

Consultancy Challenge



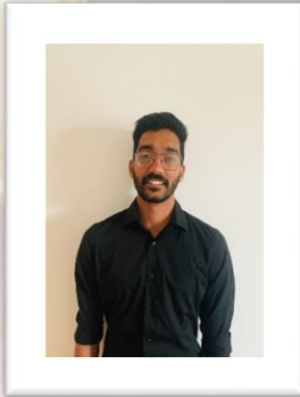
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Executive summary

The Welsh Centre for International Affairs (WCIA), based in Cardiff's Temple of Peace, primarily generates revenue through venue rentals. However, the organization faces significant financial challenges due to the deteriorating state of the historic building and limited digital marketing efforts. This report focuses on strategies to enhance WCIA's market visibility and financial stability. Key recommendations include utilizing social media to boost online presence, restructuring the pricing model to align with competitor rates, and exploring additional revenue streams such as grants and crowdfunding. By leveraging digital platforms and gathering customer feedback, WCIA aims to attract more bookings and ensure the long-term viability of the Temple of Peace as a premier event venue in Cardiff.

Introduction

The Welsh Centre for International Affairs (WCIA), a charitable organisation based in Cardiff's historic Temple of Peace building, mostly makes money from renting out its event space. The venue hosts concerts, film shoots, seminars, and weddings. But the WCIA is facing serious financial difficulties, mostly because of the building's failing state, which calls for expensive repairs. The WCIA started working on a project to improve the charity's market visibility and overall worth to address these problems and expand its revenue streams.

Increasing WCIA's visibility was one of the primary tactics the project team determined was necessary, especially regarding social media. Even though digital marketing is becoming more and more important in today's economy (Chaffey & Ellis-Chadwick, 2019), WCIA has not made the most of social media in the past, losing out on chances to engage customers and get more awareness. Recognizing this weakness, the project team decided to use social media as a potent weapon to improve WCIA's online visibility in the hopes of increasing Temple of Peace reservations.

Furthermore, one of the project's main goals was to employ feedback forms to understand client experiences. Through feedback collection and analysis, the team produced evidence-based suggestions for enhancing the services offered by the venue. This kind of data collecting is useful because it makes it possible to make enhancements that are specifically tailored to the needs of the client (Gretzel, 2011).

In terms of finances, the panel recommended reorganizing the Temple of Peace's price structure. This was based on a rival investigation that set a standard by contrasting the costs of WCIA with those of comparable Cardiff venues. Additionally, because WCIA is housed in a historic structure, the team investigated ways to apply for grants and participate in crowdsourcing campaigns, both of which might offer additional sources of income. The main goal was to become more visible in the market and draw in more reservations to increase revenue and ensure WCIA's long-term viability by paying for essential building repairs.

Scope and Problems

Scope

The objective of this report is to highlight key learnings and recommendations for the Welsh Centre for International Affairs, focusing on implementing new marketing strategies aimed at maximizing revenue for the charity. The report will present financial breakdowns, competitor analysis, and marketing strategies designed to increase the visibility of both the WCIA and the Temple of Peace as a premier venue in Cardiff.

The report aims to provide actionable recommendations for restructuring pricing models and improving WCIA's digital presence. Enhancing the charity's online footprint is critical, as effective digital marketing has been shown to increase awareness and customer acquisition in nonprofit sectors (Hill & Hayes, 2020). To support these recommendations, the methodology includes using customer feedback forms to gather insights into client experiences and preferences. The feedback will guide low-cost improvements to the venue's services, while competitor analysis will identify WCIA's position within the market and help refine its value proposition.

Certain exclusions apply to this process. Due to resource constraints, the project will not address staffing costs or detailed renovation costs. However, these aspects are acknowledged as significant considerations for WCIA's long-term planning.

Problems

The main challenges WCIA faces are tied to its financial performance and market visibility. First, the Temple of Peace is generating less revenue than required to maintain and repair the building. The need for additional income is paramount to ensure that the venue can remain operational and appealing to clients.

A second issue is the lack of a strong digital presence. WCIA's social media platforms have low engagement, which limits their effectiveness in attracting new customers and boosting awareness of the venue's availability for hire. Given the increasing role of digital channels in customer acquisition (Ashley & Tuten, 2015), this is a significant shortcoming that, if addressed, could lead to higher bookings and increased revenue.

Finally, the need for ongoing maintenance and repairs is an issue that exacerbates the financial pressure on WCIA. Without generating additional revenue, the charity may struggle to keep up with the building's upkeep, which could ultimately affect its ability to attract high-paying clients for events.

Industry Analysis

The non-profit and charity sector plays a crucial role in addressing social, environmental, and humanitarian issues globally. WCIA operates within this sector, emphasizing global citizenship, human rights, and international cooperation. The sector is characterized by intense competition for limited funding resources, with charities vying for grants, donations, and corporate partnerships. Economic conditions, such as donor trends and the availability of public funding, significantly influence sustainability (Sargeant & Shang, 2020).

The increasing digitalization of the charity sector has transformed fundraising and outreach strategies. Charities are now using online platforms, social media, and virtual events to engage with supporters more effectively. However, this digital shift also introduces challenges, such as the need for robust cybersecurity and data protection to maintain donor trust (Chaffey & Ellis-Chadwick, 2019).

Public expectations for transparency and measurable impact have also increased, compelling charities like WCIA to regularly demonstrate the tangible outcomes of their initiatives.

Additionally, the growing emphasis on environmental sustainability has encouraged many organizations to adopt sustainable practices, prompting further evolution within the sector.

PESTLE Analysis of WCIA

- 1. Political Factors:** WCIA operates within Wales but also engages in activities intersecting with UK and EU policies. As an international-facing charity, it must navigate political factors in different regions, with political instability potentially threatening government funding. The biggest concern for a charity like the WCIA is a change in Government that may trigger things such as removal of funding. This ability to angle the charity towards greater political understanding can increase donations. (Winterich, Zhang, Mittal, 2012) However, it is a fine line, and it is depended on what the charity itself stands for.
- 2. Economic Factors:** Economic conditions, both local and international, impact the availability of funding from public and private sources. Economic downturns, such as those following Covid-19, have led to a decrease in donations and grants, tightening financial constraints. Individuals desire to donate was altered significantly by the Pandemic (Litofcenko, 2023). The slowdown in donations as result of Covid coupled with the continuous economic downturn makes trying to run a successful venue higher business difficult.
- 3. Social Factors:** Rising global social awareness, particularly facilitated by social media, presents an opportunity for WCIA to enhance its programs and support networks, especially for those seeking assistance on an international scale. Social awareness is highly powered by social media. Through using the points in Technological factors to grow social awareness through online engagement the charity and building will be able to grow a socially aware following. (Akkari, A. Maleq, K. 2019) The charity as an international facing charity should be concerned with the importance of operating in a role has a global citizen.
- 4. Technological Factors:** Digital transformation offers WCIA significant opportunities to expand its reach through online platforms, digital campaigns, and virtual events. Utilizing technologies like QR codes for feedback and SEO can enhance engagement and visibility. Creating social media campaigns and providing a consistent experience on social media can increase venue revenue. Successful online charity campaigns are likely to gain more donations and larger amounts when people donate (Fazio, Reggiani, and Scervini, 2023). Campaigns could highlight WCIA's work and the connections between Cardiff and the Building.

- 5. Environmental Factors:** As a promoter of global citizenship, WCIA must align its policies with broader climate strategies to resonate with environmentally conscious audiences, potentially leading to increased customer engagement and partnerships. Furthermore, they WCIA needs to align with Welsh and UK government environmental protocol. As a charity focused on international affairs the awareness of global climate issues could be an important tool for the charity. All efforts should be made to have an efficient recycling and other waste disposal processes as well as energy savings practices. These may include a scheduled heating plan the closing of windows and doors when it is cold and movement sensitive lighting. The energy efficiency scheme From WCVA Cymru, is a scheme in which WCIA would benefit greatly from. (WCVA Cymru, 2024).
- 6. Legal Factors:** WCIA must adhere to both Welsh and UK laws regarding non-profit organisations, which can complicate operations due to differing regulations. Additionally, as it engages in international affairs, WCIA must comply with relevant international laws, including those related to donor and financial regulations, to maintain legal compliance and operational integrity. Many charities, especially smaller ones, are often confused by the many laws attached to charity work. These regulations create unnecessary stress and costs for charities. WCIA should prevent future complications by developing a deeper understanding of charity laws in Wales and the UK. Furthermore, the Charities Act 2022 has had a dissuasive effect on donors nationwide (Picton 2023). While unable to prevent the effects of laws like the Charity Act, WCIA can adapt quickly and accordingly.

Competitor Analysis

As the venue rental market in Wales evolves, it is essential for venue providers like WCIA to understand the competitive landscape. This study compares WCIA with its main rivals, including Jurys Inn Cardiff, Holiday Inn Cardiff City Centre, and De Courceys Manor. Market positioning, service offerings, customer feedback, technology adoption, and marketing strategies are examined in this comparative study. Real-time data and scholarly insights provide a clear picture of WCIA's position in the Welsh market and highlight areas for improvement.

The Welsh Centre for International Affairs (WCIA) competes with several major players in the venue rental market, each focusing on a specific sector and offering unique services.

1. **De Courceys Manor** is an opulent location with packages starting at £4,500, known for its affluent weddings. Its main appeal is its rural setting and prestige as a top wedding destination, but it also hosts business events and local parties. De Courceys is popular for weddings due to its scenery and excellent service.



Figure 1: De Courceys Manor (issuu, 2023)

2. **Holiday Inn Cardiff City Centre** offers flexible, tiered pricing, accommodating both business gatherings and weddings. It is near major attractions like the Principality Stadium and Cardiff Castle. Its largest function space holds up to 150 guests. The Holiday Inn's reasonable rates and convenient location appeal to a wide range of customers.



Figure 2: Holiday Inn Cardiff (Dayuse, 2023)

3. **Jurys Inn Cardiff** caters to larger wedding gatherings, with function spaces for up to 250 people. Its upscale atmosphere, featuring stained-glass ceilings and chandeliers, attracts customers seeking a premium wedding experience. However, it is less appealing for more formal events or smaller, intimate groups.



Figure 3: Jury's Inn Cardiff (Tripadvisor, 2019)

These competitors bring unique strengths to the market, but WCIA distinguishes itself with versatility, accommodating corporate, cultural events, and weddings.

