

Operations Management in Hospitality

Assignment 2

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1. Strategic Service Vision

Strategic Service Vision of Hilton Hotels & Resorts

Hilton Hotels & Resorts is one of the world's most recognised hospitality organisations, known for its operational consistency, global presence, and strong brand identity. Hilton's strategic service vision focuses on creating memorable guest experiences while empowering employees to deliver service excellence. This vision is structured around four essential components: target market, service concept, operating strategy, and service delivery system. When applied effectively, these components help Hilton align customer expectations and employee behaviour with long-term strategic goals.

Application to Customers

For customers, Hilton's vision emphasises reliability, comfort, and personalised service. Its target market includes business travellers, leisure tourists, and long-stay guests who value premium service combined with convenience. The service concept centres on "hospitality with purpose," which highlights sustainability, digital convenience, and emotional connection. For instance, Hilton's "Digital Key" and mobile check-in systems allow guests to bypass reception queues, creating a sense of control and efficiency.

Hilton further incorporates customer feedback into its service vision through consistent post-stay surveys and loyalty programme insights. Hilton Honors members receive tailored recommendations, room preferences, and service upgrades. This alignment of customer preferences with operational processes strengthens perceived service quality and enhances customer loyalty. By clearly identifying what customers value—comfort, speed, and consistency—Hilton is able to design services that reduce uncertainty and increase guest satisfaction.

Application to Employees

Employees play a central role in delivering Hilton's service vision. The company emphasises a culture of inclusion, empowerment, and continuous training. Programmes such as Hilton University provide structured learning modules on customer experience, leadership, and operational excellence. Frontline staff are encouraged to make on-the-spot decisions to resolve guest issues, reducing service delays and fostering accountability.

The service delivery system also focuses on staff wellbeing. Hilton's recognition as a "Great Place to Work" demonstrates its commitment to employee engagement and job satisfaction. Motivated employees tend to provide more consistent service, reduce error rates, and contribute to a positive workplace atmosphere, all of which strengthen the guest experience.

How the Strategic Service Vision Enhances Performance

Hilton's strategic service vision contributes to stronger organisational performance in several ways. First, it reduces variability in service delivery by setting clear standards for both customers and employees. This consistency builds brand trust across global markets. Second, the vision allows Hilton to integrate technology with service processes, which improves speed, reduces costs, and enhances convenience without sacrificing personal interaction.

Third, by prioritising employee engagement, Hilton minimises staff turnover—an issue that frequently challenges the hospitality sector. Lower turnover ensures higher service consistency and reduces training expenses. Fourth, the vision aligns operational activities with long-term sustainability goals, such as energy reduction and waste minimisation, which enhances brand reputation and attracts environmentally conscious travellers.

Ultimately, Hilton's strategic service vision acts as a guiding framework that ensures every operational decision—whether related to customer experience, employee development, or technological innovation—supports the company's mission of delivering exceptional hospitality. This coherence strengthens competitiveness and improves overall organisational effectiveness.

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2. Operations Strategy and Competitive Advantage

Operations Strategy of Marriott International

Marriott International is one of the leading hospitality organisations globally, operating multiple brands ranging from luxury to budget accommodation. Its operations strategy focuses on four core dimensions: quality management, speed of service, flexibility, and cost efficiency. Together, these operational capabilities form the foundation of Marriott's competitive advantage.

Quality Management

Quality is central to Marriott's operations strategy, supported by strict service standards and a culture of continuous improvement. The company's "Marriott Service Promise" empowers employees to resolve guest concerns quickly, ensuring a consistent service experience.

Marriott applies a mix of quantitative systems, such as guest satisfaction indices, and qualitative tools like mystery audits to assess performance.

This emphasis on quality enhances customer loyalty, especially through the Marriott Bonvoy loyalty programme. Guests experience uniform service across different brands and locations, reducing uncertainty and reinforcing trust. High-quality service also supports premium pricing strategies, which strengthens profitability.

Speed of Service

Speed is another important aspect of Marriott's strategy. The introduction of mobile check-in, keyless room entry, and digital concierge services reduces waiting times and improves convenience. Marriott's operational processes are designed to minimise delays in housekeeping, food service, and front-desk operations using workflow optimisation and staff scheduling technologies.

Quick service responses enhance customer satisfaction, particularly for business travellers who value efficiency. By eliminating unnecessary steps in the service journey, Marriott increases throughput, reduces operational bottlenecks, and elevates the overall guest experience.

Flexibility

Marriott demonstrates strong flexibility by adapting its services, room types, and amenities to diverse markets and customer needs. The company operates various sub-brands including Courtyard, JW Marriott, Ritz-Carlton, and Moxy, each catering to different customer segments. This multi-brand portfolio allows Marriott to adjust offerings in response to economic conditions, cultural preferences, and evolving travel patterns.

Operational flexibility is also evident in the company's use of franchising and management contracts, which enable rapid expansion without significant capital investment. Marriott's flexible staffing models and cross-training practices ensure that employees can switch roles during peak periods, maintaining service speed and reducing labour costs.

Cost Efficiency

Marriott leverages scale economies to achieve cost advantages over competitors. Its global distribution system, centralised procurement, and standardised operational procedures

significantly reduce per-unit costs. For example, bulk purchasing of linens, cleaning supplies, and room amenities lowers material costs across properties.

Technology also contributes to cost control through energy-saving systems, automated check-in processes, and efficient inventory management. By maintaining lower operating costs while sustaining high service standards, Marriott is able to achieve superior profitability and invest more in marketing, innovation, and property upgrades.

Competitive Advantage Derived from Operations

Each element of Marriott's operations strategy contributes to a strong competitive position. High-quality service increases brand loyalty, especially among frequent travellers. Speed of operations differentiates Marriott from slower competitors and enhances perceived value. Flexibility enables the company to operate successfully in various international markets and adjust to changing customer preferences. Cost efficiency allows Marriott to maintain strong margins and fund continuous innovation.

Together, these operational strengths make Marriott resilient during economic fluctuations, capable of rapid expansion, and consistently appealing to a broad customer base. The integration of quality, speed, flexibility, and cost within its operations strategy ensures long-term sustainability and reinforces Marriott's position as a global hospitality leader.

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