



Operations Management in Hospitality

Assignment 2

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1. Strategic Service Vision

Introduction

The company needs to develop an effective model to guarantee that tasks are performed very efficiently. Human to ensure that work is done in a very efficient manner, the company must come up with a good model.

A strategic service vision gives a clear roadmap that balances service concept, target market, operating strategy and culture of a given organization. Marriott international, which is one of the largest hospitality companies in the world, the vision of the company rests on the philosophy that when employees are taken care of, then the guest experiences outstanding satisfaction. Such people-first philosophy just informs the design of the service environment of the company in relation to customers and employees, and this approach enables Marriott to be highly performing and stable at the long term

Strategic Service Vision to Customers

The strategic service vision of Marriott starts with the definition of its customers groups. The company has multi-brand portfolio including such brands as luxury (Ritz-Carlton, St. Regis), premium (Marriott, Sheraton), and select-service hotels (Courtyard, Fairfield). This segmentation will enable Marriott to define its service experience based on what each customer group appreciates; e.g. luxury guests expect a personalized, anticipatory service, and business travellers may value speed, convenience, and efficiency on the digital front.

Consistency and global reliability are the core of the service delivery system. Marriott maintains that basic aspects which include cleanliness, safety, customer easyness and loyalty rewards are uniform throughout the world. Technology is a significant factor: mobile check-in, the use of digital keys, and 24/7 customer support can all facilitate the guest experience. These aspects not only increase satisfaction but also minimise service delays and friction, which is in line with the vision of the company which is smooth hospitality.

Strategic Service Vision to Employees

The vision of service expands to the employees at Marriott, as the company believes in empowered, satisfied employees as its key to quality service provision. The company spends much in internal promotion, career, and training. Frontline associates are also well oriented on brand values and service behaviours including attentive listening and proactive problem-solving. This enhances workers confidence as well as consistency in the process of interacting with guests.

Besides, Marriott encourages a culture of support that is founded on respect and inclusion. Leaders are supposed to be the role models of the company values, and employees are supposed to take initiative to solve the problems of guests without bureaucracies. This empowerment has the added benefit of improving the guest experience and improving employee engagement and decreasing turnover, which is a benefit in a historically high attrition industry.

The Support of the Vision to Performance and Goals

The strategic service vision of Marriott also makes it successful in the following ways:

- First, it brings alignment within the entire organization. All the brands, departments and employees share a common guiding purpose and this helps to minimize confusion in operations and enhance consistency in service.
- Second, high employee-focused culture will lead to an increase in the quality of services which further enhances customer satisfaction and loyalty. This circle echoes the service profit chain that states that employee satisfaction, quality of service, and financial performance are interconnected (Heskett et al., 1994).
- Lastly, the vision facilitates competitiveness in the long-term. Marriott has a strong service culture that can cope even with new technologies, changing customer expectations, and changes in the global market because it makes both employees and

customers feel valued. The results of this practice are evidenced by the long-term growth and the high loyalty membership of the company.

Conclusion

The strategic service vision of Marriott, which focuses on people, consistency and purposeful service, allows the company to give good customer experiences and keep their workforce motivated. Marriott boosts its operational performance, builds brand loyalty, and gains a competitive edge in the global hotel market by aligning its service design with the requirements of customers and employees.

2.Competitive Advantage and Operations Strategy

Introduction

This study examines the proposition that a positive link exists between cultural values and leadership. This paper discusses the hypothesis that there is a positive relationship between leadership and cultural values.

Hilton Hotels & Resorts has a well-developed operation strategy that guarantees stable service delivery and a good competitive edge. Hilton establishes a quality, speed, flexibility, and cost-effective experience in its worldwide network by concentrating on quality, speed, flexibility, and cost effectiveness. All these areas play a unique role in the competitive advantage of the company and its long-term success in the hospitality business:

Quality Management

Hilton focuses on quality in the operations strategy. The company applies the uniform procedures, international brand rules, and frequently held performance audits to maintain the uniformity of service delivery. Hilton is also lowly dependent on technology to ensure accuracy and reliability including digital check-in, mobile keys, and real-time guest feedback. These technologies minimize mistakes and enhance seamlessness of the guest experience.

Excellent service quality improves customer satisfaction and loyalty especially under the Hilton Honors program. The quality of service delivery in a sector where reputation is easily destroyed would mean that Hilton has an excellent brand loyalty and appeal to both commercial and personal travellers (Fitzsimmons and Fitzsimmons, 2011).

Speed and Efficiency

Operational speed is another issue that Hilton focuses on as guests are interested in fast and hassle-free service. Digital solutions make processes that are likely to be time consuming such as check in, room choice and payment easier. The workflow of the staff is streamlined in such a way that the staff does not need to spend time on administrative work but can be occupied with the process of engaging in a meaningful communication with guests.

This velocity results in efficiency: quicker service saves queues, enhances the turnover of guests when this is the case, and productivity of the staff. Operational speed is another differentiator in competitive markets such as business destinations that especially occur in urban settings.

Flexibility

Another pillar of the operations strategy of Hilton is flexibility. The firm operates a wide brand portfolio, including luxury (Waldorf Astoria), lifestyle (Curio), and budget (Hampton), which enables it to change according to the preferences of customers and economic changes. Hilton will be able to react fast to trends like the need to have wellness facilities, eco-friendly operations, or online comfort.

It is also important to have internal flexibility. The cross-training of employees facilitates the process of easy functioning during high periods and also maintains a steady level of performance when the number of employees varies. Such dynamic is useful in keeping Hilton strong in case of disruption like seasonal changing or an international crisis.

Cost Efficiency

Centralized procurement, energy-saving technology and simplified labor scheduling allow Hilton to remain cost-efficient. Predictive analytics are used to manage housekeeping and maintenance operations within the company in a more efficient and cost-saving manner and to avoid equipment breakdowns that cost a lot of money.

The cost efficiency enables Hilton to charge competitive prices without having to sacrifice the quality of services. Because customers working in the hospitality industry tend to shop around brands, cost control and high service standards put Hilton at an edge.

The Competitive Advantage of These Areas

All of these aspects of the Hilton operations strategy interact to enhance its strategic competitiveness within the world hospitality sector.

Quality

Quality as an example forms a good base of trust and loyalty. When the visitors understand that Hilton is always ready to provide them with clean rooms, pleasant service, and consistent facilities, they will never hesitate to use the same brand at any location of the world. It owes much of its repeat business to this feeling of reliability and contributes to the success of such programs as Hilton Honors.

Speed

It also increases this trust by making the whole experience easy and comfortable. Mobile check-in, digital keys, and quick customer support are some of the features that minimize the waiting time and do away with frustrations that are common. Whenever travellers are pressed in time or have to travel far, time-saving characteristics are very effective in enhancing satisfaction and placing Hilton among the competitors who are slower or less efficient.

Flexibility

It introduces another favorable competitive power. The fact that Hilton can adapt fast to new trends, be it the growing need in environmentally friendly activities, fitness-focused facilities, or touch-free technology makes the brand relevant. The variety of the hotel types it caters to also enables it to satisfy the demands of various segments of the market that include luxury travellers and budget-based clients. At the internal level, the use of flexible staffing and cross-training makes sure that the service is not disrupted even in the peak time or by some unforeseen disruptions.

Conclusion

The operations strategy undertaken by Hilton reveals the combination of quality, speed, flexibility, and cost efficiency in helping to achieve high-quality guest experiences and organizational results. Having combined technology, high brand standards, and flexible service practices, Hilton generates competitive advantage that is sustainable and responsive to changing market needs.

References

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