Comparative Competitor Analysis: WCIA vs. Major Welsh Competitors

Market Positioning

WCIA positions itself as one of Wales's top venue providers, offering diverse spaces for civil unions, business meetings, and cultural events. Unlike competitors mainly focused on weddings, WCIA appeals to mid-to high-end clientele by accommodating various event types. This versatility is crucial in a diversifying market where customers seek multi-purpose venues (Han et al., 2020). De Courceys Manor targets affluent wedding clientele with packages starting at £4,500, limiting its focus to weddings, though it occasionally hosts business events. Holiday Inn Cardiff City Centre offers tiered pricing for business and social occasions, but its lower cost may deter wealthier clients (Dasgupta & Melliar-Smith, 2003). Jurys Inn Cardiff specializes in lavish weddings for up to 250 guests, positioning itself as a five-star venue with luxury features, but this focus reduces its appeal for smaller events and business clients. WCIA's ability to cater to a broad spectrum of clients provides a distinct advantage over more specialized venues.

Service Offerings

WCIA offers a range of services, including in-house catering, AV support, event planning, and a dedicated coordinating team, distinguishing itself from venues primarily focused on weddings. It excels in planning culturally sensitive events with multilingual services. In contrast, De Courceys Manor offers limited catering, mainly for weddings, with corkage fees deterring budget-conscious clients. Holiday Inn Cardiff provides multipurpose meeting rooms with Wi-Fi and on-site catering but offers less personalized corporate event services compared to WCIA. Jurys Inn Cardiff offers luxury facilities for weddings, but its focus limits flexibility for other event types. WCIA's ability to provide customized services for various event types sets it apart.

Customer Feedback and Reputation

Customer feedback is vital for reputation. WCIA is praised for flexibility, meticulousness, and cultural sensitivity, with proactive responses to reviews strengthening its online presence (Ishak & Hidayatullah, 2022). Its commitment to culturally sensitive events offers a competitive advantage in an inclusive market (Han et al., 2020). De Courceys Manor receives positive feedback for weddings, but its narrow focus limits diverse feedback. Holiday Inn Cardiff's reputation is mixed, with uneven service and minimal engagement with online reviews harming its reputation (Gretzel, 2011). Jurys Inn Cardiff is noted for luxurious wedding spaces but lacks engagement with reviews and a focus on group-level branding. WCIA stands out for its proactive online presence and diverse event accommodation.

Technology Adoption

WCIA leads in technology adoption, enhancing client experiences with virtual tours, online booking, and AI-powered support. Its use of data analytics for personalized pricing and event suggestions distinguishes it in the digital era (Gretzel, 2011). De Courceys Manor lacks virtual tours and online booking capabilities. Holiday Inn Cardiff offers virtual tours but lacks WCIA's advanced digital tools and AI support. Jurys Inn Cardiff has an online wedding brochure but lacks comprehensive virtual tours or booking features, limiting its appeal to tech-savvy clients. WCIA's advanced use of technology, including AI and data analytics, gives it an edge in attracting modern customers.

Marketing Strategies

WCIA employs a robust digital marketing strategy, investing in search engine marketing and promoting on social media platforms like Facebook and Instagram. Its reach is extended through partnerships with event directories, particularly for business and cultural events. WCIA's proactive social media engagement fosters a strong online community, essential for maintaining a competitive edge (Chaffey & Ellis-Chadwick, 2019). Holiday Inn Cardiff's limited social media presence restricts customer interaction, relying mainly on paid search advertising. De Courceys Manor focuses on visual content marketing to attract wedding clients. Jurys Inn Cardiff's marketing efforts are tied to the Leonardo Hotel Group, limiting its local brand presence. Through strategic social media engagement and a strong digital presence, WCIA reaches a diverse audience in corporate and cultural markets.

Porter's Five Forces Analysis

1. Competitive Rivalry: Moderate to High

The Temple of Peace operates in a moderately to highly competitive environment, with numerous alternative venues in Cardiff, including hotels, conference centres, and historic buildings. This abundance of comparable options drives competition. However, the Temple of Peace distinguishes itself with its unique history, distinctive architecture, and its affiliation with the Welsh Centre for International Affairs (WCIA), which focuses on human rights and peace. This unique social aspect reduces direct competition with more traditional venues. Additionally, the venue faces pressure to maintain a steady stream of bookings due to high fixed costs related to labour, maintenance, and upkeep. Despite these challenges, the Temple supports its positioning by offering discounts to affiliates and charities, which helps attract cultural organizations and peace activists (Han et al., 2020).

2. Threat of New Entrants: Low to Moderate

The threat of new entrants is low to moderate due to the high barriers to entry in the market for historic and culturally significant event venues. Developing a venue with historical and cultural significance requires substantial initial investment, making it difficult for new competitors to replicate the Temple's unique attributes. Additionally, regulatory challenges related to the preservation and use of historic buildings further complicate market entry. These factors collectively diminish the threat posed by new competitors (Gretzel, 2011).

3. Threat of Substitutes: Moderate to High

The Temple of Peace faces a moderate to high threat of substitutes due to the variety of alternative venues and event options available in Cardiff. The city offers numerous historic buildings, cultural centres, modern conference facilities, and outdoor spaces that provide similar services. The rise of virtual events, especially after the pandemic, also serves as a significant substitute, reducing the need for physical venues. However, the Temple's unique mission, centred on peace, human rights, and global citizenship, appeals to a specific audience, which helps mitigate this threat (Albors et al., 2008).

4. Bargaining Power of Suppliers: Low to Moderate

The bargaining power of suppliers is generally low to moderate. The Temple works with a range of vendors, including caterers, event coordinators, and decorators, and often allows clients to bring their own vendors, reducing supplier influence. However, for specialized services, such as conservation work or historical decoration, suppliers may have more negotiating power due to their expertise in maintaining the venue's historical integrity (Chaffey & Ellis-Chadwick, 2019).

5. Bargaining Power of Customers: High

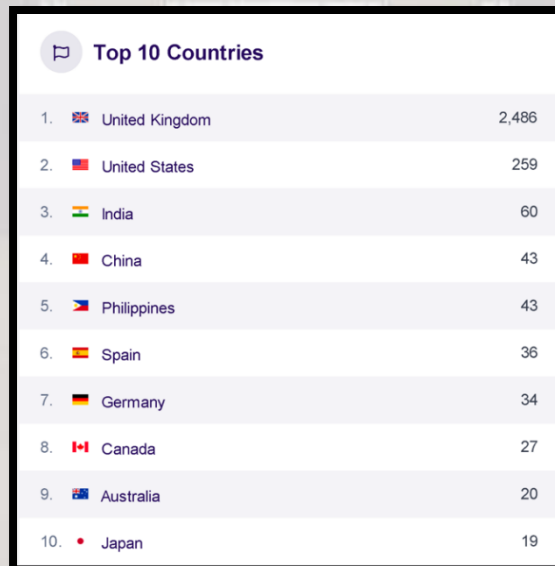
Customers hold significant bargaining power due to the wide variety of venue options available in Cardiff, increasing competition. Factors such as price sensitivity and easy access to information enhance customer leverage, especially for events like weddings and corporate gatherings. While the Temple's unique historical value and mission offer some differentiation, customers prioritizing cost, convenience, or specific facilities maintain strong negotiating leverage (Albors et al., 2008). The venue's ability to appeal to its target clientele helps balance these demands.

Integrating Marketing Strategies

Market Segmentation, Targeting, and Positioning (STP)

Geographic segmentation

According to social media and website metrics supplied by The Temple of Peace (figure 4 and 5), the market segmentation includes the geographic criteria locally within Cardiff, its surrounding areas within Wales and the UK such as Bridgend, Barry, and London and internationally the United States of America, India, China, and other countries across the globe.













Top 10 Countries		
1.	 United Kingdom	2,486
2.	 United States	259
3.	 India	60
4.	 China	43
5.	 Philippines	43
6.	 Spain	36
7.	 Germany	34
8.	 Canada	27
9.	 Australia	20
10.	 Japan	19

Figure 4: Temple of Peace website metrics

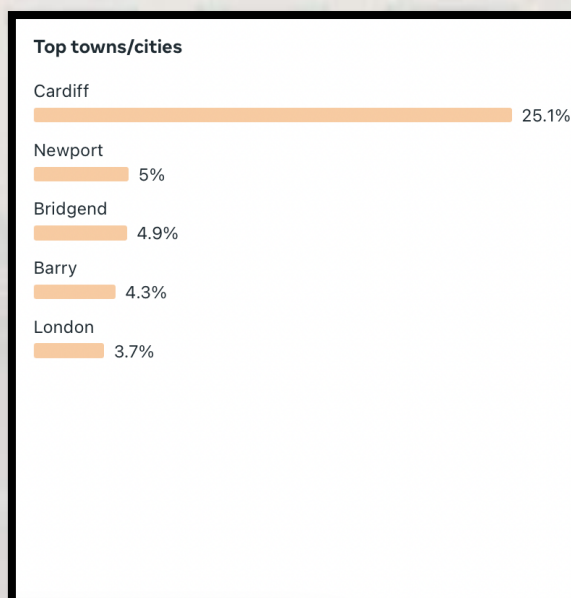


Figure 5: Instagram location metrics

Demographic segmentation

According to the metrics for Facebook and Instagram (figure 6 and 7), we can see the demographic for the Temple of Peace reach consists of both women (77.2% Facebook, 73.1% Instagram) and Men (22.8% Facebook, 26.9% Instagram) with most women from both platforms being between the ages of 25 and 54. With Facebook, the age demographic of men is spread across the ages of 25 to 64 (figure 6) fairly evenly and on Instagram between the ages of 25 to 44 (figure 7). Beyond digital audiences, the Temple of Peace, as an events venue, targets young adults and students interested in educational programs and community engagement, couples and young families seeking unique venues for weddings or gatherings, and retirees interested in cultural events and historical tours.

