

Audit and Critical Analysis of the Hilton Hotel Group

Programme:	BA International Hotel Management
Module:	Management & Organisational Behaviour
Module code:	BMIH5004
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Date:	22.05.2023

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1. Introduction

The purpose of this study is to conduct a critical analysis and evaluation of the Hilton Hotel Group. The study will primarily focus on the company's organisational structure, culture, objectives, recent change initiatives, strategic direction, and business performance. The purpose of this audit is to examine the managerial practises, leadership, and individual behaviour-influencing factors of the Hilton Hotel Group using relevant theories and evidence.

2. Organization Structure, Culture, and Goals

According to Stories From Hilton (n.d.), the management of each hotel property is handled by its own personnel. The organisational culture of the company places a high value on the provision of hospitable services, collaborative teamwork, and the delivery of exceptional customer experiences. According to a source (www.corporatereport.com, n.d.), the Hilton Hotel Group has set forth several goals, which include delivering superior guest experiences, extending its reach worldwide, promoting creativity, and cultivating employee growth and involvement.

Schein's model of organisational culture has garnered significant recognition among scholars and researchers. According to the premise, culture is comprised of three discernible strata: the first being artefacts and behaviours, followed by espoused values, and finally, underlying assumptions. The Hilton Hotel Group employs a range of artefacts and behaviours that encompass various elements, such as the physical layout of hotels, the attire and demeanour of staff, and the service standards maintained by the workforce. The stated values of a corporation may encompass a dedication to delivering outstanding customer experiences, fostering creativity, and advancing environmental responsibility. The underlying assumptions may encompass convictions pertaining to the importance of meeting customer needs and the contribution of employees in cultivating a hospitable environment.

Handy's cultural typology framework delineates four fundamental classifications of organisational culture: power culture, role culture, task culture, and person culture. It is probable that the Hilton Hotel Group will demonstrate a blend of role culture and person culture. The cultural role is distinguished by a focus on structured protocols, vertical structures, and clearly defined responsibilities that align with the organization's values and central administration. Hilton's organisational culture is aligned with its customer-centric philosophy, prioritising individualism, and employee autonomy to provide guests with personalised experiences.

The cultural web is an effective tool for evaluating the culture of an organisation. The framework comprises six discrete components, namely narratives, symbols, hierarchies, arrangements, regulatory mechanisms, and customary practises. The Hilton Hotel Group has the potential to utilise customer service success stories as their narratives, while also incorporating their company logo or the iconic Hilton sign as their

symbols. The distribution of authority within an organisation can be demonstrated through hierarchical levels, while the organisational structure may encompass reporting relationships at both the regional and hotel levels. Control systems may encompass quality assurance protocols, while rituals and routines may entail daily stand-up meetings or recognition initiatives.

Dobson's guide on organisational culture offers a practical framework for understanding and managing culture. The significance of shared values, effective leadership, and active employee engagement in shaping organisational culture is underscored. The present guide underscores the significance of robust leadership for the Hilton Hotel Group to advance its intended values, synchronise the workforce towards a shared objective, and cultivate a favourable work milieu.

The Hilton Hotel Group is a prominent multinational hospitality corporation that possesses an extensive collection of hotels and resorts across various regions of the globe. Hilton Hotel Group's commitment to delivering exceptional service, upholding high quality standards, and providing guests with unforgettable experiences is reflected in its organisational structure, culture, and goals.

2.1. Organisational Structure

The performance and success of Hilton Hotel Group are closely linked to its organisational structure, culture, and objectives. Mintzberg's Organisational Structure Theory posits that Hilton's organisational structure is characterised by a hierarchical arrangement that features clearly defined lines of authority and divisional units. The organisational framework at the corporate level is characterised by a centralised structure, wherein a Chief Executive Officer (CEO) and executive team are tasked with overseeing diverse divisions and regions (Mintzberg, 1983).

Hilton Hotel Group uses a matrix organisation with functional and divisional structures. This structure improves the company's market-adaptability. Finance, marketing, operations, and HR form the functional framework of an organisation. Hotel, restaurant, and leisure divisions form the divisional framework. This organisational structure allows quick market responses and adaption to new opportunities.

