

## **Introduction**

Accor is a multinational company that since settling in Sydney, Australia has developed a meticulous strategic logistic to position itself as one of the most powerful hotelier conglomerates in the Asia-Pacific region.

Locally, the hotelier conglomerate has had a major success in the hospitality industry within Australia. However, it has seen the decline of some of its hotelier complex, like Accor's Sydney Darling Harbour Hotels (DHH) due to the overdevelopment of the hospitality industry in Australia, ferocious competition to gain market, as well as, internal and external factors that have affected the quality service and reduced the demand on this hotelier complex.

This case study analysis will revise some problematic incidents that have happened during my internship, in 2006, in the Darling Harbour hotelier complex, in order to identify the main problems that the company has been facing ever since. Nevertheless, it seems evident that Accor's DHH main problem is its considerable rate of employee turnover. Therefore, the study will focus, mainly, on this issue.

In Chapter 1, it will review the company's general profile, its story, and its philosophy & values. Moreover, there will be a look over the Darling Harbour Hotels' story, the product it offers, how it is organized, as well as, the customers with whom it deals.

Chapter 2 focuses more on the current situation of the company since 2006, the symptoms and the problems it has been facing.

Moreover, Chapter 3 makes a scrutinized analysis of the theoretical view of the problems, its possible causes and consequences, as well as, how turnover can be understood and its potential solutions.

Finally, Chapter 4 and Chapter 5 point out the realistic solution that can mitigate significant turnover rates, taking into account the literature reviewed previously, the company's scenario and my personal contribution to come up with a conclusion of the study.