

BMIH5004 Management and Organizational Behavior

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Introduction

BWH hotel company operates under three unique brands: World Hotels, Best Western Hotels & Resorts, and Sure Stay Hotels. The company has built a solid reputation for meeting the demands of both leisure and business travelers globally. More than a hundred countries and territories are served by the hotel group. They have 19 reputed brands under their wing.

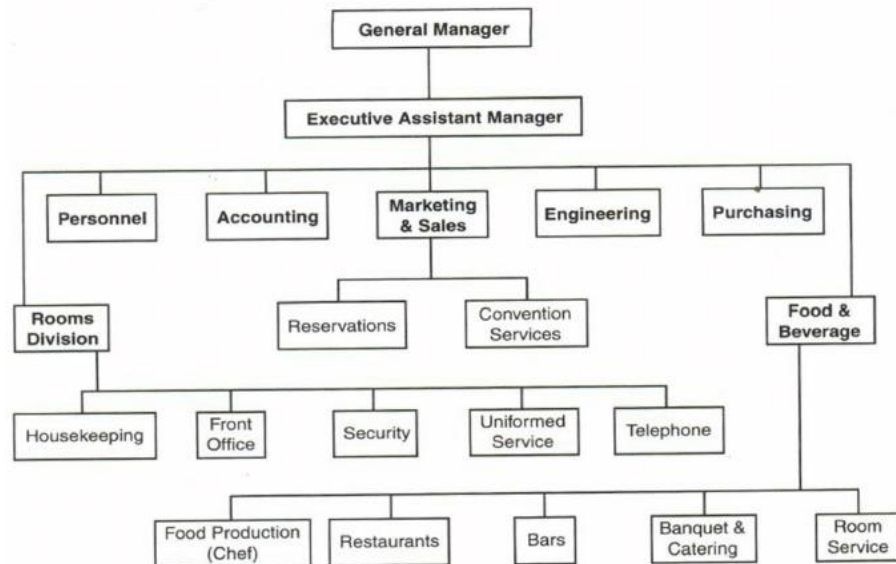
Background

The BW Premier Collection was formed in 2014 by bringing together the top high-end and luxury boutique hotels in the BW family. Each of these brands was built on the notion of service, which has come to define the hospitality industry as a whole. They are related because they share a commitment to delivering exceptional service and surpassing customers' expectations at all times (Bestwestern.com, 2022). The "Vibrant," or "Vb," boutique hotel first opened its doors in 2015, with a focus on city living. GL, a boutique hotel brand, debuted in 2015 with the goal of expanding into secondary and tertiary cities and villages (Bestwestern.com, 2022). The Best Western Executive Residency is a hotel franchise that launched in 2013 and caters to visitors that need to stay for an extended length of time. Luxury hotels that share Best Western's commitment to providing exceptional service are invited to join the BW Signature Collection.

Organisational structure

The structured line of command that determines how workers and departments interact with one another is described by a company's organisational structure. It establishes the channels through which information and authority will be reported, shared, and finally granted. A poorly designed organisational structure causes confusion, duplication of work, and inefficiency, while a well-planned one can increase efficiency, clarity, and accountability.

Roles, responsibilities, and cross-departmental connections make up an organization's structure. This is the foundation for delegation, coordination, and management. There are many forms of organisational structures, including hierarchical, flat, and matrix systems. A hierarchical organisation has a clear chain of authority flowing from the very top down. A flat structure contains few levels of intermediate administration, but a matrix structure incorporates characteristics of many distinct kinds of organisations. To show the structure, a visual organisational chart is often utilised.



The Best Western Hotels & Resorts Association is a non-profit organisation of hotels that collaborate to deliver excellent client service. Each hotel has its own ownership and management staff, resulting in a corporate structure that is decentralized. Individuals chosen to the Board of Directors who own hotels serve as the organization's governing body. The day-to-day activities of the organisation are overseen by corporate staff who report to the Board of Directors.

Corporate Culture

The phrase "Culture" refers to the moral beliefs and ideals that guide how individuals and corporations conduct and make choices. It entails the moral ideas and practises that businesses should adhere to in order to achieve fairness, sustainability, and responsibility in their communities. Building confidence and credibility among stakeholders such as custodians necessitates the development and implementation of a strong organisational culture.

