

Management and Organisational Behaviour

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Written Essay

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Introduction

For this report, I was asked to analyze a hotel company based on how it is structured, what type of culture it has, and how it is managed in terms of leadership.

The hotel company I am going to analyze is Hilton Hotels. It is defined as one of the largest hotel chains in the world and also growing rapidly with more than 6,000 properties in more than 100 different countries and with 18 different hotel brands. The word HILTON stands for:

- **Hospitality**, they give their best to ensure that customers have an excellent experience.
- **Integrity**, they always do the right thing.
- **Leadership**, they are the leaders of what they do.
- **Teamwork**, teamwork is very important for the company.
- **Ownership**, responsible for actions and decisions.
- **Now**, act in a disciplinary way.

The Hilton company was born in 1919 when Conrad Hilton bought his first hotel. From there the company was guided with innovative approaches to products, amenities, and services.

Hilton supports a variety of charity initiatives. Implements sustainability projects in all its hotels by collaborating with Clean the World to recycle soap for donations, and they are always looking for new ways to reduce the impact.

“Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don't quit.” (Conrad. H.1919)

Organizational Performance

According to (George N. Root III, 2020) Organizational Performance management is a process of ensuring that the company's resources are used correctly, and this is applied to employees. the managerial staff of the hotel must have a monitoring system that allows him to track the progress of the company and then determine if there must be political or procedure changes.

The Hilton company uses an advanced technology system that serves to maintain costs and maintain quality at the same time.

This system is called Hilton Performance Advantage.

In this system we can find:

- *Hilton Honors*: a regular guest program that has been successful worldwide. With this program you have loyal customers because in this way you will have the preferences of the customers regarding the rooms and other services and the customer will always be happy to know the company takes care of him. This program has received millions of sign-ups thanks to its travel rewards and this means further opportunities for future earnings for the company.

Whenever a registered member stays on a Hilton property, their personal preferences are updated for all properties. In this way, the company conveys its importance and concern to the customer.

- *Hilton sales*: the team focuses on sales and always tries to increase market share;

- *Hilton reservation & Customer care*: manages reservations for the entire Hilton company, including its brands.

- *Global online services*: Through advanced technologies and key partnerships, the team can drive demand, optimize revenue, and build a good relationship with the customer. As a result, market share has grown in all Hilton brands.

- *Consolidated revenue management center*: It was created to support properties so that they reach higher market shares and profitability. Each Hilton hotel is described to collect data such as market type, size and meeting space, revenue level, and business mix.

- *Information technology*: In the Hilton company, this is seen as a connection between world-class vision and technology. With a great level of integration, resources, and partnerships it guarantees guests a better experience, allowing the properties to have more revenue.

The technological platform offers a wide range of services such as the visibility of each brand and each hotel within the portfolio. This system also allows you to view financial data in real-time, simplifying work at the front desk and manages invoicing and payments.

-*Hilton supply management* offers high-quality services to over 6,000 properties worldwide.

The HSM team has extensive procurement technologies and deep experience in the hospitality sector, and thanks to this it is considered a strategic partner both now and in the future.

The Hilton company has a service called **ReMax**. A premium booking service that creates a competitive advantage for owners and operators. Hotel reservations are transferred to the ReMax sales specialists, who manage them as if they were an extension of the hotel.

Structure

The company owns and operates a portfolio of brands including Hilton Hotels & Resort, Conrad Hotels, Doubletree, Hampton Inn, Hilton Garden Inn, and the Waldorf Astoria Collection.

One of the many objectives of the company is to make people cooperate well and for this reason, the limits of the scope of management is divided into:

- *Wide reach*: where superiors are forced to delegate and clear policies must be put in place, plus a selection of the most subordinate ones.
- *Narrow Span* is an organization with many organizational levels and has advantages and disadvantages.

The first is closed supervision, closed control and communication are fast between the superiors and the rest of the team.

The disadvantages are that the superiors are too involved in the teamwork. There are many levels of management and there are high costs due to the many levels.

The organizational structure of the Hilton is hierarchical because as we have said it is made up of many brands and includes a large number of customers every year.

This organizational structure can also be called divisional, divided into:

1. Ownership division, with its 146 hotels and 59,463 rooms;
2. Management and franchising division which includes 4,419 hotels with 691,887 rooms;
3. Timeshare division comprising 45 properties and 7,152 units.