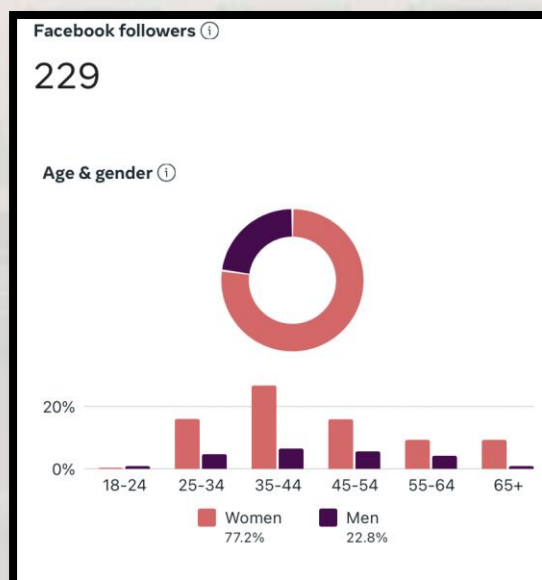


Figure 6: Facebook metrics for age and gender of followers

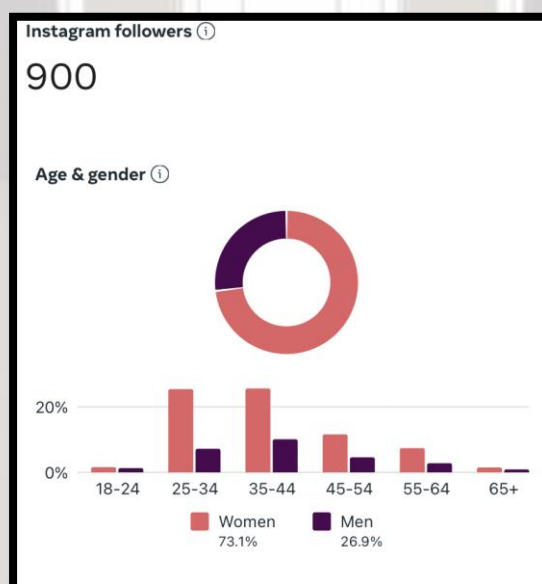


Figure 7: Instagram metrics for age and gender of followers

Behavioural segmentation

For the Temple of Peace, the behavioural segmentation centres on the distinct patterns of behaviour exhibited by their customers and audience. This approach considers factors such as the frequency and purpose of visits, as well as the level of loyalty to the organisation. They also focus on attracting first-time visitors, including tourists or new residents of Cardiff, who are eager to explore local attractions and discover unique experiences. Additionally, figure 8 displays how the Temple appeals to event organisers looking for venues that align with their values or offer a distinctive setting for conferences, ceremonies, and other unique events.

How important is it to you that your booking contributes to WCIA's charitable work?

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32 responses

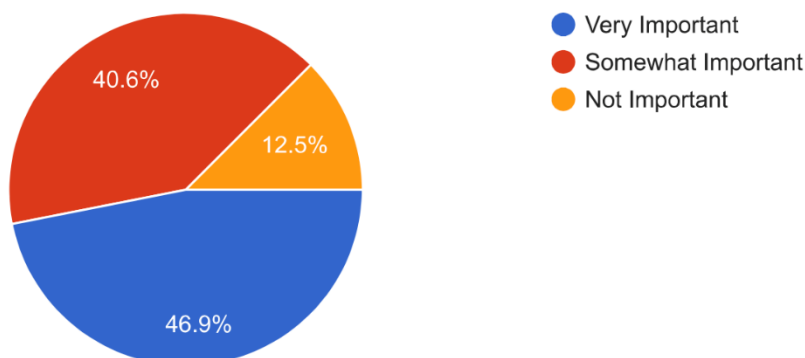


Figure 8: Temple of Peace Charitable Impact Importance Survey

Psychological segmentation

Figure 9 displays how the Temple of Peace targets a psychological segment defined by lifestyle, values, interests, and attitudes, including history and culture enthusiasts captivated by the temple's architectural and historical significance. It also appeals to peace and human rights advocates inspired by the temple's mission and the initiatives of the WCIA, as well as event planners and socially conscious individuals seeking unique venues that reflect their values.

What were your top three reasons for visiting the Temple of Peace?

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32 responses

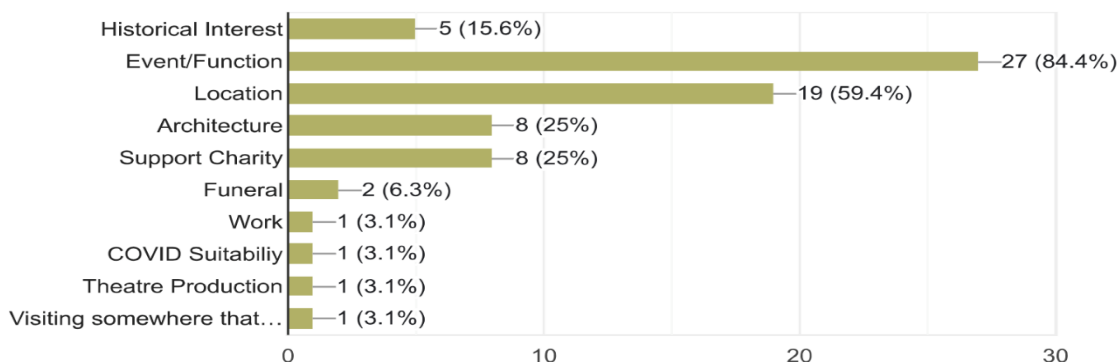


Figure 9: Temple of Peace Visitor Motivation Survey

Digital Marketing Strategy

Engaging in the use of social media platforms enables users to establish a strong brand image (Bilgin 2018). Users can build a following through the channels each platform has to offer. Posting using all methods allows for follower-brand interaction and enhanced visibility (Bilgin 2018). It can be a cost-effective and budget-friendly way of marketing (Tsimonis and Dimitriadis 2014). According to data we have collected in figure 10, our findings show that 60% of those who answered had not seen the Temple of Peace on social media platforms. In reflection of this statistic, we have set out the key objectives of social media marketing so to increase the online presence and reach of the Temple.

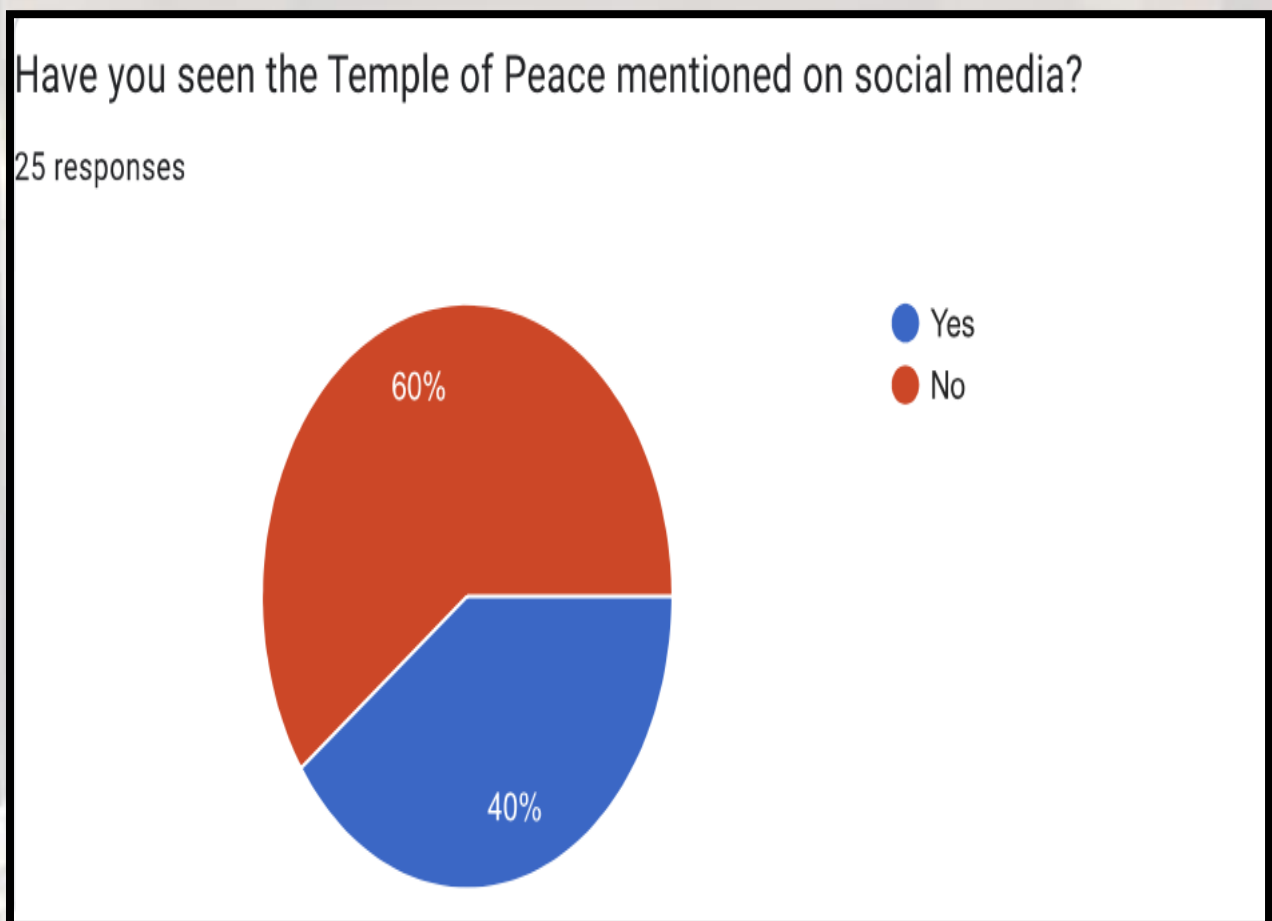


Figure 10: Temple of Peace Social Media Visibility Survey

The key objectives of social media marketing

1. Creating high-quality content

High-quality content is crucial for social media marketing as it attracts and retains the target audience. Engaging formats like videos and reels are highly shareable, significantly boosting engagement and reach (Ahmed 2024). Additionally, temporary content, such as stories on Instagram and Facebook, includes interactive elements like reaction buttons, polls, and embedded links. These features encourage user interaction and keep the audience engaged, enhancing the brand's visibility and fostering organic growth.

2. Investment into professional graphics and design

Investing in visually appealing graphics and design is essential for capturing audience attention and encouraging engagement (Langton and Campbell 2024). Visual marketing impacts user behaviour by influencing emotions and decisions. Businesses can use tools like Canva, CapCut, and in-app editing on platforms like Instagram and TikTok to create high-quality visuals without significant costs (Langton and Campbell 2024). For companies with larger budgets, hiring professional content creators can ensure consistent quality, while those with tighter budgets may benefit from freelance services.

3. Content-sharing schedules

Developing a content-sharing schedule is key to optimizing social media strategies. A well-planned schedule aligns content with peak engagement times, maximizing reach and effectiveness (Cesar et al. 2008). This approach reduces waste by eliminating non-value-added activities, such as overproduction or non-utilized posts (Cesar et al. 2008). Scheduling also aligns with platform algorithms, improving the likelihood of content reaching the desired audience.

4. Making engagement a priority

Engagement is vital for social media success, going beyond mere reach to foster relationships with the audience. Effective engagement strategies include liking and commenting on posts, responding promptly to direct messages, and using relevant hashtags, mentions, and location tags. These actions build a loyal community around the brand, enhancing visibility and fostering brand loyalty (Bilgin 2018). Additionally, social listening monitoring brand mentions, and competitor activities helps brands stay current and relevant (Berkman 2024).