The "organisational culture" of a corporation is the common collection of rules and practices that form its core social and psychological environment. The "organisational culture" of a corporation is the unifying collection of similar attitudes, conventions, and experiences shared by its employees. It is often regarded as the glue that keeps everyone in a corporation on the same page. This be observed in how it perceives itself, how it performs, how it interacts with the outside environment, and how it prepares for the future.

The company's basic principles are built on a commitment to excellent customer service and the upkeep of comfortable, appealing accommodations. "Wherever Life Takes You, Best Western Is There®," their tagline, represents their commitment to be their clients' dependable travel partner.

Best Western has shown its commitment to improvement by regularly revising its brand guidelines. In the rooms, for example, cutting-edge technology like as online booking and Wi-Fi access has been implemented (Bestwestern.com, 2022).

The Best Western company values diversity and inclusion, and it works hard to create a culture in which all employees are treated with decency and respect. Eco-friendly practises are utilised across the company's assets, reflecting the company's commitment to environmental protection.

Goals

Goals are the outcomes that an organisation intends to attain. They assist in getting back on track and measuring one's progress. Financial goals can be set to increase revenue or profits, market-centric goals can be set to increase market share, internal goals can be set to increase operational efficiency, and learning and growth objectives can be set to increase staff development, among other types of goals.

- Best Western's mission is to deliver first-rate service and comfortable accommodations to its customers. Among their key goals are the following:
- Best Western's long-term plan is to enhance its position in important international markets and expand its geographic footprint.
- Best Western's mission is to accommodate the accommodation needs of a broad range of tourists, hence the company maintains a number of diverse brands ranging from budget to luxury (Bestwestern.com, 2022)
- Best Western is firmly devoted to researching and implementing unique techniques to enhance the experiences of its guests.
- The company's loyalty programme is designed to retain customers by rewarding them for their continuous usage.
- The firm has shown its commitment to decreasing its negative impact on the environment by implementing environmentally friendly practices throughout the board.

Recent changes

In response to the recent COVID-19 outbreak, Best Western has implemented a new cleaning programme called "We Care Clean" to safeguard the health of its guests and employees. The project was created in compliance with the criteria established by the CDC, the WHO, and other acknowledged health organisations. The hotel staff implemented improved cleaning and sanitation methods, as well as the usage of personal protective equipment (PPE) (Writer, 2022)

During the epidemic, Best Western hotels embraced digital and contactless services to limit employee engagement with clients and improve their experiences. Among the amenities were digital room keys, virtual guest services, and mobile check-in/check-out. All of these precautions were taken to make guests feel secure, comfortable, and at ease.

Best Western Plus has developed a unique requirement that all beds contain a pillow top as part of its attempt to upgrade hotel infrastructure. It's fantastic that guests always utilize the specialty coffee service in the lobby or breakfast area, and that all rooms must have K-cup coffee machines. It is expected that by the end of 2022, the aforementioned coffee shops will have undergone renovations to expand their beverage offerings to include lattes and cappuccinos (Writer, 2022). Best Western discovered a gap in fitness facility amenities, particularly in terms of accessible space and equipment quality. To meet tourist demand, hotels will be obliged to have Peloton cycles or equivalents in their fitness facilities beginning in 2023. The most recent upgrades feature brand new flat-screen TVs in each room. Best Western has shown a keen understanding of the need to react to technological developments by acknowledging the growing popularity of streaming and casting services. By the end of 2024, every Best Western Plus, Best Western, and Best Western Premier room will feature at least 50-inch smart TVs with streaming and casting capabilities.

The implementation of the new design cycle for Best Western Plus hotels has been fast-tracked over the course of the pandemic. Best Western is contacting its most significant customers in an attempt to boost the number of business travelers staying at its hotels, particularly those interested in qualitative research. Due to an increase in business travel, all of the sales personnel have returned. Best Western's growth plan is acknowledged for its significance. Plans are being developed to enhance supply in both primary and secondary urban areas in order to attract a greater number of business travelers on weekdays. Although Best Western Plus's expansion in these regions has lagged behind those of its rivals, the firm remains committed to this strategy. When

the pandemic struck, more over half of the Best Western Plus hotels were newly new. People are increasingly cautious to develop new hotels, thus the industry is moving its attention to the modification of existing structures. The plan's ultimate objective is to stay competitive by growing stock value in important sectors. By adding fifty to seventy-five Best Western Plus hotels to its portfolio by 2023, the firm hopes to reinforce its position as one of the fastest-growing brands (HOTELSMag.com, 2022).

