

Effective Management

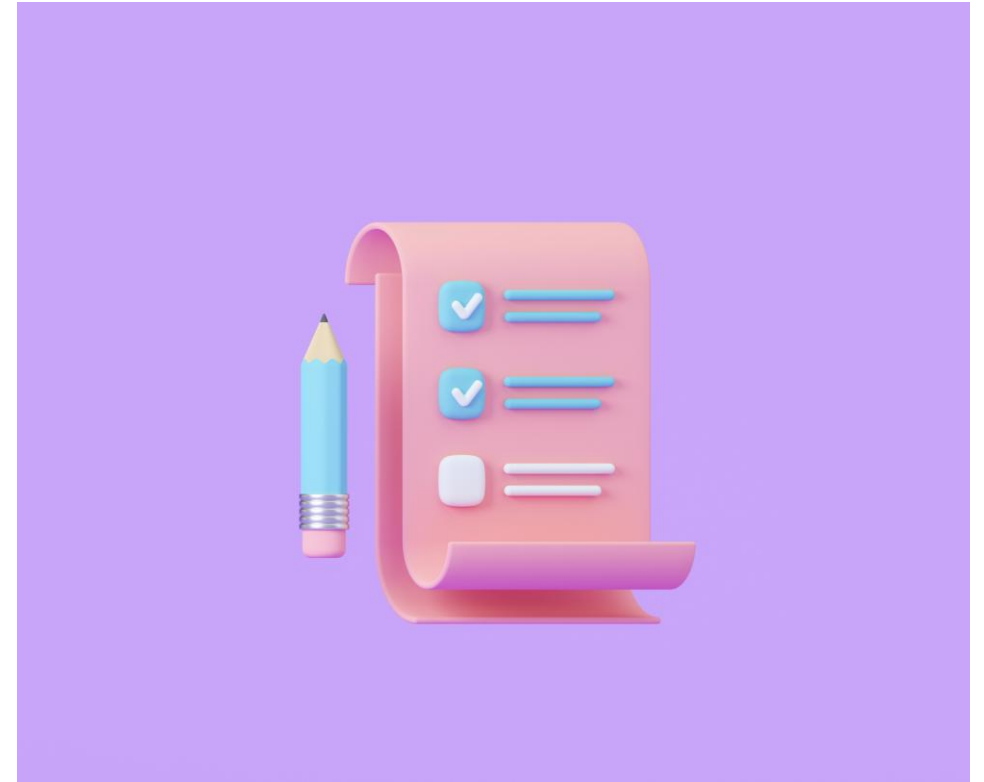
BMGM4000

Week 5: Market Research

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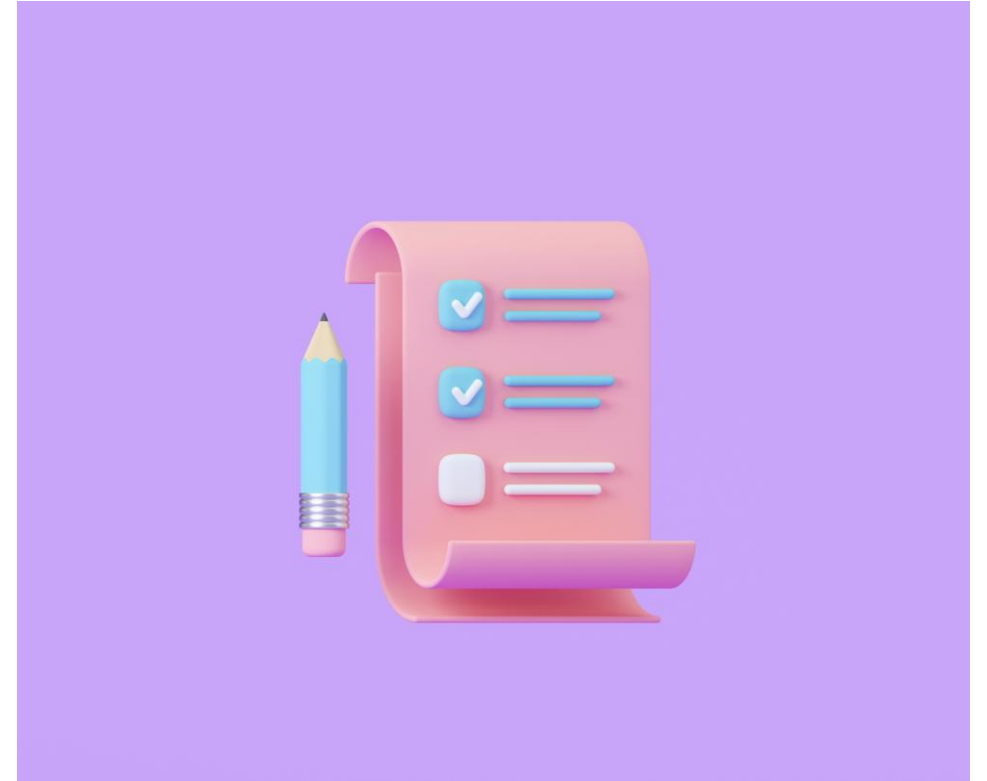
Agenda

