

Organisational Audit

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Introduction

This is a business report based on management and organisational behaviour of a business organisation named Best Western Hotel that operates its business activities in the international marketplace. The funding in process modernization and new facilities can enhance the visitor revel in as personnel can get a higher threat to use the modernized system and equipment to satisfactory fulfil the guests which can generate revenues. The change can increase operational efficiency which could decorate client pride and agency brand name (Reidhead, 2020).



Figure: Logo of the organisation (Dogru et al., 2020).

1. Organisation structure, culture, and goals:

The study of people's behaviour within an organisational setting is known as organisational behaviour. It entails comprehending, predicting, and controlling human conduct. The nature of organisational behaviour and management practise should be assessed within the context and setting of the organisation. The functions of a work organisation and people management are directed towards an end, towards specified goals. (Mullins, 2008)

Best Western Hotel Group is a British Global Hotel Brand that serves in more than 100 countries. The organizational structure, culture and goals have made unique brands of this Hotel Group, and this has extended lots of sub-brand hotels such as SureStay Hotels, World Hotels and Best Western Hotels and Resorts.

- **Organisation structure**

Organizational structure is a hierarchal system that best outlines the position of employees and how activities of different employees of “Best Western Hotel Group” complete to meet strategic aims and objectives. The organizational structure of “Best Western Hotel Group” consists of a Board of Directors, an Executive Team, Regional Officers, and Member Hotels which have been discussed below.

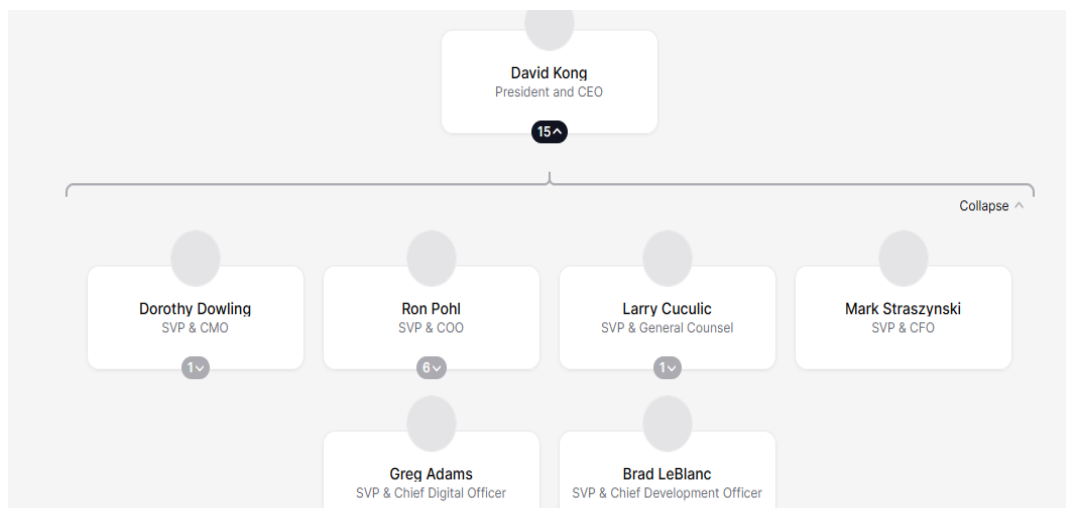


Figure: Organizational structure (Dogru et al., 2020).

- **Board of Directors**

David Long is the President and CEO of “Best Western Hotel Group” and him along with other managing directors develops and sets strategic goals and objectives for both short-term and long-term and provides regional managers with strategic guidelines which help them carry out duties and achieve goals (Dogru et al., 2020).