Christopher J. Nassetta introduced the restructuring and other initiatives (Heat. T., 2014):

- Gradual restructuring of senior management;
- Increased communication and cooperation with individual business units with Hilton Worldwide headquarters;
- Improve organizational culture and then promote the spirit of unity and increase decision making;
- Increase the level of integration of timeshare with a 44% increase in timeshare unit revenues in subsequent years.

Culture

Corporate culture is an essential element for a company's success. Especially in the hotel sector where employee positivity leads to customer satisfaction.

Hilton team members say they love working with the company because it makes them feel themselves. For this, the Hilton has been named in 2016 by both Fortune and Millennial as one of the 100 best places and work environments. (Wes. G., 2016)

Diversity is an important factor for the company. Their global brands have places that offer people from all walks of life to connect with, creating a welcoming environment. The fundamental purpose is to promote diversity through an initiative that includes culture, talent, and market to promote innovation and thus create a competitive market system at a global level.

Jon Munoz (2020) tells of his experience in having worked in this large company and having gone from one department to another. During his career, he had to align his values with meaningful work experiences that added value to the company and the different communities it represents. Being Latin and homosexual, he was not always reflected in the workforce and especially at the senior level. It was difficult to locate and connect with someone who has had similar experiences. He has never been heard, appreciated, and respected for what he is. But during his career, he understood how his individuality, and this helped him understand how precious it is for the company.

At Hilton, diversity drives creativity and innovation towards better decision making between teams.

Hilton is a diverse company that wants all team members to be seen, listened to, appreciated, and respected for who they are. To have a diverse environment, each company must have a workforce that reflects its customer base and the community in which they live and work.

Leadership

Leadership means motivating people to achieve a certain goal. In the hotel sector, this means bringing employees to meet the needs of the company. (S. Ward., 2020)

Conrad Hilton is called "the innkeeper of the world" for being a visionary leader and his values are published on Hilton's current leadership practices.

The practical approach is one of the important aspects of Hilton's leadership. The initiative called "immersion" implies that each manager of the company spends three days a year on the front line, thus having an idea of the clientele that he hosts.

Decision-making autonomy is another important feature. Employees go out of their way to meet customer needs and expectations, all by making independent decisions.

Hilton's leadership is given the task of maintaining the competitive advantage between rising costs and uncertainty on the global market with the addition of competition.

The company uses analytical strategies such as Porter's SWOT, PESTEL, and Five Forces.

Hilton is a transformational leader whose key traits are determination, tenacity, dedication, and conscience and not least is a determined, persistent, and ambitious company.

The management style that is used is laissez-faire, and this management style is based on the trust that one day anyone in the organization can become a manager.

With this style of management, Hilton encourages and supports the staff to achieve the goals of the hotel, which is to serve excellent service for hotel guests.

People have taken an example from him because of his way of dealing and dealing with people.

Conrad Hilton was an innovator and was one of the first to use an inter-hotel booking system and set standards.

Conclusion

At the end of this report, all the knowledge of Hilton taken from websites was put together, which explains what its organizational performance is, how it is structured, what type of culture it welcomes, and its leadership.

From the research, we can see that Conrad Hilton has built its hotel empire all over the world. We can find the chain of Hilton hotels all over the world as well as its brands. It offers many benefits to its customers as well as to its employees. As a Member of the Hilton Honors, you will receive exclusive benefits when staying in one of the hotels, including luxury resorts and boutiques. By staying you can earn points and turn them into free nights. All members can get the discount rate, no tourist tax, digital check-in, the possibility to choose the room, and free Wi-Fi. In addition to this, you may have other benefits but it depends on the level of the Member. For example, a Silver member can get 20% bonus points when staying, a free bottle of water, and elite rollover nights. A gold member has 80% bonus points when staying, room upgrade, free continental breakfast, and Milestone bonuses. In addition to all these benefits, the Diamond member increases bonus points to 100%, free access to the executive lounge, Premium WiFi. and room guaranteed from 48 hours before. Being a member of the Hilton Honors with many advantages and benefits and in this way, the company can be safe as it will always have its customers.

This is why Hilton is one of the largest hotel chains in the world, and many hotels belonging to the company are still being built today. Every hotel in the world has the means and services necessary to best welcome its guests. Hilton knows how to treat its customers and also its employees. It is said that if you have a satisfied employee, then the customer will be happy as well because the employee will work well and will do everything in the job he does.

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