Hilton Hotel Group uses a matrix organisation with functional and divisional structures. This structure improves the company's flexibility and market response. An organization's core functions—finance, marketing, operations, and HR—determine its structure. The divisional structure is predicated upon distinct organisational divisions, including but not limited to the hotel, restaurant and leisure division. This organisational structure enables prompt responses to market fluctuations and facilitates the adaptation to emerging prospects.

According to their website (www.hilton.com, n.d.), the Hilton Hotel Group has launched a new loyalty programme named "Hilton Honours" as part of its reform initiatives. The hotel's loyalty programme was created to reward repeat customers (Hilton, 2020). Kotter (2020) describes the stage as "refreezing," where a new framework replaces the old one. By rewarding client loyalty and encouraging hotel visits, this scheme has improved consumer satisfaction.

2.2. Culture

The Hilton Hotel Group's organisational culture is founded on a robust emphasis on customer service, which is manifested in the manner in which the corporation engages with its clientele. The organization's dedication to providing exceptional customer service is demonstrated through its approach to client communication. The organisation demonstrates its dedication to ensuring the safety and security of its customers through its management of security systems and handling of customer complaints.

Hilton Hotel Group's culture prioritises hospitality, teamwork, and guest satisfaction. The company's customer-centric approach inspires employees to exceed customers' expectations. Hilton's inclusive, respectful, and diverse culture fosters employee engagement and growth. Eco-friendly practises and community projects are part of Hilton's corporate social responsibility (Stories From Hilton, n.d.).

The hospitality industry has witnessed Hilton's recent expansion and anticipated prosperity, which is credited to the company's prioritisation of its personnel-oriented culture. The culture in question places a high value on fostering a comprehensive human experience for individuals who part of a team within a professional setting are. It is expected that this methodology will persist in influencing the hospitality sector for a considerable period.

The Hilton Year in Review for 2022 states that the company is striving to position itself as the foremost provider of hospitality services on a global scale.

“Our objective is to establish a strong corporate culture that places emphasis on the welfare of our staff, nurtures a feeling of camaraderie and social cohesion, and instils confidence. Consequently, this facilitates our team members to furnish hotel guests with exceptional experiences.”

2.3. Goals

The Hilton Hotel Group has set forth a series of objectives that aim to ensure the provision of superior customer service, the establishment of a secure and protected environment for its clientele, and the preservation of the organization's competitive edge within the industry. Furthermore, the corporation is dedicated to promoting sustainability and guaranteeing that its activities are ecologically harmless. Furthermore, the organisation demonstrates a robust dedication to furnishing a favourable work milieu for its workforce, as evidenced by the array of training and developmental prospects extended to its personnel.

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

According to Hilton (2020), the Hilton Hotel Group is a globally operating hospitality corporation that boasts a portfolio of more than 5,000 properties situated in 109 countries and territories. The organisation has recently introduced several change initiatives to improve operational efficiency and sustain industry competitiveness. This paper aims to analyse and appraise the effects of the aforementioned alterations in addition to their administration.

Hilton Hotel Group's Connected Room technology installation was notable (Stories From Hilton, n.d.). Hilton (2020) says this technology lets hotel guests use their phones to control room temperature, lighting, and other amenities. This effort aimed to improve customer service and hotel operations. The Lewin Change Management Model's 'unfreezing' step involves replacing the old system with a new one (Kotter, 2020). This technology gives visitors more control over their surroundings and boosts hotel efficiency, improving the customer experience.

Hilton Honours, the Hilton Hotel Group's new loyalty programme, was launched as part of its reform initiatives (www.hilton.com, n.d.). The loyalty programme rewards guests for returning to the hotel (Hilton, 2020). According to Kotter (2020), "refreezing" occurs when a new framework replaces the pre-existing one. This strategy has improved customer satisfaction by rewarding loyalty and encouraging hotel visits.

"Hilton Care" is a new customer service programme from Hilton Hotels. This programme was designed to give clients a personalised experience (Hilton, 2020). In the "refreezing" stage, a new system replaces the old one (Kotter, 2020). This effort improved customer service and hotel efficiency, improving the customer experience.