5. Collaborating and forming partnerships

Partnerships and collaborations with other brands can introduce a company to new audiences (Kolb 2013). Collaboration can enhance a brand's credibility and can be beneficial for all parties involved, fostering a sense of community (Kolb 2013). This process involves networking and reaching out to like-minded brands such as Depot, who host music events in places such as Cardiff Castle (Depot 2024). Additionally, communities local to the Temple such as Roath, Pontcanna and Cathays where prospective attendees reside and can be implemented through post collaboration and invitations (Kolb 2013).

6. Paid advertising

Paid advertising can further the reach and engagement of a brand's audience base rather than just posting alone (Fulgoni 2015). The feature where a brand can pay for advertising gives the option for an increased reach dependent upon budget (Fulgoni 2015). Doing so features posts more heavily in user feeds, so they are seen by more people and more frequently (Fulgoni 2015).

7. Business platform

Business accounts on social media platforms provide valuable analytics that measure performance against key performance indicators (KPIs) (Heijnen et al. 2013). These analytics offer insights into audience demographics, engagement rates, and content effectiveness, helping businesses refine their strategies (Lee and Hosanagar 2018). Understanding these metrics enables continuous improvement and supports a Kaizen culture of constant enhancement, providing a competitive advantage (Dang-Pham et al. 2022)

8. Non-digital marketing

In addition to digital marketing, we've also explored the benefits of non-digital strategies. These include leveraging networking opportunities and building on connections with local universities like Cardiff University; reaching out to subjects and societies that reflect the work that the WCIA represents. We'd also look to other charities such as Arts Active which is a children's outreach project based in Cardiff which engages with the local community to encourage children and families to participate in music activities (ArtsActive 2024). These efforts will foster word-of-mouth referrals especially as they are community-focussed. According to Trusov, Bucklin and Pauwels (2006), word-of-mouth communication can lower marketing costs and reduce customer

resistance. However, they claim that there is limited empirical evidence supporting this, this is why our emphasis remains on digital marketing.

Marketing conclusion

In today's rapidly evolving digital landscape, where new technologies are constantly emerging such as artificial intelligence tools, focusing primarily on non-digital marketing would put an events venue like the Temple of Peace at a disadvantage. Therefore, while non-digital strategies have their place, digital marketing remains our primary focus to maximise reach and engagement. We look to examine social media account statistics and expect to see a rise of 30% in engagement across all social media platforms within the first 3 months of strategy implementation. Within these first three months, close analysis must be made of metrics to see which posts do the best week by week. Following the first three months, once a posting routine has been established, analysis biweekly can be made for the next three, adjusting posts and scheduling according to best metrics. Once best practice has been established then a monthly check-in with engagement metrics can be implemented to gain upward trajectory in following and engagement.

Financial Analysis and Forecast for WCIA

Financial Analysis and Forecast for WCIA: A Research-Based Approach

The Welsh Centre for International Affairs (WCIA) operates the Temple of Peace, a historic venue in Cardiff that has faced significant financial challenges, especially during the COVID-19 pandemic. This report reviews WCIA's financial performance from 2018 to 2023 and provides projections for the coming years, highlighting the need for contingency planning and a dedicated strategy for the Temple of Peace's maintenance.

Historical Financial Performance (2018-2023)

WCIA's financial performance from 2018 to 2023 shows resilience amid volatility. In 2018-19, the organization reported a gross profit margin of 31.45% and profits of £70,736. However, in 2019-20, the profit margin fell to 19.43%, with profits dropping to £49,481, reflecting increased costs and potential market saturation (Kim & Mason, 2020).

The COVID-19 pandemic significantly impacted 2020-21, leading to a negative gross profit margin of -180.68% and a loss of £47,722 due to reduced bookings during lockdowns. This period demonstrates the profound effects of pandemics on institutions reliant on public gatherings (Grodach et al., 2022). The bar chart (Figure 11) illustrates this financial decline (Janiszewska et al., 2021).

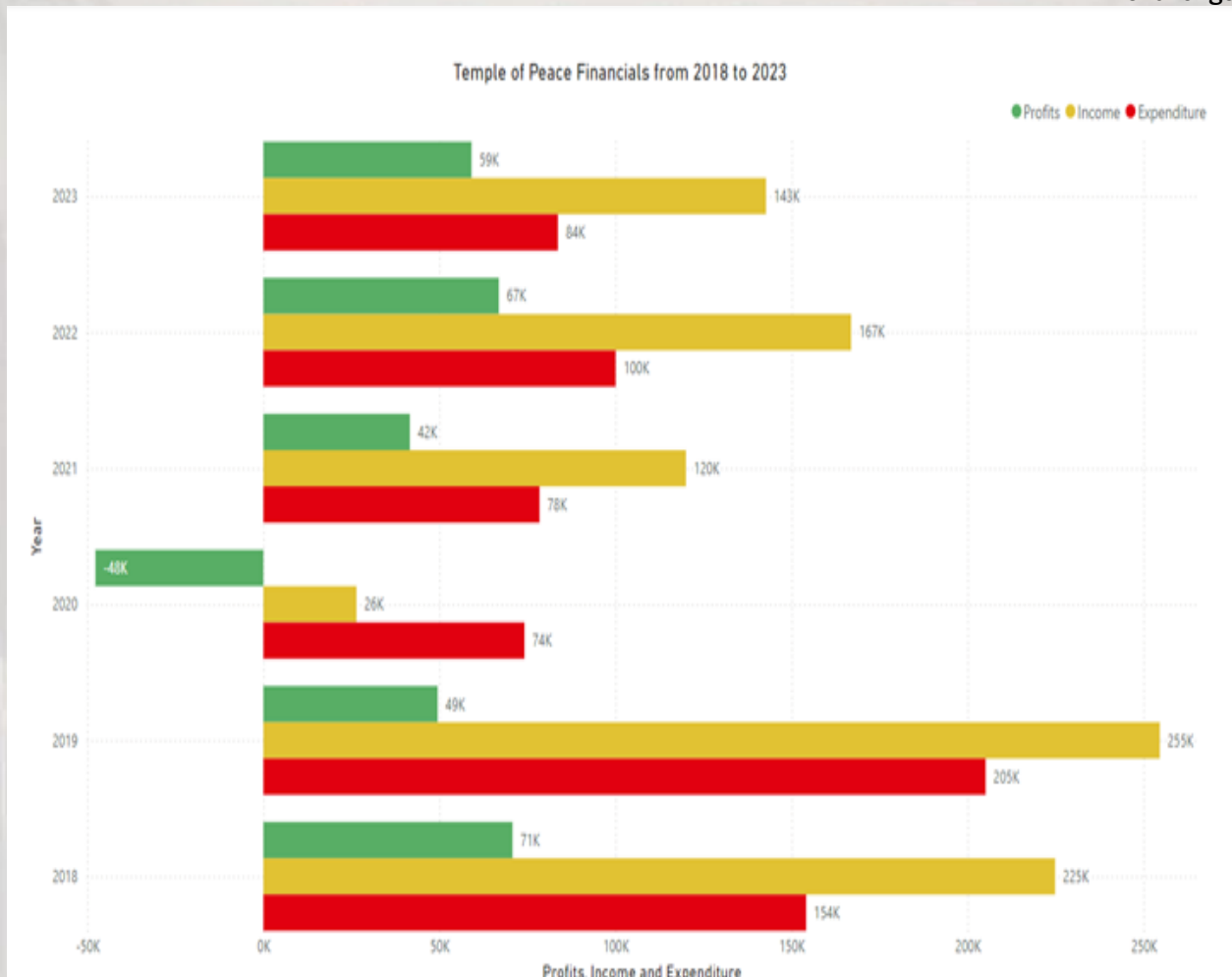


Figure 11: Bar Chart of Financials from 2018-2023

Recovery and Resilience: Post-Pandemic Performance

By 2021-22, WCIA's profit margin improved to 34.65%, with profits of £41,591, reflecting the organization's adaptability. The upward trend continued in 2022-23, with a gross profit margin of 40.06% and profits of £66,859. In 2023-24, WCIA maintained a gross profit margin of 41.41% and profits of £59,108, showing ongoing stability (Denhardt & Denhardt, 2021).

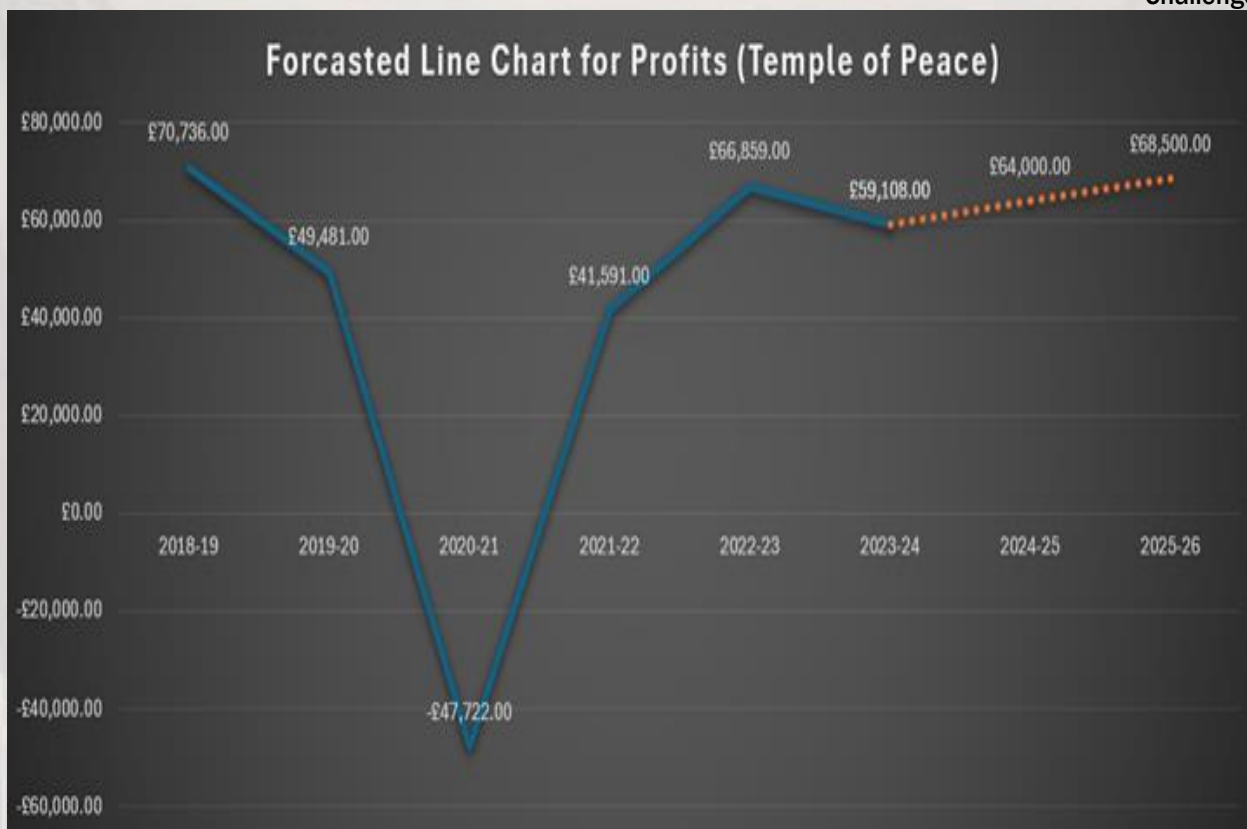


Figure 12: Forecasted Line Chart for Profits

Financial Projections and Contingency Planning (2024-2026)

While financial forecasts for 2024-25 and 2025-26 project profits of £64,000 and £68,500, these estimates are optimistic, assuming steady growth in bookings and revenue. To prepare for potential economic downturns, unexpected expenses, or other disruptions like inflation, WCIA must develop a robust contingency plan. This includes maintaining financial reserves, diversifying income sources, and implementing cost-control measures to mitigate risks (Morris, 2021). Scenario planning should consider various economic conditions, including reduced consumer spending or increased operational costs.