1. BELBIN's Theory
2. MBTI Personality Test
3. Internal marketing
4. Market Research
5. Emerging Markets



Recap of last week

- What is marketing?
- Market Segmentation
- Marketing Mix – 7P's
- Group Activity





Belbin's Theory & The MBTI Personality Test

Belbin's Theory

The types of behaviour in which people engage are infinite. But the range of useful behaviours, which make an effective contribution to team performance, is finite. These behaviours are grouped into a set number of related clusters, to which the term 'Team Role' is applied.“

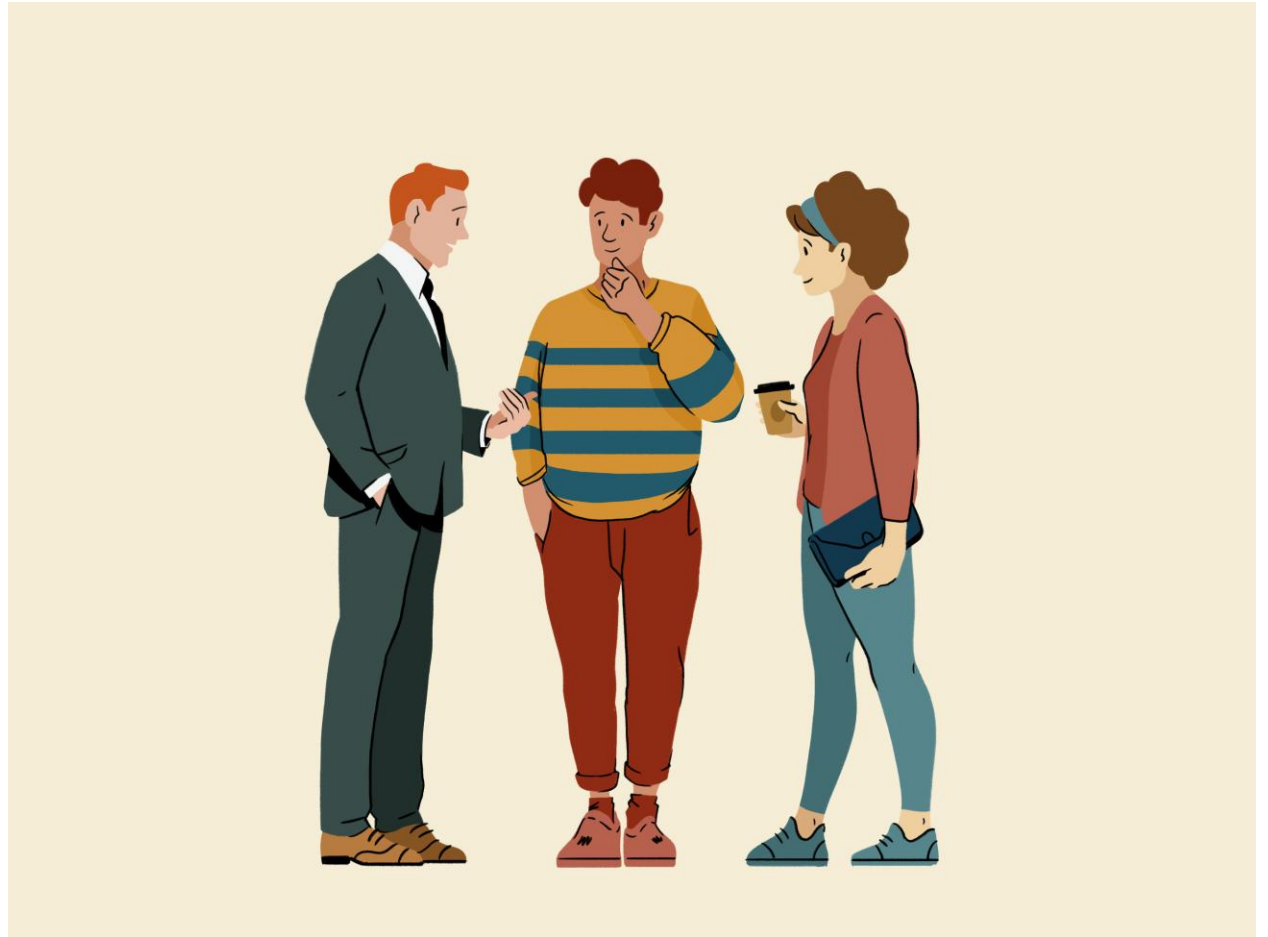
(Belbin, 2010)



