



BMIH5004

**BA International Hotel Management
Management & Organisational Behaviour
Report Case Study: Hilton Hotels & Resort**

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Executive Summary

This study deeply analyses Hilton Hotels & Resorts as Hilton Worldwide's leading brand by looking at how its organisational design affects company culture, what it aims to achieve, recent transformation programmes, and growth planning. Using key organisational behaviour concepts this analysis studies Hilton's approach from corporate and hotel unit levels to stay ahead in hotel service worldwide. Hilton uses a decentralised matrix framework to give its property managers local freedom with clear corporate purpose alignment. The organisation sets its culture based on its "Hilton Effect" by encouraging everyone to participate and protect the environment while keeping employees fully involved. The brand targets worldwide growth combined with improved guest services while leading sustainability efforts through initiatives and digital advancements. The company proves its willingness to adjust through projects that embrace digital improvement projects and sustainable initiatives plus enhance employee connection. Despite its progress, the company faces employee resistance to new methods and keeps communication flowing in its independent locations. The company should apply AI to promote innovation along with growing sustainability programmes while making communication easier and providing employees with better ways to develop their skills. Hilton should use these approaches to keep its business lead in the hospitality industry.

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Introduction

Hilton Hotels & Resorts came into being in 1919 by Conrad Hilton to lead the global hospitality brands of Hilton Worldwide. Hilton has grown to own 6,800 hotels in 122 countries and remains famous worldwide for its quality and how it treats guests. The Hilton brand covers a wide range of hotel types to serve different kinds of customers - those who like to stay in luxurious places and those who want to stay on a budget. We analyse Hilton Hotels & Resorts in-depth to understand how it develops its office structure, runs operations, leads individuals, and communicates its expectations to workers across the business. Using management and organisational behaviour ideas, our study explores how Hilton succeeds in staying ahead of others, motivates its team to do great work, and gives guests memorable stays. On top of that, the report shows how Hilton tackles different challenges in the fast-changing hospitality business while markets and world trends keep transforming. Through our exploration, this report shows what direction Hilton is heading in and what new projects they have started both at their main company and in their hotels. The report offers suggestions to improve Hilton's how it functions, so they keep setting the industry standard for global hotels.



Figure 1: Hilton Hotels & Resorts

Source: (medium.com, 2024)

Organisational Structure, Culture, and Goals

Organisational Structure

Under its decentralised organisational model Hilton Hotels & Resorts merges geographic operating zones with functional business units. The matrix setup lets each property work separately but stays true to company rules. This organisational design works best when applied to hotels because market specifics and cultural practices help hotels thrive in different regions. The hotel management teams handle guest needs directly but follow corporate plans established by the leadership group. This two-level approach keeps Hilton operations both worldwide consistent and locally flexible.

The business system lets local hotel managers update customer services to better serve their local market audiences. A Hilton hotel in Asia will prioritise traditional local services while its European counterpart focuses on contemporary guest operations. By adapting to different regional markets Hilton provides better service while staying ready for future market demands. Our business runs better when decisions come from local offices but achieving organisational objectives becomes harder to manage throughout the company. Strong channels of communication complete staff training and measurable performance goals connect the staff across every part of the company (Mullins, 2023).

The company utilises advanced technology to help its team communicate more effectively and work faster. The business uses digital tools plus centralised systems to let leaders view operations from a distance while allowing separate properties to run independently with their specific needs. Hilton uses this management structure to connect a global operational scale with local property management control which helps the company succeed in worldwide hospitality businesses (Fachada, 2023).

Corporate Culture

As Hilton runs its business, they strongly embrace a corporate culture called the "Hilton Effect" that guides everything they do. The way Hilton runs its business shows how they want to treat everyone fairly while taking care of the planet. They aim to become the world's most welcoming company (Jones and Comfort, 2019). Hilton's basic values, like being hospitable, truthful, a good leader, working well with others, and being responsible, run through every part of the company and help employees and guests have better experiences.

Hilton works hard to make both its team members and guests feel welcome by embracing different backgrounds and views. The company works to make sure everybody has fair chances, takes care of worker well-being, and keeps workers and colleagues treating each other with respect when they work together. Because of these work practices, Hilton makes Fortune's "Best Companies to Work For" lists year after year (Kopelman, 2022). Happy workers are a top priority for Hilton since happy workers produce the great service our customers expect.

Leadership methods make up a major part of Hilton's work environment. Hilton motivates employees by making sure their bosses and leaders talk about their plans in a way that rallies everyone behind what the company is trying to achieve. As explained by Bass in 1990, leadership here aligns with this approach - motivating employees with personal care and trust, giving them tools to do their best work. When Hilton uses transformational leadership, its people feel important and do their best to provide phenomenal service, every day.