Maintenance Strategy for the Temple of Peace

A robust financial plan is crucial for addressing the immediate and long-term maintenance needs of the Temple of Peace. To secure the necessary funds, WCIA should explore multiple strategies:

- **Heritage Grants:** Applying for grants focused on heritage conservation, such as those from the National Lottery Heritage Fund or Historic England, can provide targeted funding for essential repairs and upgrades. These grants are vital for preserving the building's structural integrity and historical value.
- **Partnerships for Restoration:** Collaborating with local businesses, heritage organizations, and educational institutions can provide additional resources and expertise. These partnerships could involve sponsorships, joint restoration projects, or community engagement initiatives that promote the Temple's significance.
- **Fundraising Campaigns:** Launching dedicated campaigns, including digital crowdfunding and special events, can attract donations from diverse sources. Emphasizing the Temple's cultural importance and engaging the community will help build a strong donor base for sustained support.

By focusing on these strategies, WCIA can ensure the Temple remains a vibrant cultural landmark while securing funds for its upkeep.

Recommendations

1. The importance of responding to customer reviews: managing brand image and enhancing customer relationships

Building a company's worth and obtaining a sustained competitive advantage depend on its corporate reputation (Zdzisława Dacko-Pikiewicz 2021).

WCIA should respond to positive reviews to thank customers for their support. User-generated reviews influence consumer decisions, so companies need to maintain a perfect online reputation, and management response is an effective way to improve it (Proserpio and Zervas 2017). Responding to positive reviews optimizes the brand's image, and when customers receive thank-you responses, they're more likely to share positive experiences, further spreading the brand through word of mouth.

For negative reviews, WCIA should manage brand reputation. According to Hambrick (2020), when an organization faces a crisis, it should use communication to address problems. Responding to negative reviews can propose solutions, repair customer relationships, and reduce the threat of negative feedback.

2. Leveraging Technology for Enhanced Customer Experience

According to research (Njoroge et al. 2019), hotels should prioritize innovation strategies to capitalize on opportunities. Technological innovation can improve customer experience. WCIA can offer online virtual scene tours, allowing customers to view different venue layouts from their phones or computers anytime, anywhere. Visual content conveys information faster and more effectively than text descriptions. Virtual brochures can be easily shared via email, social media, and other channels, facilitating customer discussions and decision-making. This helps customers decide before booking, increasing satisfaction and conversion rates.

3. Differentiate competition and build core competitiveness: emphasize historical and cultural heritage

The Temple of Peace is a cultural heritage site symbolizing peace and commemoration. Its cultural and historical significance attracts customers seeking a venue with profound meaning. It is not just a memorial building but also hosts health and peace organizations. This functionality allows it to accommodate various activities, from seminars and public welfare activities to corporate meetings. All profits are donated to the charity operating the venue, meaning every customer expenditure directly supports the Welsh Centre for International Affairs (WCIA). This attracts customers who value social responsibility, such as non-governmental organizations, educational institutions, and environmental groups.

Conclusion

The Welsh Centre for International Affairs (WCIA), based in Cardiff, faces significant challenges in financial sustainability and market visibility. The Temple of Peace, a historic venue central to WCIA's operations, requires substantial repairs, adding to the financial strain. Additionally, WCIA's current digital presence is insufficient to attract new clients and boost awareness.

To address these issues, the report recommends a strategic approach focused on enhancing digital marketing, restructuring pricing, and exploring alternative revenue streams. Improving WCIA's online footprint through targeted social media campaigns, SEO, and engaging content can increase visibility and attract a broader audience. Collaborations with event directories and digital advertising can further extend reach to key market segments, such as corporate and cultural clients.

Restructuring the pricing model to align more closely with competitors is also essential. A tiered pricing strategy would cater to various customer segments, enhancing WCIA's appeal across different market demographics. Offering discounts to affiliates and charities could also strengthen customer loyalty and boost bookings.

Additionally, the report suggests exploring new revenue streams like grants and crowdfunding. The Temple of Peace's historical significance provides a unique opportunity to secure funding from heritage organizations and philanthropic entities. Engaging the local community and broader audience in fundraising initiatives could generate much-needed funds for building maintenance and repairs.

Successful implementation of these strategies will require coordinated efforts across WCIA's team, effective project management, and regular monitoring to ensure their effectiveness. By focusing on digital marketing, pricing adjustments, and revenue diversification, WCIA can enhance its market position, increase bookings, and ensure the Temple of Peace's long-term sustainability.

In summary, these strategic enhancements are crucial for WCIA to fulfil its mission of promoting international peace and cooperation while preserving a vital cultural and historical landmark in Cardiff.

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Appendix

1)Key Findings: WCIA vs Competitors

Category	WCIA	De Courceys Manor	Holiday Inn Cardiff	Jurys Inn Cardiff
Marketing Positioning	Mid-to-high-end, broad event types	High-end, wedding-focused	Middle-end flexible pricing	High-end wedding-focused
Service Offerings	Versatile (corporate, cultural, social)	Wedding, limited corporate events	Multi-purpose (weddings, corporate)	Wedding-focused, luxurious features
Technology	Virtual tours, AI customer service	Basic AV, no virtual or online booking	Virtual tours, no AI	Online brochure, no booking system
Customer Feedback	Strong on cultural inclusivity, proactive	Highly rated, proactive	Mixed reviews, no response to negatives	Positive, lacks direct online engagement
Marketing	Digital marketing, social media partnerships	Pinterest, RealWedding.co.uk	Paid search advertising, moderate social media presence	Group-focused, limited social media engagement

2)Customer Feedback Form



Customer Feedback Form

B *I* U  

Thank you for visiting the Temple of Peace! We value your feedback and would like to hear about your experience. Your input helps us to improve our services and ensure that every visitor has a memorable and enjoyable visit. This form is designed to capture your overall experience and satisfaction with our facilities, staff, and services.

Please take a few minutes to complete this form. Your responses are anonymous and will be used solely for the purpose of enhancing the visitor experience at the Temple of Peace.

Date of your event/visit *

Month, day, year



How did you hear about the Temple of Peace? *

- ☐ Website
- ☐ Word of Mouth
- ☐ Advertisement
- ☐ Social Media



What were your top three reasons for visiting the Temple of Peace? *

☐ Historical Interest

☐ Event/Function

☐ Location

☐ Architecture

☐ Support Charity

☐ Other...



Overall, how satisfied are you with your experience at the Temple of Peace? *

1 2 3 4 5 6 7 8 9 10

Not satisfied



Extremely Satisfied

How would you rate the facilities at the Temple of Peace? *

1 2 3 4 5 6 7 8 9 10

Poor



Excellent

Was the venue staff accommodating and helpful? *

	1	2	3	4	5	6	7	8	9	10	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

Would you recommend the Temple of Peace as a venue to a friend/colleague? *

- ☐ Yes
- ☐ No
- ☐ Maybe - Please Elaborate
- ☐ Other...

How important is it to you that your booking contributes to WCIA's charitable work? *

- ☐ Very Important
- ☐ Somewhat Important
- ☐ Not Important

Were the accessibility needs of you and your guests met? (Please provide details in the comment box below) *

- ☐ Yes
- ☐ No

How do you feel about the pricing of the venue? *

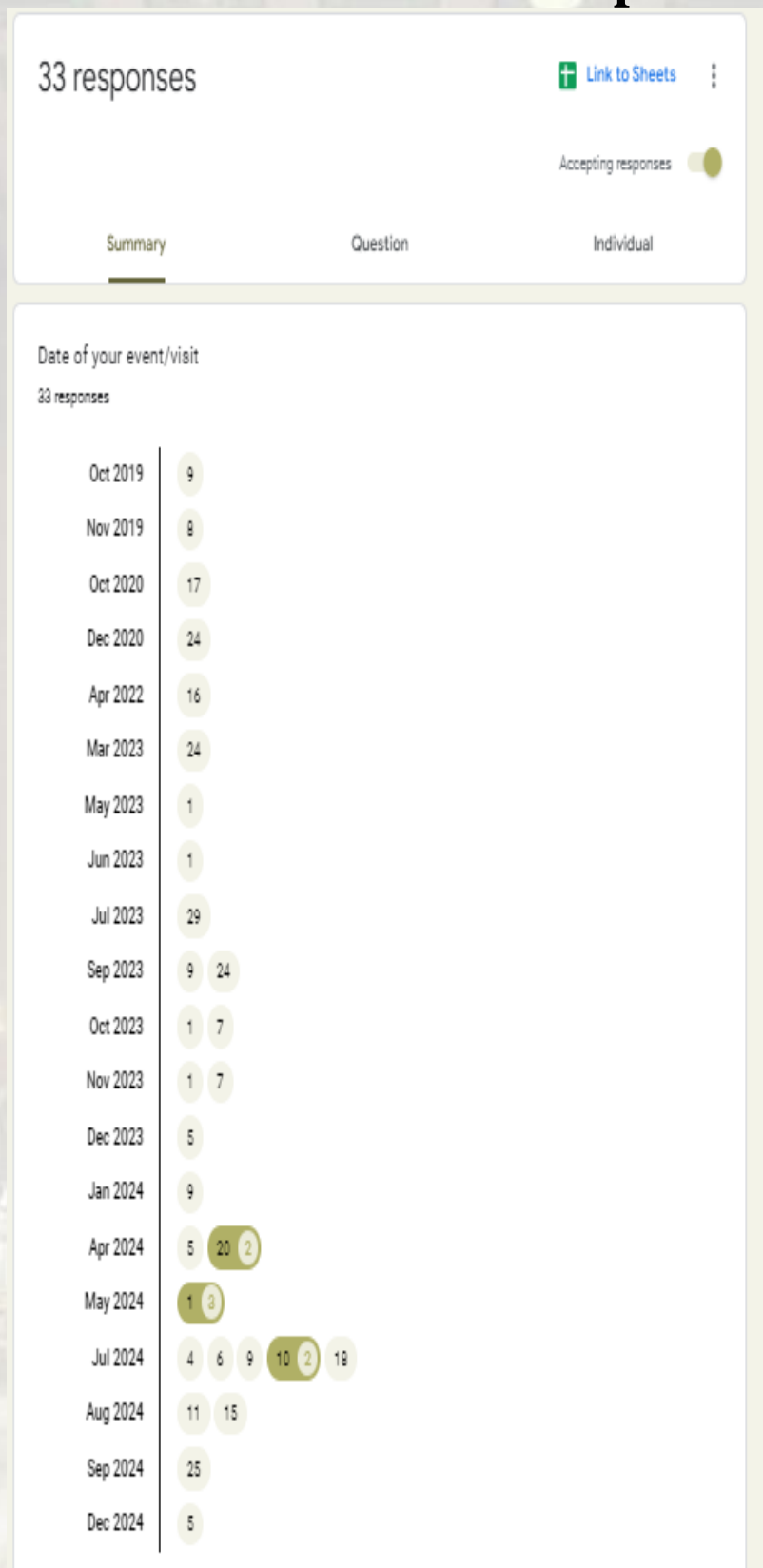
(Please provide details in the comment box below)