- **Executive Team**

The executive teams of “Best Western Hotel Group” are primarily responsible for conducting day-to-day activities by managing the diversified workforce which is led by the managing body and CEO of this hotel group and executive teams facilitate different activities like HRM, financing or quality control. (Dogru et al., 2020)

- **Regional Offices**

“Best Western Hotel Group” has different independent regional hotel branches that best support and assist the independent member hotels located in the branch. Change is inevitable for the employer and the management continuously conducts market studies to apprehend the situation, make and develop alternate projects and increase strategies to put into effect the exchange using different management models to convey extra enterprise fulfilment within the resort industry. The independent hotels can get proper support to meet the needs of customers and they may face challenges if the organizational structure does not support this system (Reidhead, 2020).

Above all, the organisational structure of “The Best Western Hotel Group” ensures a proper balance between centralized units and local hotels that enable the independent member hotels to get benefits and enhance the brand value.

Organisation culture:

The culture of “The Best Western Hotel Group” is unique that is also regarded as a competitive advantage that supports this hotel group to promote brands, meet customers’ needs, satisfy employees, and expand hotel chains. The culture of “Best Western Hotel Group” can be explained as customer-centric, innovative and collaborative which helps “Best Western Hotel Group” capture market share. (Dogru et al., 2020)



Figure: Organizational culture (Simovic et al., 2023).

- **Customer-centric:**

Customer-oriented approach is the core focus of “Best Western Hotel Group” and the hotel group is dedicated to serving its customers in all possible ways. Some other way of life of the hotel is a sturdy collaboration which can make certain the best balance among centralized gadgets and local unbiased hotels that may enhance an experience of teamwork and sharing practices. (Dogru et al., 2020)

- **Innovative in nature:**

Innovation is a part of “Best Western Hotel Group” and this hotel group is committed to introducing new and innovative products and services and arranges training and development programs for employees to implement the change. (Simovic et al., 2023).

- **Smooth collaboration:**

Another culture of “The Best Western Hotel Group” is a strong collaboration which can ensure an appropriate balance between centralized units and local independent hotels which can enhance a sense of teamwork and sharing practices. (Ababneh, 2021).

Organisation goals

- **Vision**

The strategic goal of “Best Western Hotel Group” is to become the market leader in the global hotel chain business by offering the best hotel services. The subculture of the hotel is precise this is also appeared as a competitive benefit that supports this lodge institution to sell brands, meet customers’ needs, satisfy personnel, and extend resort chains. This Hotel Group has also broken down the strategic goals into sub-goals to meet these properly to ensure the effective achievement of strategic goals. (Leyva, 2020).

- **Mission**

To provide excellent and exceptional guest experience, to drive smooth revenue and maximize wealth in the long run, to foster and enhance employee engagement and development and to ensure sustainable business practices to gain a competitive edge for the competitive future business environment.

2. Recent change initiatives, their impact and how well these were managed

Change is inevitable for “Best Western Hotel Group” and the R&D unit continuously conducts market research to understand the circumstance, make and develop change initiatives and develop strategies to implement the change using Lewin’s change management model to bring greater business success in the hotel industry. (Dogru et al., 2020)

- **Recent change initiatives:**

“Best Western Hotel Group” has undertaken several change initiatives in recent times to enhance the guest experience and improve operational efficiency. The change initiatives can be grouped into two areas and this hotel group is committed to implementing the change more effectively to bring greater customers satisfaction. (Dogru et al., 2020).

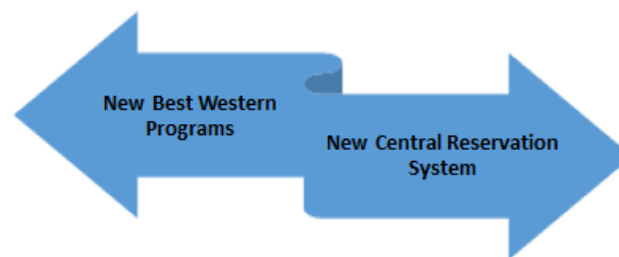


Figure: Change Initiatives (Ponting, 2022).