Let's discuss...

Results:

- Thoughts
- Opinions
- Any surprises?



MBTI - 16 Personality Test

The MBTI (Myers & McCaulley, 1985), a short form of Myers-Briggs Type Indicator is based on a theory of psychological “types” developed by the Swiss psychologist Carl Jung.

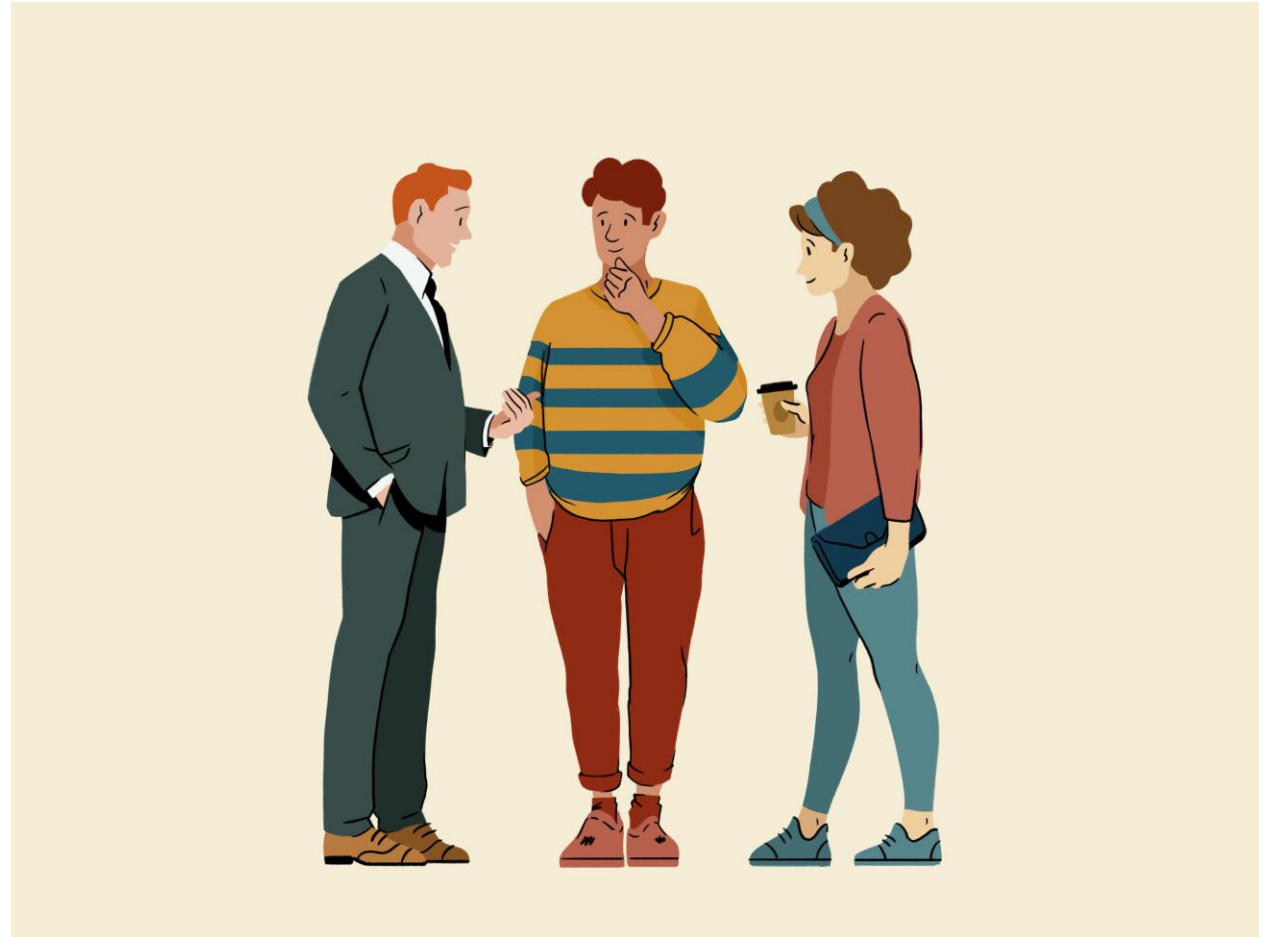


NERIS Analytics Limited

Let's discuss...

Results:

- Thoughts
- Opinions
- Any surprises?
- Did your results match Belbin?





Break



Internal Marketing

“In a service organisation, if you are not serving the customer,
you had better be serving someone who is.”

Jan Carlzon (Chief Executive, Scandinavian Airlines)

Definitions of internal marketing

- IM is about building customer orientation among employees by training and motivating both customer contact and support staff to work as a team (Kotler & Armstrong 1991)
- IM is a process by which employee satisfaction is leveraged to positively impact the bottom line. Satisfied employees strengthen relationships among all critical stakeholders (Williams, Business & Economic Review, 1997)



