefficient interdepartmental communication were identified. These problems led to significant delays and inefficiencies. The table below details these issues, presenting project management approaches and tools that can help mitigate these challenges, ensuring smoother and more timely project execution.

Table 6: Project Time Management in HRP

| Issue | Description | PM Approach | Tools |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Procurement and Communication Delays | Delays in material delivery and ineffective supplier communication impacting the project timeline. | Develop a procurement management plan, establish clear communication channels, and track deliveries closely. | Procurement Plan, Supplier Scorecards, Communication Plan |
| Personnel Shortages and Training Issues | Lack of adequate personnel and training affecting the timely completion of tasks. | Implement a staffing plan, schedule regular training sessions, and monitor staff performance. | Staffing Plan, Training Programs, Performance Dashboards |
| Inefficient Interdepartmental Communication | Poor communication between departments causing delays in decision-making and problem resolution. | Establish clear communication protocols, use project management software, and conduct regular interdepartmental meetings. | Project Management Software (e.g., Trello, Asana), Meeting Agendas, Communication Plan |
| Poor Risk Identification Impacting Timeline | Failure to identify and mitigate risks leading to unforeseen delays in the project schedule. | Regularly update the risk management plan, conduct thorough risk analysis, and involve all departments in risk discussions. | Risk Register, Monte Carlo Simulations, Gantt Charts |

Source: Author of the Study

PROJECT COST MANAGEMENT

The following table is designed to offer a practical perspective on the techniques that can be employed for cost management during hotel renovation projects. Managing costs effectively ensures that projects stay within budget and resources are utilized optimally. In the Martius Private Suites renovation, challenges such as prioritizing spending, optimizing resource allocation, managing supplier payments, and dealing with construction firm disputes were noted. These issues resulted in work interruptions and additional costs. The table below outlines these cost management problems, providing project management strategies and tools to address them, thereby ensuring better financial oversight and efficient resource use throughout the renovation.

Table 7: Project Cost Management in HRP

| Issue | Description | PM Approach | Tools |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Prioritizing Spending and Resource Optimization | Challenges in prioritizing expenditures and optimizing available resources leading to budget overruns. | Develop a detailed budget plan, prioritize expenditures based on project phases, and optimize resource allocation. | Budget Plan, Resource Allocation Matrix, Financial Dashboards |
| Supplier Payment Management and Disputes | Delays in supplier payments and disputes with construction firms causing work interruptions and additional costs. | Implement a clear payment schedule, resolve disputes promptly, and maintain transparent financial records. | Payment Schedules, Dispute Resolution Process, Financial Tracking Software |
| Cost Overruns Due to Delays and Penalties | Project delays resulting in additional costs from contractual penalties and changes to the original plans. | Monitor project progress closely, mitigate delays through proactive management, and negotiate flexible contracts. | Earned Value Management (EVM), Contract Management System, Cost-Benefit Analysis |

Source: Author of the Study

PROJECT QUALITY MANAGEMENT

The following table aims to deepen the practical application of quality management techniques during hotel renovation projects. Maintaining high service standards is essential for guest satisfaction and the overall success of the renovation. At Martius Private Suites, maintaining quality amidst renovation activities was a significant challenge due to fragmented communication, personnel shortages, and inadequate training. The table below highlights these quality management issues, offering project management approaches and tools to ensure that high service standards are upheld during the renovation, thus preserving the hotel’s reputation and ensuring a positive guest experience.

Table 8: Project Quality Management in HRP

| Issue | Description | PM Approach | Tools |
|------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| Maintaining Service Quality During Renovation | Ensuring high service standards despite ongoing renovation activities. | Implement a quality management plan, conduct regular quality audits, and solicit guest feedback. | Quality Management Plan, Quality Audits, Guest Feedback Surveys |
| Communication Challenges Impacting Quality | Fragmented communication among departments leading to inconsistencies in service delivery. | Establish clear communication channels, use quality control tools, and provide staff training. | Communication Plan, Quality Control Checklists, Training Programs |
| Personnel Shortages Affecting Service Quality | Staff shortages in critical departments resulting in delays and interruptions in service. | Develop a staffing plan, hire temporary staff if needed, and ensure adequate training for all staff. | Staffing Plan, Temporary Staffing Solutions, Training Programs |
| Inadequate Pre-Renovation Training | Lack of adequate training for staff before the renovation leading to operational challenges. | Schedule comprehensive training sessions prior to the renovation, provide ongoing training and support. | Training Schedule, Training Manuals, Continuous Improvement Programs |

Source: Author of the Study