- **New Best Western Programs:**

Under this project “Best Western Hotel Group” has taken steps to revamp its brand identity, update and foster property design and design and implement new guest services especially accommodation service standards to provide the guest with the best and most unique hotel services in the hotel industry to meet customers’ needs (Ponting, 2022).

- **New Central Reservation System:**

Another best change initiative that this hotel company has taken is to develop and implement a new centralized reservation system to modernize the overall booking system and provide updated inventory management that can best support guest services and generate more revenues by improving booking rates. (Bagnaresi, et al., 2021).

Impacts of recent change initiatives

The change initiatives that “Best Western Hotel Group” has undertaken have certain impacts on this Hotel Group and it is predicted that the change initiatives can bring some obvious benefits to this hotel company such as:

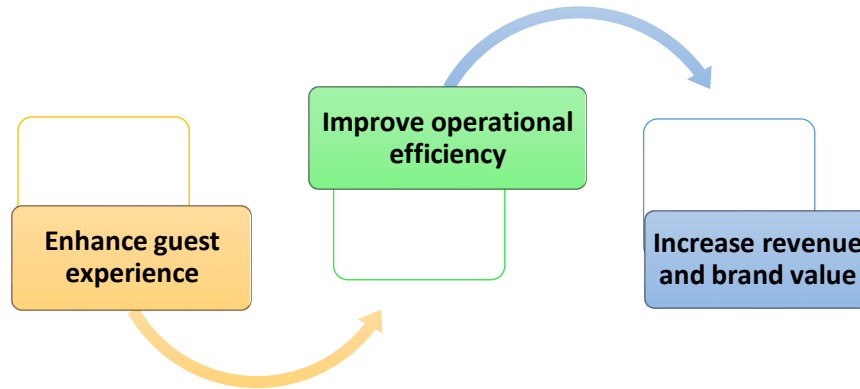


Figure: Impacts of recent change initiatives (Hayajneh et al., 2021).

- **Guest experience:**

The investment in process modernization and new amenities can improve the guest experience as employees can get a better chance to use the modernized process and tools to best satisfy the guests which can generate revenues. The authorities of the organisation are broadly speaking chargeable for engaging in everyday activities by coping with the various workforce that is led by way of the dealing with frame and CEO of this inn group and executive teams facilitate specific sports like HRM, financing or quality manage. (Dogru et al., 2020)

- **Operational efficiency:**

The instalment and use of the CRS tool can help independent hotel chains use the centralized system and coordinate with centralized units while processing guest services and this can reduce operational costs and increase efficiency. (Hayajneh et al., 2021).

- **Revenue and brand value:**

The change can increase operational efficiency which can enhance customer satisfaction and company brand name. Guests can identify the brand name from the competitor, and this can help them make effective decisions to get the best hotel service. (Dogru et al., 2020)

How well these were managed

“Best Western Hotel Group” managed the change initiatives by developing and implementing a thoughtful and strategic approach which involves some key steps. For example, the R&D unit identified the need for change and conducted intense market research to find out the change initiatives that must be implemented. After that, the management of this company developed a clear vision of the change initiatives and communicated with the employees who will be working on it and will be directly involved in the change process. (Garcia et al, 2021).

The organization controlled the change tasks with the aid of growing and imposing a thoughtful and strategic method which includes a few key steps. For instance, the management unit identified the want for exchange and conducted severe market research to discover the trade tasks that need to be applied. The change management team applied Lewin’s change model to arrange some pieces of training for employees to enhance their skills and develop a workplace where employees can implement the change initiatives that can bring operational efficiency to “Best Western Hotel Group”. (Shulga, 2021).



Figure: Managing change initiatives (Shulga, 2021).

3. The organisation's strategic direction and current business performance

The strategic direction of the organisation provides a guideline for all the units on what they must do to meet strategic goals and objectives which can ultimately affect the business performance of the organization. The strategic direction of “Best Western Hotel Group” positively affects its business performance which can ensure an increase in revenue, customer satisfaction and market share. (Dogru et al., 2020)

The organisation's strategic direction

The strategic direction of the organisation can be grouped into some areas which can help understand the underlying motives of this organisation for carrying out different independent hotels in more than 100 countries.