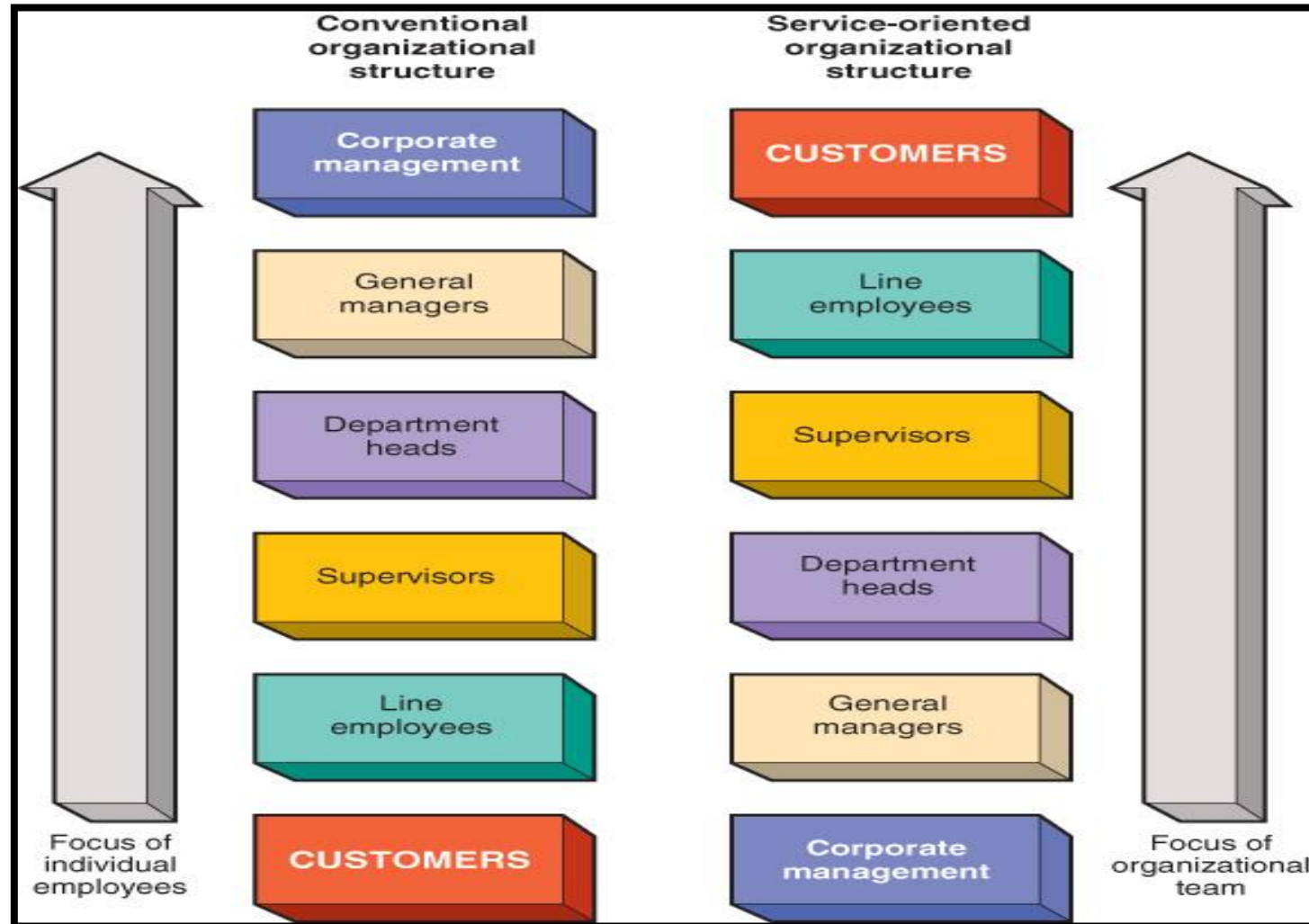
Establishment of a service culture

- An **organisational culture** is the pattern of shared values and beliefs that gives members of an organisation meaning, providing them with the rules for behaviour in the organisation.
- A **service culture** is a culture that supports customer service through policies, procedures, reward systems, and actions.

Culture= The way we do things around here..
(Deal and Kennedy, 1982)



Upside down organisational structure



Key concepts of IM include:

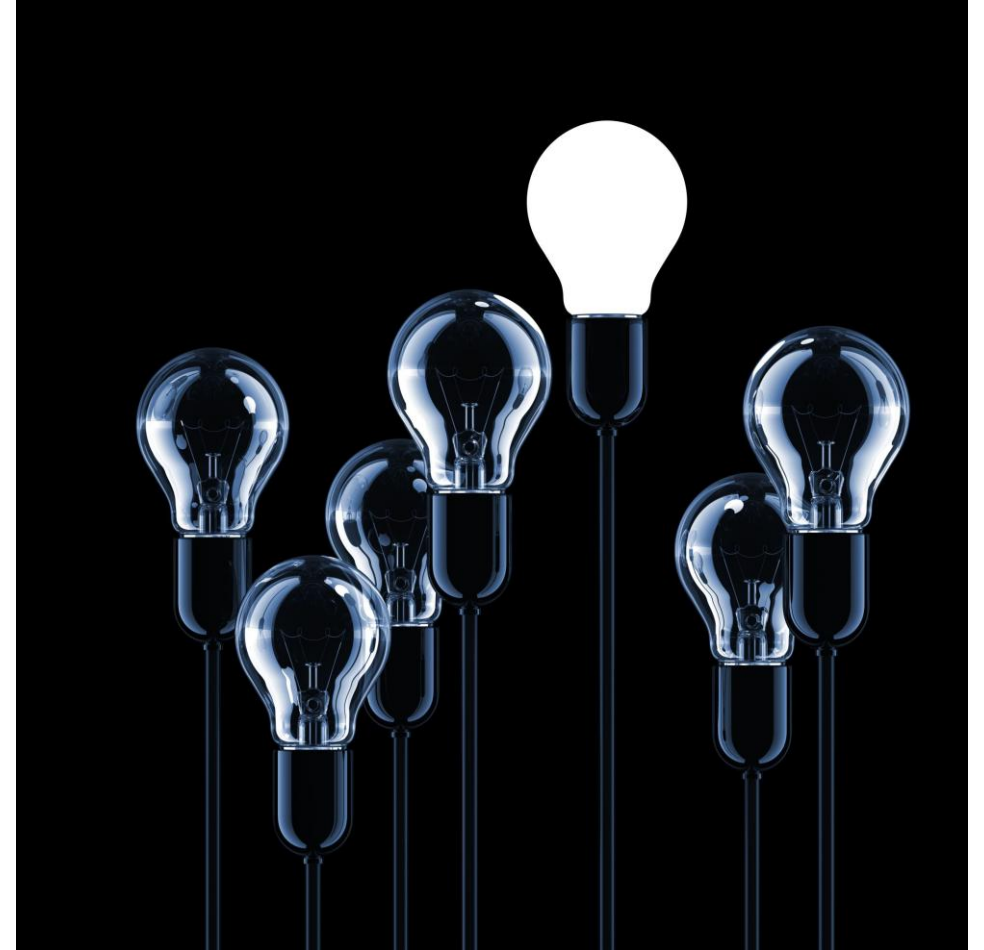
- **Management of change:** - IM may be used to gain acceptance of new systems such as the introduction of IT and new working practices
- **Building Corporate Image:** - IM's role is to create awareness and appreciation of the company's aims and strengths as all employees are potential ambassadors
- **Strategic Internal Marketing:** - which aims at reducing inter-departmental and inter-functional conflict and developing the co-operation and commitment needed to make external marketing strategies work.