- ☐ Reasonable
- ☐ Too High
- ☐ Too Low
- ☐ Other...

Any additional comments or suggestions for improvement? *

Long answer text

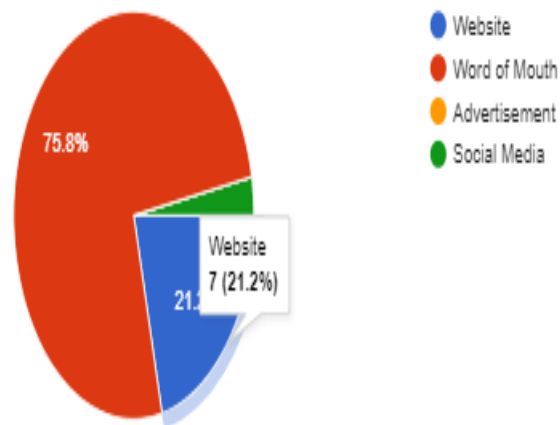
3)Customer Feedback Form – Responses



How did you hear about the Temple of Peace?



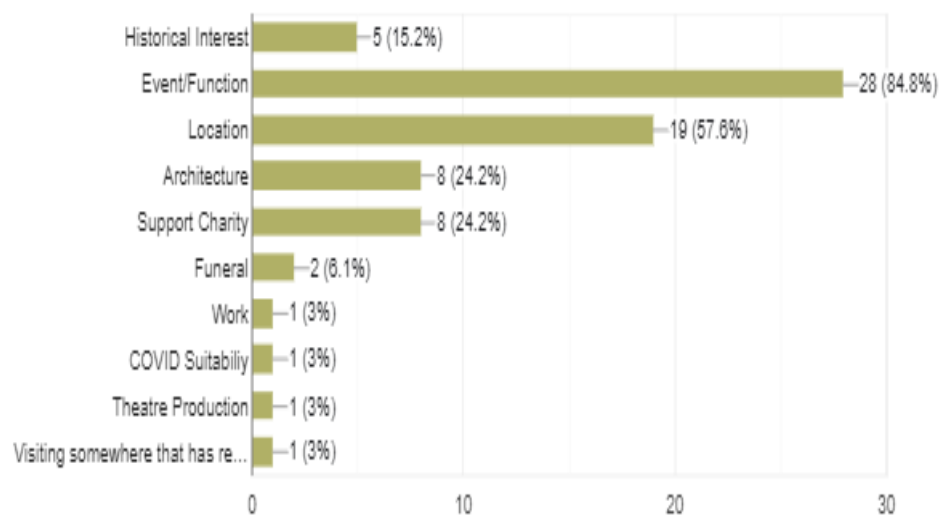
33 responses



What were your top three reasons for visiting the Temple of Peace?



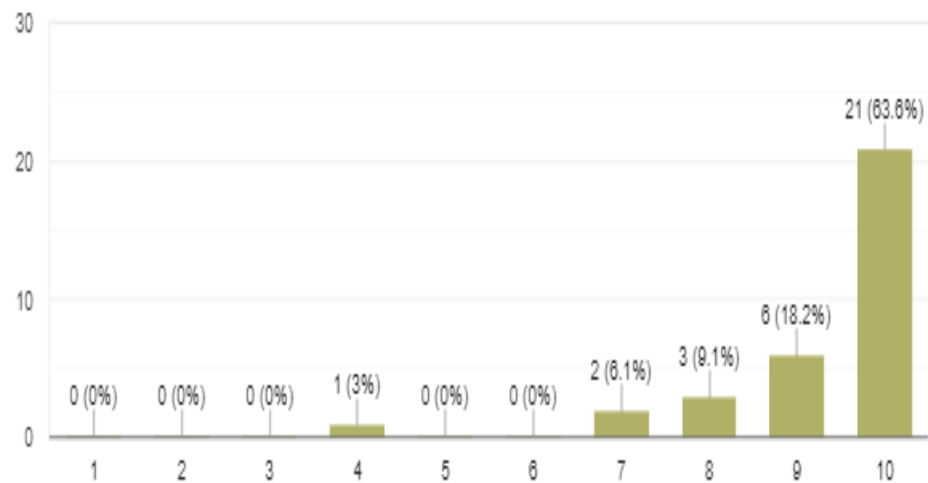
33 responses



Overall, how satisfied are you with your experience at the Temple of Peace?



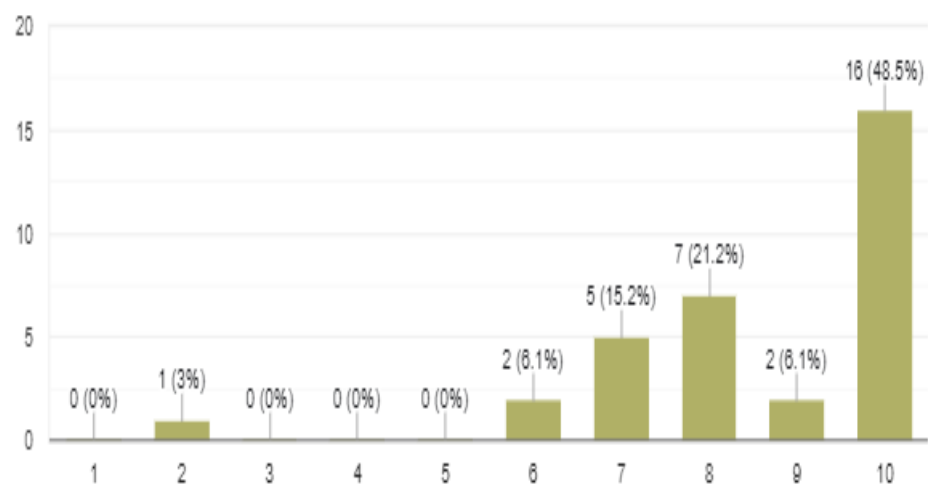
33 responses



How would you rate the facilities at the Temple of Peace?



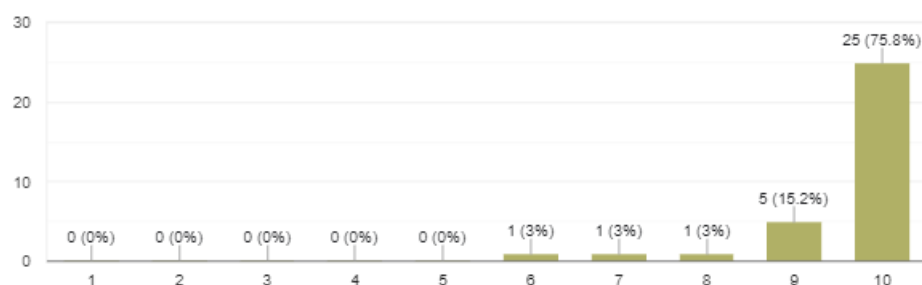
33 responses



Was the venue staff accommodating and helpful?

[Copy](#)

33 responses



Would you recommend the Temple of Peace as a venue to a friend/colleague?

[Copy](#)

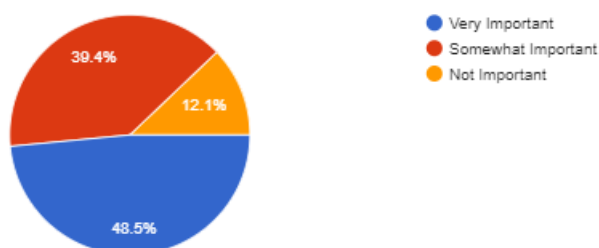
33 responses



How important is it to you that your booking contributes to WCIA's charitable work?

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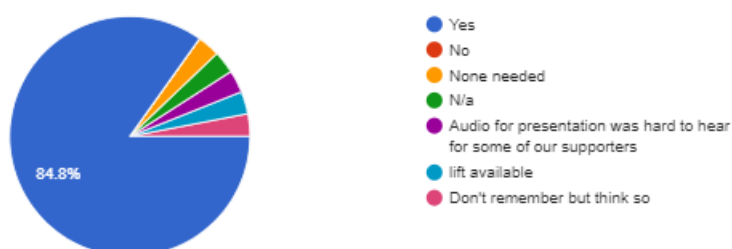
33 responses



Were the accessibility needs of you and your guests met? (Please provide details in the comment box below)

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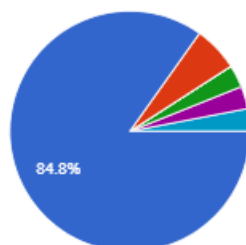
33 responses



How do you feel about the pricing of the venue?
(Please provide details in the comment box below)

 Copy

33 responses



- Reasonable
- Too High
- Too Low
- I'm not sure
- ok
- It's way too high to attract all the events that would like to be there I'm sure, but it's v reasonable for the grand venue that it is.

Any additional comments or suggestions for improvement?

33 responses

No

None

It was a film showcasing, so better audio/visual equipment would have been great!