- Global expansion: This Hotel Group has the goal of expanding business operations by introducing new independent hotels in different locations which can ensure smooth growth of the hotel business industry. (Garcia et al., 2021).
- Technology investment: The Hotel Group is committed to investing in new technology in the existing process and service delivery system so that employees can use modern tools and technologies to best serve their customers.
- Sustainable practice: “Best Western Hotel Group” is committed to reducing the negative impacts of operating business on the natural environment and it has developed green products and services to ensure environmental sustainability. (Utami et al., 2020).
- Brand refreshment: The Hotel Group has diversified independent hotel chains in different areas of the world and that is why it revises its brand to revamp the brand value so that this can bear greater service value and attract guests. (Dogru et al., 2020)
- Loyalty Program: This Brand also maintains and develops a loyalty program project to reward and recognize repeat customers and offer a promise to give the best hotel services to loyal and repeat customers at any time (Ho et al., 2023).

Current business performance

The change initiatives and strategic direction have made significant impacts on its current performance, and it is evident that “Best Western Hotel Group” is experiencing a major positive return in recent times in terms of different areas such as,

- As of 2022, “Best Western Hotel Group” has expanded its hotel which is 4700 in more than 100 countries of the world which reflects that this hotel group has a smooth operational efficiency.
- Despite the negative impacts of Covid-19 “Best Western Hotel Group” has been able to add 153 hotels in the post-pandemic period and reflects the portfolio of the hotel business is strong and on-going. (Ubeda et al., 2021).
- It has gained multiple regards and awards in recent times for its best performance and for being the best environment-oriented hotel company that reflects a high level of sustainable business performance.
- The company has also developed a new scheme, Green Housekeeping Programs, to ensure sustainability that can help this hotel company reduce energy consumption and excessive water consumption. (Stoffers et al., 2021).
- “Best Western Hotel Group” gained total revenue of 7.34 billion in 2022 which was 6.1 billion in 2020 which means there is a smooth flow of revenue in this hotel company and is financially stable.

Conclusion

Organizational structure is a hierarchal system that exceptionally outlines the location of employees and the way activities of different employees of the corporation whole to satisfy strategic targets and objectives. The motel organization has different independent inn chains in distinctive regions of the arena and that is why it revises its logo to revamp the brand fee in order that this may bear more provider cost and entice guests. The management of this organisation developed a clear imaginative and prescient of the trade initiatives and communicated with the employees who will be working on it and will be immediately concerned in the alternate system. (Garcia et al, 2021).

Recommendations

- The leadership development seminars at Best Western teach general managers that the service profit chain "starts at the top."
- Be concerned with taking care of guests, but that responsibility begins with taking care of the staff. The responsibility is to invest in the workers and ensure that they have the required learning, development, and upskilling.
- Best Western takes their strategy a step further by partnering with FranklinCovey, a world leader in consulting and training, to provide additional educational resources focusing on professional growth.

Executive Summary

Best Western Hotel Group is a British Global Hotel Brand with over 100 locations worldwide. This Hotel Group's organisational structure, culture, and ambitions have resulted in distinct brands, including SureStay Hotels, World Hotels, and Best Western Hotels and Resorts.

The culture of "The Best Western Hotel Group" is distinct, and it is recognized as a competitive advantage that enables this hotel group to promote brands, meet the needs of consumers, please staff, and build hotel chains. "Best Western Hotel Group" culture can be described as customer-centric, inventive, and collaborative, which assists "Best Western Hotel Group" in capturing market share.

The "Best Western Hotel Group's strategy goal is to become the market leader in the worldwide hotel chain business by providing the best hotel services. The hotel's culture is exact; this is also seen as a competitive advantage that helps this lodge institution market brands, suit customers' wants, satisfy personnel, and expand resort chains..

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