Every Hilton property puts service first and trains workers to give focused, superior care to each guest where they are. Hilton uses training and rewards to make sure its employees follow their quality standards and work hard. When employees like their jobs, they naturally help run things better by fixing problems and taking good care of customers.

Organisational Goals

Hilton works toward multiple objectives simultaneously: they want to grow, protect the natural world, and please their guests. Hilton builds its global brand while keeping its well-earned good name throughout the company. Among other things, Hilton is busy building new hotels, making sure people know about their names, and developing new services to better serve today's guests. Hilton's Travel with Purpose programme serves as a major part of their efforts to make sure they are responsible to both the planet and the people around them (ESG). This three-part programme works to lower environmental effects, aid local neighbourhoods, and run responsible travel (Lamo, 2019).

Hilton regards environmental responsibility as essential, and they made a strong pledge to lower their carbon footprint by fifty per cent by 2030. Through projects like energy-saving building changes, waste reduction strategies, and replacing traditional energy sources with renewable ones, Hilton proves their sincere effort to hit their promised result. The company

helps improve local lives by teaching skills to those who need them and buying products from nearby suppliers (Zeng, 2021).

Each hotel based on Hilton's goals follows their primary direction but also works with local markets to fit what works best where they are. Listening to what works best in different places helps Hilton hotels adjust their environmental efforts. In beach hotels, the goal is clean water and healthy oceans, while city hotels cut down on power usage and find eco-friendly road options (Pavlenko, 2022). The local efforts help meet Hilton's overall targets while helping every property deal with things that matter to its specific market area.

Hilton considers guests' happiness their top priority and puts money into technology and improvements to make sure their visitors have a good time. Hilton Honours gives guests a simple app that lets them register, pick rooms, and get everything they need right at their fingertips (Weinstein, 2018).

Hilton's way of running itself, what it values, and what it plans to achieve are linked together, which helps keep it on top of the hotel business worldwide. The way Hilton is organised gives teams the freedom to work differently in each of their locations, while its friendly community creates connections among workers and improves customer service. Hilton achieves industry leadership by combining its purpose of growing with sustainability and innovation, which allows it to stay at the cutting edge and create new standards.

Recent Change Initiatives

Hilton Hotels & Resorts has taken three important steps to stay ahead of the game: making digital improvements, caring for the planet, and helping employees feel part of the team.

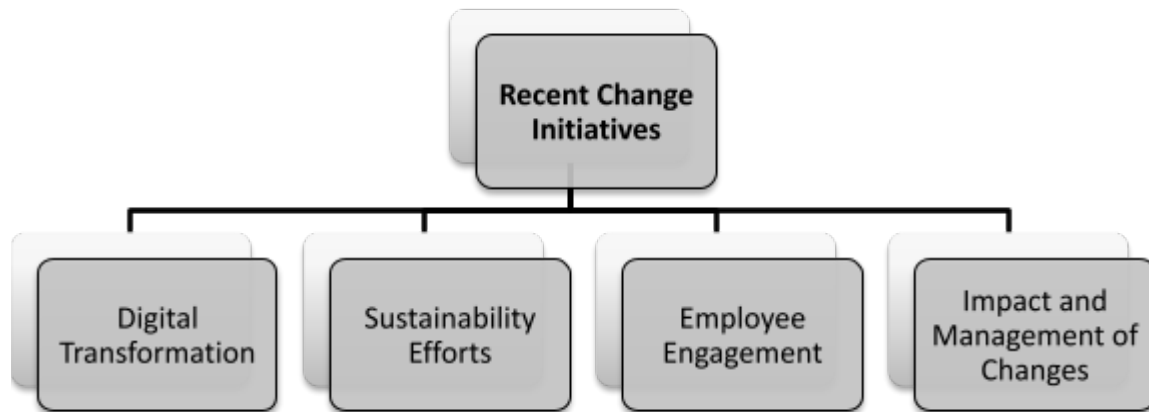


Figure 2: Recent Change Initiatives

Source: (Author, 2025)

Digital Transformation

Hilton uses technology carefully to make its business run better while also improving how it serves customers. The Hilton Honours mobile app lets users check-in, pick their rooms, and open their doors via their phones (Hossain et al., 2024). Their new digital tools help customers move through their trip more easily and customise their journeys. Like Rogers' (2003) innovation spread concept, Hilton uses advanced technology to get better than other businesses and stay ahead in the market (Menzli et al., 2022).