I work at the temple and I think it's a lovely venue, it's just in need of a bit of TLC but perhaps more importantly, it's in dire need of a marketing plan.

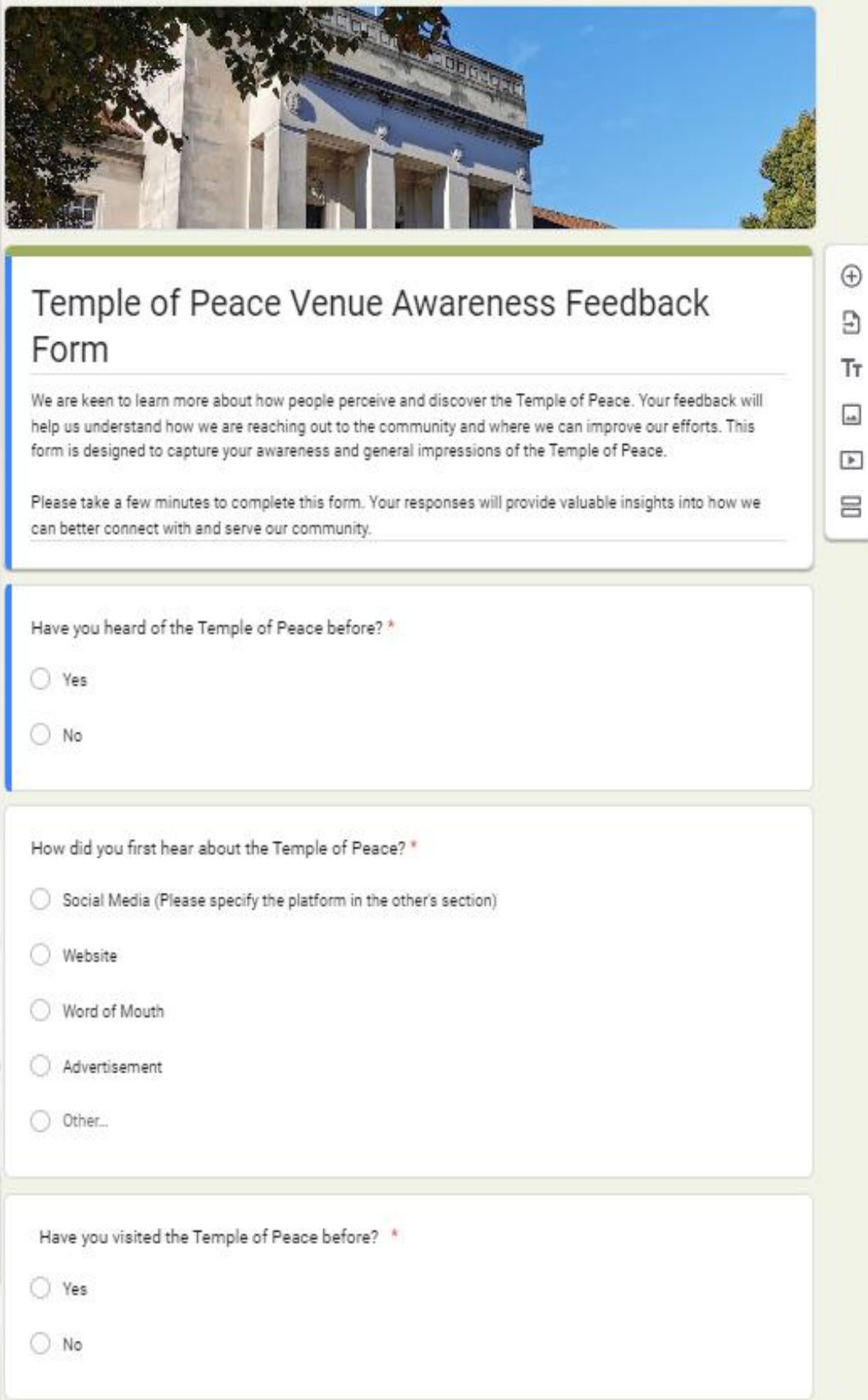
Perfect venue. Tessa was very helpful in recommending catering suppliers. The venue was just perfect

Not really, the staff were very helpful, provided all as we agreed before booking, all information and prices was clearly explained, the equipment was in working order. Very happy and will be using the historical building for another event.

None

Thank you - diolch

4) Temple of Peace Awareness form



Temple of Peace Venue Awareness Feedback Form

We are keen to learn more about how people perceive and discover the Temple of Peace. Your feedback will help us understand how we are reaching out to the community and where we can improve our efforts. This form is designed to capture your awareness and general impressions of the Temple of Peace.

Please take a few minutes to complete this form. Your responses will provide valuable insights into how we can better connect with and serve our community.

Have you heard of the Temple of Peace before? *

☐ Yes

☐ No

How did you first hear about the Temple of Peace? *

☐ Social Media (Please specify the platform in the other's section)

☐ Website

☐ Word of Mouth

☐ Advertisement

☐ Other...

Have you visited the Temple of Peace before? *

☐ Yes

☐ No

How familiar are you with the activities and events held at the Temple of Peace? *

1 2 3 4 5 6 7 8 9 10

Not Familiar ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Very Familiar

Have you seen the Temple of Peace mentioned on social media? *

☐ Yes

☐ No

What is your general impression of the Temple of Peace? *

☐ Very Positive

☐ Positive

☐ Neutral

☐ Negative

☐ Very Negative

Would you be interested in visiting or attending an event at the Temple of Peace in the future? *

☐ Yes

☐ No

☐ May be

What type of event would you consider hosting at the Temple? *

- ☐ Wedding
- ☐ Conference
- ☐ Meeting
- ☐ Party
- ☐ Other...

What are the most important factors for you when choosing a venue? (Select all that apply) *

- ☐ Location
- ☐ Capacity
- ☐ Ambiance/Style
- ☐ On-site Catering
- ☐ Parking Availability
- ☐ Audio-Visual Equipment
- ☐ Sustainable Practices
- ☐ Price
- ☐ Outdoor Space
- ☐ Customization of Decor

Which room at the Temple of Peace would best suit your event? (Select one) *

- ☐ Marble Hall (up to 200 guests)
- ☐ Council Chamber (up to 60 guests)
- ☐ Smaller Meeting Rooms

What would be your budget for venue hire for this event? *

- ☐ Less than £500
- ☐ £500 - £1000
- ☐ £1000 - £2000
- ☐ More than £2000

In your opinion, what makes a fully accessible venue? *

Long answer text

Do you have any suggestions on how we can improve our visibility and engagement with the community? *

Long answer text

5) Temple of Peace Awareness form – Responses

25 responses

[Link to Sheets](#)



Accepting responses



Summary

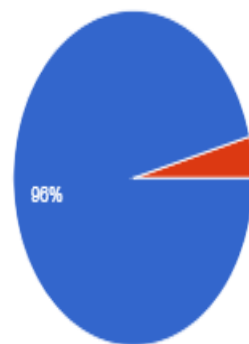
Question

Individual

Have you heard of the Temple of Peace before?

[Copy](#)

25 responses

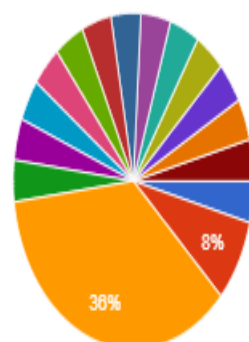


- Yes
- No

How did you first hear about the Temple of Peace?

[Copy](#)

25 responses



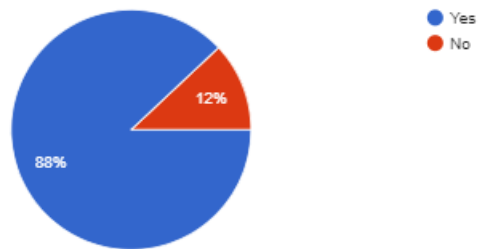
- Social Media (Please specify the platf...
- Website
- Word of Mouth
- Advertisement
- I work next door
- University exam resit venue
- Worked there
- Work related originally

▲ 1/2 ▼

Have you visited the Temple of Peace before?

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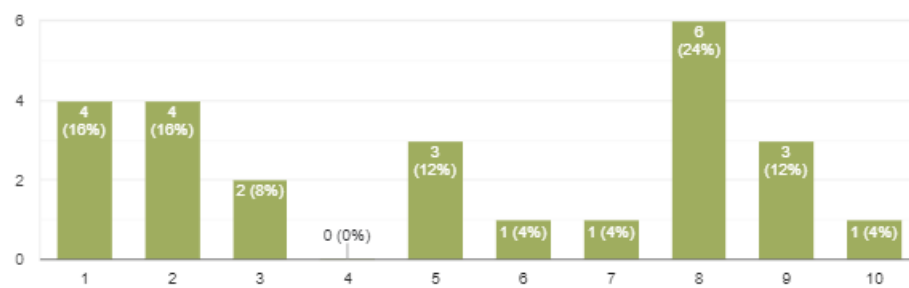
25 responses



How familiar are you with the activities and events held at the Temple of Peace?

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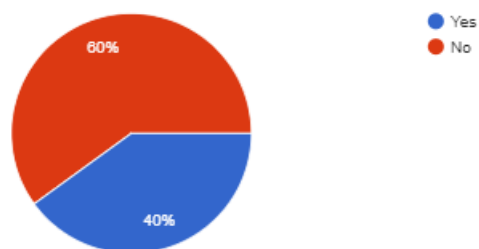
25 responses



Have you seen the Temple of Peace mentioned on social media?

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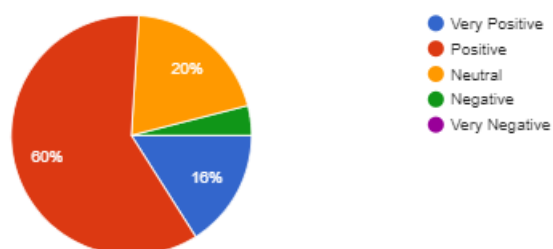
25 responses



What is your general impression of the Temple of Peace?

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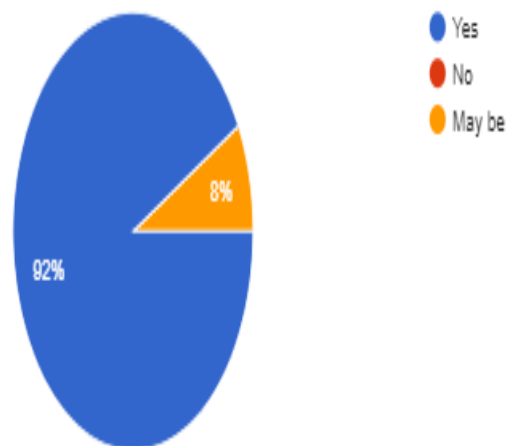
25 responses



Would you be interested in visiting or attending an event at the Temple of Peace in the future?