Impact of the changes

- The company needs to raise customer satisfaction by improving cleaning procedures and digitizing services.
- Organisational effectiveness will be increased by pursuing operational efficiency via procedural simplification and the implementation of cost-cutting measures, such as those implemented in the name of sustainability.
- Increased employee participation during times of change is usually seen as a sign of good leadership on the part of the organization's management (HOTELSMag.com, 2022).
- The impact of these modifications on financial performance is a critical indicator to investigate. A variety of factors, including the economy and travel industry trends, will influence the outcome of these revisions. The consequences of these changes should be seen in the bottom line over time.

Strategic Action

- To keep up with changing consumer preferences and industry standards, BWH has made substantial efforts to enhance the customer experience across several channels, such as digital innovation, unique product offerings, and better service.
- To appeal to a broader range of clients, BWH has been expanding its product offerings and diversifying its brand portfolio. There are sophisticated hotel brands like World Hotels as well as more budget ones like Sure Stay.
- BWH is dedicated to conducting digital transformation initiatives that aim to maximise the use of technology in order to improve corporate operations, customer service, and the overall quality of the guest experience. Paperless check-in and check-out, mobile room keys, and remote support services are all part of this.

- Because of the recent COVID-19 outbreak, BWH has taken additional efforts to ensure the health and safety of its workers and guests. Examples of what has been done include enhanced cleaning techniques and the provision of contactless service options (Bestwestern.com, 2022).
- As BWH tries to decrease its environmental impact and foster an eco-conscious culture among its employees and guests, the relevance of sustainability rises.
- BWH has been developing and remodeling hotels in key places across the world as part of its aim to grow into new markets.
- In order to boost client loyalty and repeat business, BWH has been working hard to improve the efficacy of the Best Western Rewards incentive scheme.

Financial performance

BWH Hotel Group has survived the COVID-19 financial storm and is presently in a healthy financial position. Over the years, the organisation has provided major financial assistance to the hotels with which it is affiliated. The BWH Hotel Group anticipates annual revenue of around \$75.2 million. The aforementioned number represents the company's yearly earnings from its primary businesses. Staffing levels have grown by 8% over the previous year, indicating that the organisation is growing (Growjo.com, 2022). The company's dedication to investing in human capital signals growth, which results in increased productivity, happier consumers, and broader market potential.

Rather than creating new brands, the company's growth strategy is to conduct more business under its current brand names, such as Executive Residency and Sure Stay Studio. By purchasing World Hotels in 2019, the company was able to expand its global footprint, particularly in the upper premium and luxury hotel segments. As the worldwide pandemic's effect fades, the company's plan is to sustain its growth in North America while moving its focus to strategically significant overseas markets in Central Europe and the Asia-Pacific region (Airoldi, 2022).

Many of the BWH Hotel Group's properties are expecting a record-breaking summer season in terms of Revenue Per Available Room (RevPAR), which speaks well for the company's finances. The hotel business has rebounded to the point that weekend occupancy rates are now greater than they were before the outbreak.

It is tough to locate and retain talented personnel in today's competitive labour market. Hotel operators are naturally concerned about the substantial reduction in industry employment opportunities caused by COVID-19 (Airoldi, 2022). HR training for the hotel sector is part of the company's endeavour to improve its reputation as an employer. The BWH Hotel Group presently has 217 employees. This figure includes employees from all locations and divisions. The average wage for all workers is expected to be \$346,353. With insight into the average income made by each individual, the number in question becomes a critical sign of production and efficiency. Improved human resource management results in increased revenue per employee (Writer, 2022).

The company has made significant investments in improving its IT infrastructure, most notably by redesigning its website and paying specific attention to optimizing its mobile experience. People have recently begun to discuss ways to automate hotel front offices. However, one business believes that this transition will take some time (Bestwestern.com, 2022).

Conclusion

In the midst of the extreme problems brought on by the COVID-19 outbreak, BWH Hotel Group has shown extraordinary endurance, as well as a strong drive to growth and recovery. The company is optimistic about the upcoming summer season and future expansion.

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