

RESORT *HOTEL* SWANSEA

MISSION, VISION & OPERATIONAL
OBJECTIVES

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OPERATIONAL AIMS & OBJECTIVES

- LUXURY RESORT HOTEL – SWANSEA
- TARGET MARKET: LEISURE, BUSINESS, INTERNATIONAL VISITORS
- AIM: ENHANCE WALES' TOURISM APPEAL



Mission:

- Deliver exceptional guest experiences
- Focus on quality, efficiency & sustainability
- Showcase Welsh culture
- (Johnson et al., 2017)



MISSION STATEMENT



STATEMENT:

To deliver exceptional and memorable guest experiences through high-quality service, while embracing sustainability and showcasing Welsh culture.

SIGNATURE RESTAURANTS



- Become leading UK coastal resort
- Focus on service excellence & innovation
- Build strong service culture & brand identity
- Ritz-Carlton: “Gold Standards”
- (Kotler et al., 2017; Michelli, 2008)



VISION & CORPORATE CULTURE



UNIQUE OFFERINGS



OPERATIONAL & COMMERCIAL AIMS

Operations

- Quality
- Speed
- Dependability
- Flexibility
- Cost

Hotel Operations Manager

A hotel director plays the vital role of maintaining high standards of service, optimizing hotel performances, and ensuring guest satisfaction. Their primary duties include:



Operational Management



Staff Coordination



Financial Oversight



Strategic Development



Guest Satisfaction



Collaboration



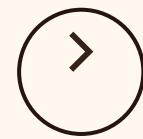
Commercial

- Revenue Management
 - Yield Management
 - Dynamic Pricing
 - Maximise RevPAR
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- Slack et al., 2010; Kimes, 1989; Cross, 1997

SMART OBJECTIVES

- 85% occupancy rate
- 90% customer satisfaction
- Check-in under 5 minutes
- £5 million annual revenue
- Break-even within 18 months
- Parasuraman et al., 1988; Slack et al., 2010; Drury, 2013