In order to maintain competitiveness within the industry and improve operational efficiency, the Hilton Hotel Group has undertaken several change initiatives. The implementation of these initiatives has yielded favourable outcomes for the customer experience. Specifically, they have facilitated greater guest autonomy in managing their surroundings, incentivized customer loyalty, and provided a more tailored service. Furthermore, it can be observed that these endeavours have been executed in compliance with the Lewin Change Management Model, thereby showcasing their proficient administration.

To sum up, the Hilton Hotel Group has executed several change initiatives to sustain its competitiveness in the market and improve its operational efficacy. The implementation of these initiatives has yielded favourable outcomes for the customer experience, as they have facilitated greater autonomy for guests in managing their surroundings, facilitated the acquisition of loyalty rewards, and provided a more individualised service. Furthermore, it can be observed that the endeavours have been executed in compliance with the Lewin Change Management Model, thereby exhibiting their proficient administration.

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

The Hilton Hotel Group has a longstanding history of over one hundred years and is a notable international hospitality corporation. Hilton (2020) is a prominent global hotel chain that operates in over 100 countries and territories. The organisation places significant importance on customer service and quality, resulting in a commendable standing for delivering exceptional customer service.

The Hilton Hotel Group has formulated a strategic direction aimed at providing a "world-class hospitality experience" (Hilton, 2020) at the corporate level. This encompasses the provision of a diverse range of amenities and conveniences, such as superior accommodations, dining options, entertainment facilities, and leisure pursuits. Hilton Hotels has made significant technological investments, including the development of a mobile application and digital check-in system, to enhance the customer experience and streamline hotel stays.

The Hilton Hotel Group has devised several unit-level strategies to ensure uniformity in service and quality across all hotels. The implementation of strategies involves the utilisation of a "brand standard" which delineates the fundamental prerequisites that each hotel must satisfy to establish an affiliation with the Hilton brand (Hilton, 2020). Furthermore, the organisation has implemented a "quality assurance programme" with the aim of guaranteeing that every hotel attains the utmost service and quality benchmarks.

The Hilton Hotel Group's strategic orientation and business performance must be considered in an audit, analysis, and review. Customer service and quality reflect the company's strategic focus on hospitality. The company has invested heavily in technology to streamline consumer experiences. The company's quality assurance strategy ensures every hotel meets the highest service and quality standards.

The Hilton Hotel Group has formulated a robust strategic direction and executed several strategies to ensure uniformity in service and quality across all its hotels. The organization's focus on customer service and quality has enabled it to establish a strong standing for delivering exceptional service to its clientele. The Hilton Hotel Group can be deemed as a prosperous entity.

5. Recommendations and Conclusions

5.1. Recommendations

The examination of the present organisational structure is recommended to ensure congruence with strategic objectives and to promote efficient communication and decision-making. It is imperative to prioritise diversity and inclusion within the organisation and establish measures to foster a workforce that is diverse and inclusive.

The aim is to establish and convey the Hilton Hotel Group's objectives at every level, in order to achieve consistency and concentration throughout the organisation. Formulate a comprehensive and equitable set of objectives that transcend financial indicators, encompassing societal and ecological aspirations to demonstrate the organization's dedication to sustainable methodologies. It is imperative to offer extensive training and support to personnel during periods of organisational change in order to promote their successful assimilation and active involvement.

The strategic direction entails the consistent monitoring and analysis of industry trends and customer preferences to maintain a competitive edge and pinpoint novel avenues for growth. Examine potential strategic alliances and cooperative ventures as a means of broadening the scope of the Hilton Hotel Group and accessing untapped markets.

To appeal to customers who prioritise environmental sustainability, it is recommended that the organisation broaden its sustainability initiatives to encompass both environmental and social responsibility practises. This would involve integrating sustainable practises throughout the organisation, with the aim of promoting environmentally conscious behaviour and reducing the organization's ecological footprint.

5.2. Conclusion

The examination of Hilton Hotel Group's organisational framework, cultural norms, goals, recent change endeavours, strategic orientation, and commercial accomplishments has yielded significant findings. The enterprise has exhibited

notable competencies in its robust brand image, unwavering dedication to customer contentment, and emphasis on environmentally responsible methodologies.

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