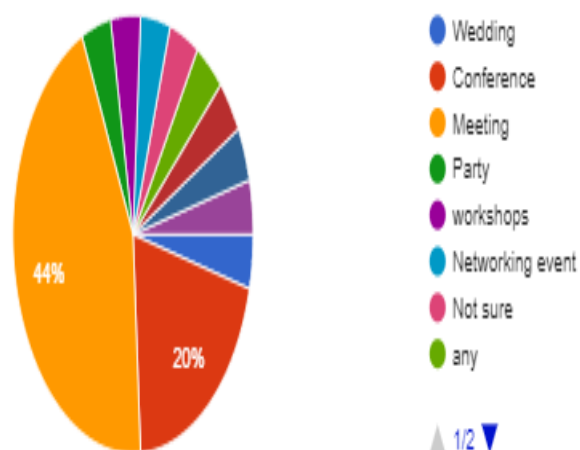
25 responses



What type of event would you consider hosting at the Temple?



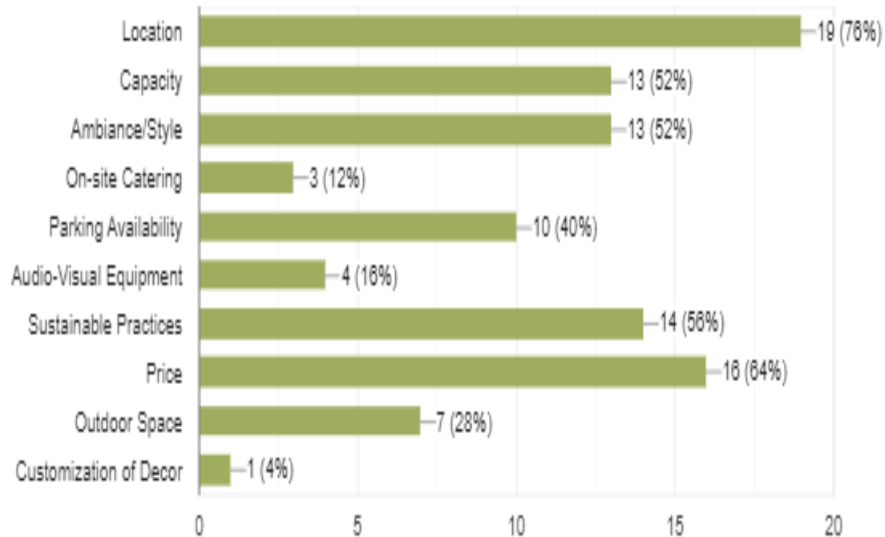
25 responses



What are the most important factors for you when choosing a venue? (Select all that apply)



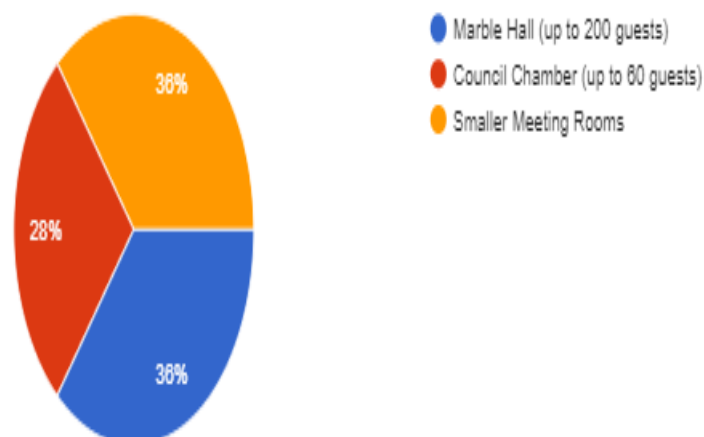
25 responses



Which room at the Temple of Peace would best suit your event? (Select one)



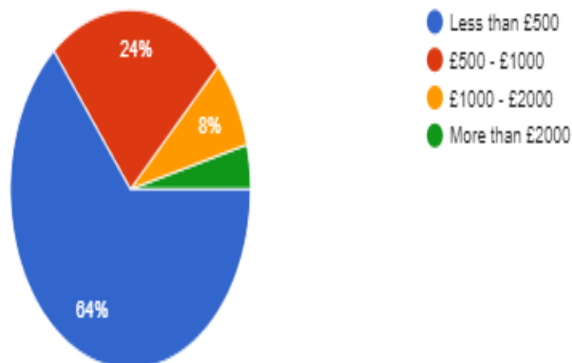
25 responses



What would be your budget for venue hire for this event?



25 responses



In your opinion, what makes a fully accessible venue?

25 responses

wheelchair access

Central (to public transport) or easily accessed (with parking). All basic facilities, not too cold or hot. Tables/surfaces to work on.

Clean venue. Good car parking. Comfortable conditions inside (chairs/toilets/air-conditioning)

The disability discrimination act. It's a legal requirement

I don't know

somewhere that is considerate and flexible with accessibility needs be it physical disability/neurodiversity

Sound is important and the Marble Hall can have bad sound. Having good connectivity as well so that people who can't participate in physical events because of cost or physical barriers, can rely on good internet to follow events.

Wheelchair access, diversity policies, bilingual posters and information. Widely advertised in different

Do you have any suggestions on how we can improve our visibility and engagement with the community?

25 responses

No

None

Na

social media

Offer discounts to community groups? Target specific groups to raise awareness?

Raise your profile on social media.

Employ a marketing manager to promote the venue (before that, speak to Cardiff City Councils events team. They are ace)

I would use the Tenple more frequently, but the facilities often appear unclean including kitchens and toilets. There hasn't been a focus on aesthetics, which are important. We hosted a meeting with some important guests and there were buckets in the council chamber to collect water etc.

6)Social media example templates using Canva and captions using artificial intelligence platform Chat GPT





1)

🌟 Discover the beauty and history of the Temple of Peace in Cardiff 🌟

This iconic building is not just an architectural marvel but also a symbol of hope and unity. 🕊️ Built in 1938, it stands as a tribute to those who lost their lives in World War I and a beacon for peace and human rights.

We're proud to share that the Temple of Peace is run by the amazing team at the Welsh Centre for International Affairs (WCIA), a charity dedicated to building a better, fairer world. 🌍💙

Whether you're here to admire its stunning design, attend a meaningful event, or learn more about the incredible work of @WCIA_Wales, the Temple of Peace is a must-visit in Cardiff.

#TempleOfPeace #Cardiff #WCIA #Peace #HumanRights #VisitWales #Charity

2)

🏛️ Step inside the Temple of Peace in Cardiff, where history, architecture, and a vision for a better world come together.

This stunning landmark, with its rich heritage and powerful message, is more than just a beautiful building. It's home to the Welsh Centre for International Affairs (@WCIA_Wales), a charity that works tirelessly to promote peace, human rights, and global responsibility. 🌍🙌

Whether you're exploring its grand halls or supporting the incredible initiatives led by WCIA, the Temple of Peace is a reminder of the importance of unity and compassion.

Come visit and be inspired! ✨

#TempleOfPeace #CardiffHistory #WCIA #PeaceBuilding #GlobalCitizenship #VisitCardiff
#SupportCharity

3)

🌟 Discover Cardiff's hidden gem, the Temple of Peace 🌟

This remarkable building is not just a monument; it's a testament to a world united for peace and justice. Built in memory of those who sacrificed everything during World War I, the Temple of Peace continues to inspire generations with its powerful message.

Run by the dedicated team at the Welsh Centre for International Affairs (@WCIA_Wales), this historic site serves as a hub for global citizenship and human rights advocacy. Every visit supports the incredible work of WCIA in making the world a better place for all. 🌍❤️

Plan your visit and be part of the movement!

#TempleOfPeace #CardiffLandmark #WCIA #PeaceAndJustice #SupportNonprofits
#ExploreCardiff #HumanRightsForAll

4)

🌟 Explore Cardiff's Temple of Peace, where history meets modern-day impact ✨

Not only is this iconic building a symbol of peace and unity, but it also serves as a stunning events venue! 🏛️

Whether you're planning a wedding, conference, or special celebration, the Temple of Peace offers a unique and meaningful backdrop.

Managed by the amazing team at the Welsh Centre for International Affairs (@WCIA_Wales), every event hosted here supports their vital work in promoting peace, human rights, and global citizenship. 🌍💙

Host your next event in a place that makes a difference—where every moment counts for a better world.

#TempleOfPeace #CardiffEvents #WCIA #HistoricVenue #PeaceAndUnity #SupportCharity
#CardiffWeddings

5)

Celebrate in a place with a purpose at Cardiff's Temple of Peace

This beautiful and historic venue is more than just a space—it's a symbol of peace and unity. Perfect for weddings, conferences, and special events, the Temple of Peace offers a unique setting that blends grandeur with meaning.

Every event held here supports the Welsh Centre for International Affairs (@WCIA_Wales), a charity committed to promoting global peace, human rights, and sustainability. 🌍 ✨

Make your special occasion even more memorable by choosing a venue that gives back to the world.

#TempleOfPeace #CardiffVenue #WCIA #EventsWithPurpose #HistoricCardiff #PeaceAndJustice #SupportCharity

6)

✨ Host your event at Cardiff's Temple of Peace, where history and purpose unite ✨

Looking for a venue that adds meaning to your special occasion? The Temple of Peace is not just an architectural marvel—it's a space dedicated to peace, unity, and positive global change. Whether you're planning a wedding, a conference, or any special event, this venue offers an unforgettable setting.

Plus, by choosing the Temple of Peace, you're supporting the vital work of the Welsh Centre for International Affairs (@WCIA_Wales), a charity devoted to promoting human rights and global citizenship. 🌍 💙

Let your event make a difference—celebrate in a place that stands for something greater.

#TempleOfPeace #CardiffEvents #WCIA #EventVenue #HistoricCardiff #PeaceAndPurpose #SupportNonprofits

7)

Step back in time at Cardiff's Temple of Peace, a building with a profound legacy

Built in 1938, the Temple of Peace was envisioned as a tribute to those who lost their lives in World War I and as a symbol of hope for a peaceful future. This iconic landmark has stood the test of time, representing the pursuit of peace and justice through the decades.

Today, the Temple of Peace serves as a stunning venue for events and is home to the Welsh Centre for International Affairs (@WCIA_Wales), a charity that continues the building's mission by promoting global citizenship and human rights. 🌍 ✨

Celebrate your special moments in a place where history and purpose come alive.

#TempleOfPeace #CardiffHistory #WCIA #HistoricVenue #PeaceAndUnity #WorldWarITribute
#SupportCharity