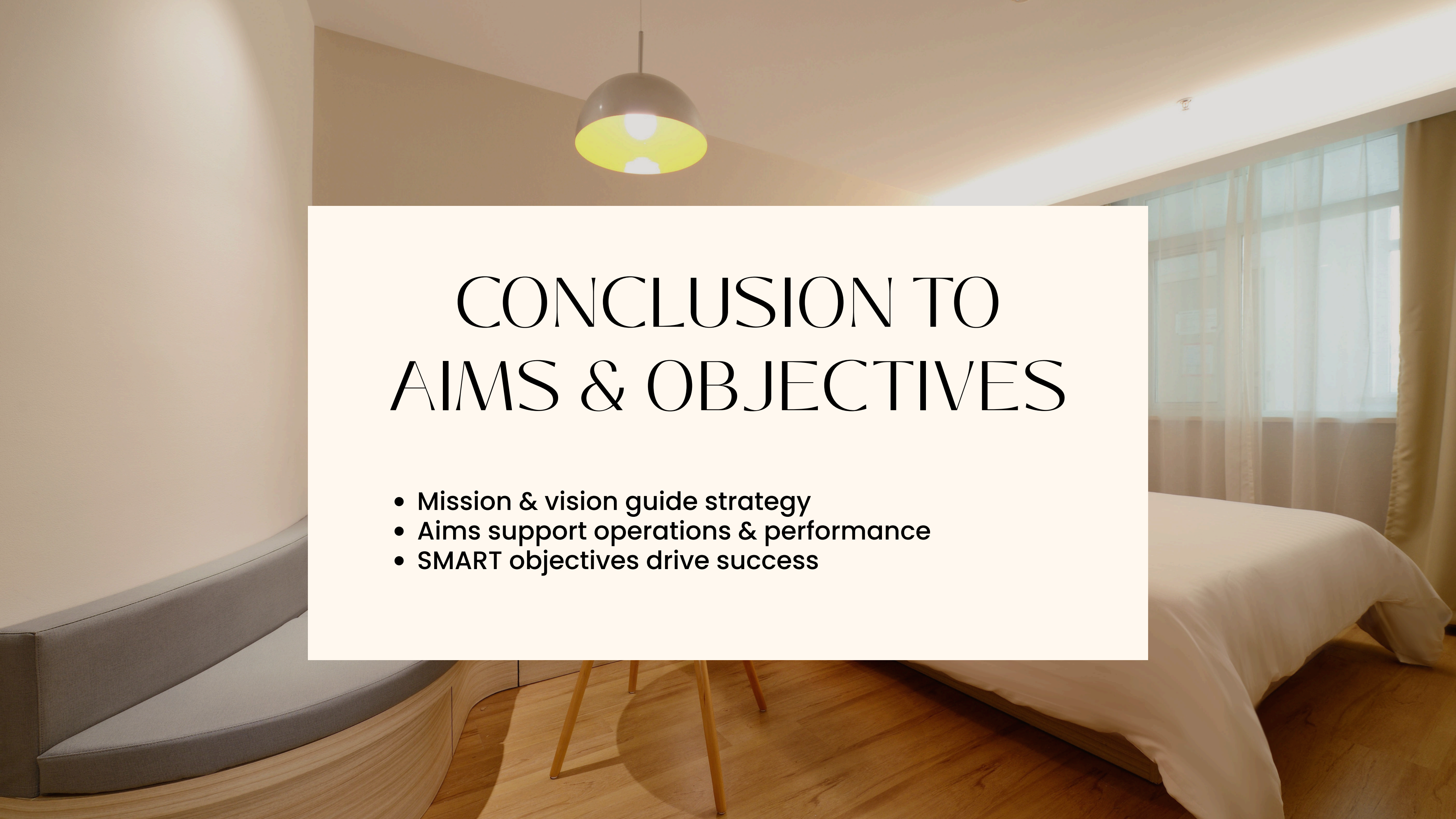




- Balance revenue & service quality
- Avoid overloading operations
- Maintain staffing & service standards
- (Slack et al., 2010)

CRITICAL CONSIDERATION



A modern interior space featuring a curved grey sofa on the left, a yellow pendant light hanging from the ceiling, and a bed with white linens on the right. The floor is made of light-colored wood. A white rectangular box is overlaid in the center, containing the title and a bulleted list.

CONCLUSION TO AIMS & OBJECTIVES

- Mission & vision guide strategy
- Aims support operations & performance
- SMART objectives drive success

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Notes:

INTRODUCTION slide 1 & 2

- New luxury resort hotel in Swansea
- Designed to attract leisure, business, and international visitors
- Supports tourism growth and regional economic development
- Aim: advise operations team on how to develop mission, vision, and operational aims & objectives

MISSION slide 3

- Mission = core purpose of the organisation
 - Provides direction for daily decision-making and operations
 - (Johnson et al., 2017; David, 2011)
 - In hospitality:
 - Focus on service quality, customer satisfaction, efficiency
 - For this hotel:
 - Deliver exceptional guest experiences
 - Emphasise sustainability and Welsh culture
 - Ensures all departments work towards consistent service delivery
- “It is recommended that the operations team develops...”**

VISION slide 4

- Vision = long-term goal and future direction of the business
 - (Collins & Porras, 1996)
- Provides strategic focus and motivates performance
- Must align with:
 - Corporate culture
 - Brand identity (Kotler et al., 2017)

Case study:

- The Ritz-Carlton Hotel Company
 - “Gold Standards” embed service excellence into daily operations
 - Strong culture drives consistent high-quality service (Michelli, 2008)
- For this hotel:
- Aim to become leading UK coastal resort
 - Recognised for service excellence, innovation, sustainability

AIMS

- Based on Nigel Slack performance objectives
 - (Slack et al., 2010)

Key objectives:

- Quality → deliver luxury guest experience and satisfaction
- Speed → improve efficiency (e.g. check-in, service delivery)
- Dependability → ensure consistent and reliable service
- Flexibility → allow personalisation for different guest needs
- Cost → manage expenses to maintain profitability
- Aligns with operations strategy theory
 - (Hill, 2005)
- Ensures operations support overall business goals

COMMERCIAL AIMS slide 5

- Commercial aims are essential for financial success in hospitality

Revenue Management:

- Focus on maximising income through:
 - Pricing strategies
 - Demand forecasting
 - Inventory control
- (Cross, 1997)

Yield Management:

- Sell the right room:
 - To the right customer
 - At the right time
 - At the right price
 - (Kimes, 1989)
 - Supports efficient capacity management
 - (Talluri & Van Ryzin, 2004)
- Recommendation:
- Use dynamic pricing strategies
 - Focus on key metrics such as RevPAR
 - Balance profitability with service quality

SMART OBJECTIVES slide 6

- SMART = clear and measurable objectives
 - Specific, Measurable, Achievable, Relevant, Time-bound
 - (Doran, 1981)

Key objectives explained:

- 85% occupancy rate
→ supports yield management and revenue optimisation (*Kimes, 1989*)
- 90% customer satisfaction
→ based on SERVQUAL model (service quality dimensions)
(*Parasuraman et al., 1988*)
- Check-in under 5 minutes
→ improves operational efficiency and customer experience
(*Slack et al., 2010*)
- £5 million annual revenue
→ driven by revenue management strategies
(*Cross, 1997*)
- Break-even within 18 months
→ requires strong cost control and financial planning
(*Drury, 2013*)

👉 Links directly to KPIs:

- Occupancy rate
- Revenue
- Customer satisfaction

CRITICAL POINT slide 7

- Important to balance:
 - Financial objectives (profit, revenue)
 - Operational performance (service quality)
- Risk:
 - Over-focusing on profit → reduced service quality
 - Understaffing → slower service and poor experience
- Therefore:
 - Must ensure adequate staffing and operational capacity
 - Maintain consistent service standards

👉 (*Slack et al., 2010; Johnston & Clark, 2008*)

CONCLUSION slide 8

- Mission provides operational direction and purpose
- Vision sets long-term strategic goals
- Operational and commercial aims guide performance
- SMART objectives allow measurement and control

👉 Overall:

- Ensures efficient operations
- High-quality service delivery
- Long-term competitiveness in hospitality market