Sustainability Efforts

Being environmentally responsible is one of the key goals Hilton has set for its company. To minimise its environmental impact over the next ten years, the company runs its "Travel with Purpose" project. All three parts work together: we build structures that use less energy, teach people to save resources, and get our power from clean sources (Blumenfeld, 2019). When doing business, Hilton works alongside local people to help bring responsible tourism and social growth to the area. Placing the environment first helps Hilton attract more customers who want to protect nature while making its sustainability goals the industry's top standard.

Employee Engagement

As a response to employee service performance Hilton started Thrive@Hilton to support its workers. Their programmes target employee wellness plus career progression to generate good working conditions across all departments. Thrive@Hilton helps employees achieve their life goals while following Maslow's 1943 theory about personal and professional fulfilment (Mahajan, 2020).

Impact and Management of Changes

Hilton leads in hospitality innovation because its employee engagement activities both succeed and deal with workforce resistance and limited resources. Hilton uses Kotter's 8-Step Change Model to create urgency while empowering teams and helping employees approve long-term changes as explained in Harrison et al.'s research (2021). Effective communication strategies help Hilton succeed in change management according to Lamo (2019).

Hilton makes use of the latest technology services to improve its business performance and customer satisfaction. Digital tools with artificial intelligence help our business run things faster while making custom service and room features work better. Employees must continuously learn new technology skills and adjust to its integration for pushback prevention. Hilton uses its change management methodology to adjust to digital updates and still please its guests and workforce. Hilton advances towards progress by making sure its technological updates run smoothly as it handles difficulties effectively (Harrison et al., 2021; Lamo, 2019).

Strategic Direction

Long-term Objectives

As part of its strategy, Hilton aims to expand worldwide while giving guests outstanding service and focusing on making eco-friendly choices. Hilton wants to grow its business by opening new hotels in Asia and Africa where tourism grows strongest. As part of its plan to stay first, Hilton uses technology upgrades along with guest-centric services to battle competitors and create new user experiences. Hilton uses Travel with Purpose as its key sustainability effort to help guests take part in responsible travel practices and lessen environmental harm (Jones, Hillier, and Comfort, 2014).

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Strategic Implementation

Hilton achieves business growth by partnering with franchisees and strategic partners to reduce operating risks during expansion (Zeng, 2021). Our partnerships with local developers help us set up hotels fast in areas where demand is low. Each hotel under Hilton's brand serves guests by adapting its services to local culture and building loyalty as a result.

Leadership and Management Practices

Hilton leaders use both transformative and transactional leadership methods to make corporate objectives fit well within their local operations. Under transformational leadership teams find new ways to serve their customers better and grow with a lasting perspective (Strukan, Nikolić, and Sefić, 2017). Operations run as planned under transactional approaches through structured work methods and efficiency methods (Isoda et al., 2018). The two-leadership system matches Hilton's growth targets with its focus on operational perfection.

Recommendations



Figure 3: Recommendations

Source: (Author, 2025)

Enhancing Innovation

Hilton needs to add more resources to their artificial intelligence systems so they can deliver more customised hotel experiences. Our AI technology uses data to know what customers want so our team can craft better individualised service. Employees should receive training on how best to put these technologies into practice.

Strengthening Employee Engagement

The Hilton team should extend Thrive@Hilton programmes to add professional mentorship to help staff grow their careers. A procedure should exist to let employees provide feedback about their work so everyone learns regularly and improves.

Expanding Sustainability Efforts

Hilton would create a stronger environmental impact by setting stricter sustainability targets that include becoming carbon neutral by 2035. Partnerships with nearby suppliers who support sustainable practise plus community projects strengthen Hilton's support of Environmental Social and Governance initiatives (Seraphin et al., 2017).

Improving Communication Channels

Because its decentralised system creates communication difficulties Hilton needs to upgrade its contact procedures. A digital platform for all company units helps share operational updates in real-time making teams work better together (Oyekan et al., 2017).

Conclusion

Hilton Hotels & Resorts demonstrates successful leadership and teamwork practises in the hotel sector. Its decentralised structure plus inclusive work environment and focus on innovation help Hilton achieve success throughout all hotel levels. Hilton achieves better results when it selects leaders who practise transformational and democratic methods to ignite performance and motivation in their staff. Recent advances in technology and sustainability plus better employee treatment make Hilton a company that leads industry changes. The hospitality industry continues to present hurdles for organisations to overcome. Hilton will maintain its leadership by making better innovations while boosting employee support and expanding its sustainable practices. By putting these recommendations into practice Hilton can stay strong in its market alongside business competitors while supporting eco-friendly goals.

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