Effective IM...

- Encourages the internal market (employees) to perform better
- Empowers employees and gives them accountability and responsibility
- Creates common understanding of the business organisation
- Encourages employees to offer superb service to customers by appreciating their valuable contribution to the success of the company
- Improves customer retention and individual employee development
- Integrates business culture, structure, HRM, vision and strategy with the employees professional and social needs
- Creates good co-ordination and co-operation among departments of the business

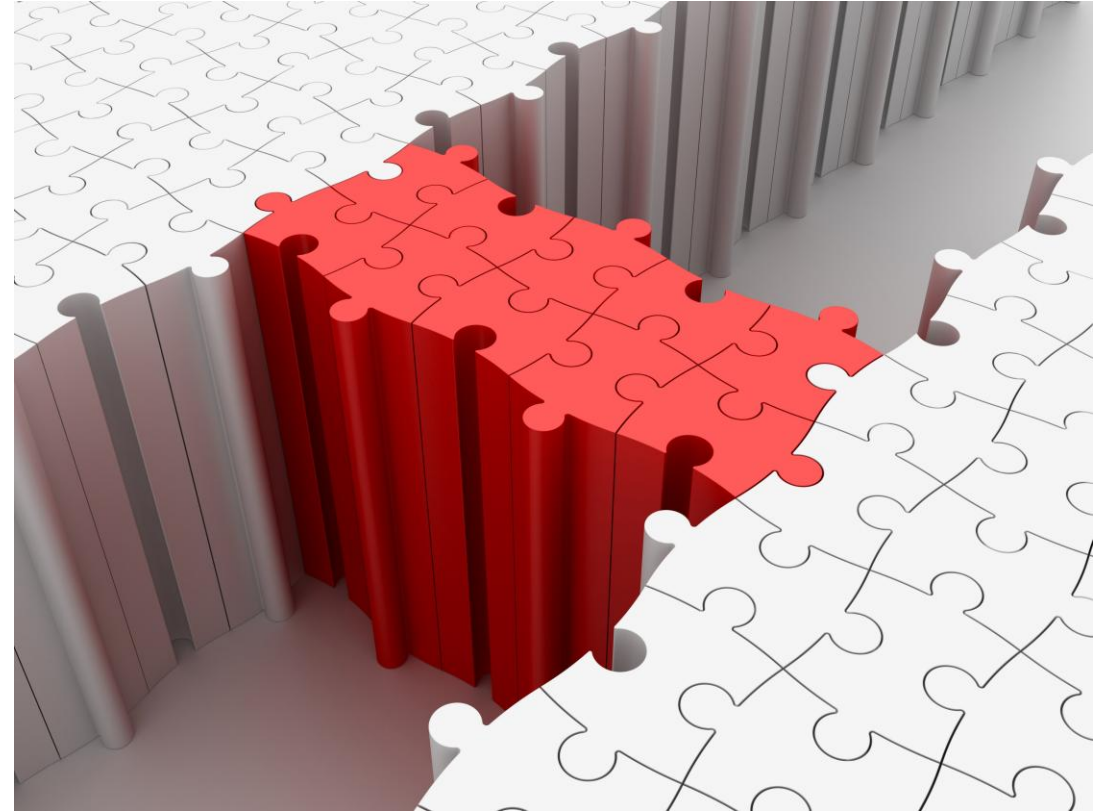
Management approaches to successful IM

- Managers should lead by example and set high standards of customer relations and job effectiveness
- IM requires managers to set team members individual goals that lead to the achievement of successful organisational goals
- Consistency in actions and words in all dealings with internal and external customers



Problems affecting successful implementation of IM

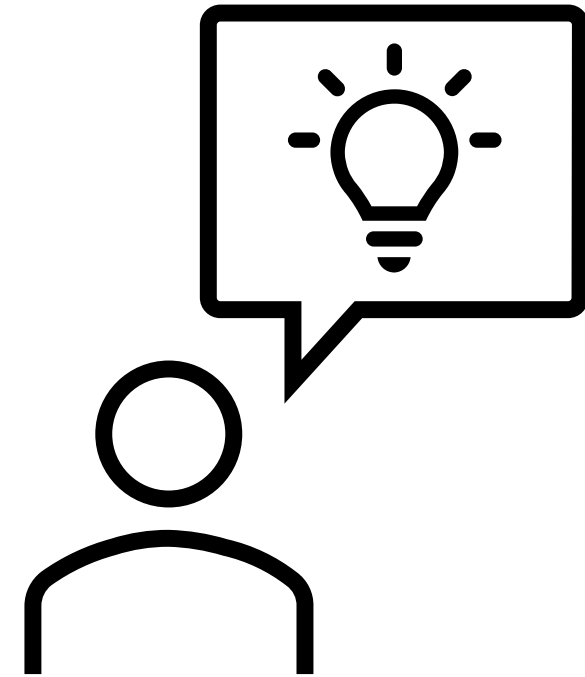
- Managerial incompetence in interpersonal, technical & conceptual skills
- Poor understanding of the IM concept
- Individual conflict & conflict between departments
- Rigid organisational structure and bureaucratic inflexible leadership
- Ignoring/not listening to subordinates
- Resistance to change
- **Poor communication.**



Individual Activity

Think of a time that you had either an excellent or poor experience as a customer at a hotel or restaurant.

- How did the attitude/behaviour of the employees affect your experience?
- What 'behind the scenes' issues (such as training, communication or motivation) may have affected this?
- What could the company/management do to improve this?



Feedback your thoughts



Break



Market Research & Emerging Markets

The contemporary context: the management challenge...

- We are experiencing a period of hyper-competition on a global scale, with the rise of a range of new strong economic competitors.
- In this unpredictable and competitive environment, the talent of staff and maximisation of productivity (and return on investment) have become central to the management challenge.
- **How management responds to this has varied and is the future challenge you will all face. What does this mean for you as future managers and leaders?**

Sustainable competitive advantage: The War for Talent

- Upskilling current employees to increase skills & knowledge
- Clear employee development – to attract the best talent and retain the strongest performers
- Flexible working hours wherever possible to meet the demand for work/life balance post Covid
- AI in recruitment to match the right candidate to the right position – beware of bias!



Sustainable competitive advantage: The War for Talent

- 90% of millennials say professional development opportunities are important to them in a job.
- 94% of employees would stay at a company longer if it invested in their learning & development.
- Companies with a strong culture of development are twice as likely to retain their employees.
- A vibrant culture with reduced staff turnover & recruitment costs can increase profitability by 23%.



McFee, A. (2025)

Activity

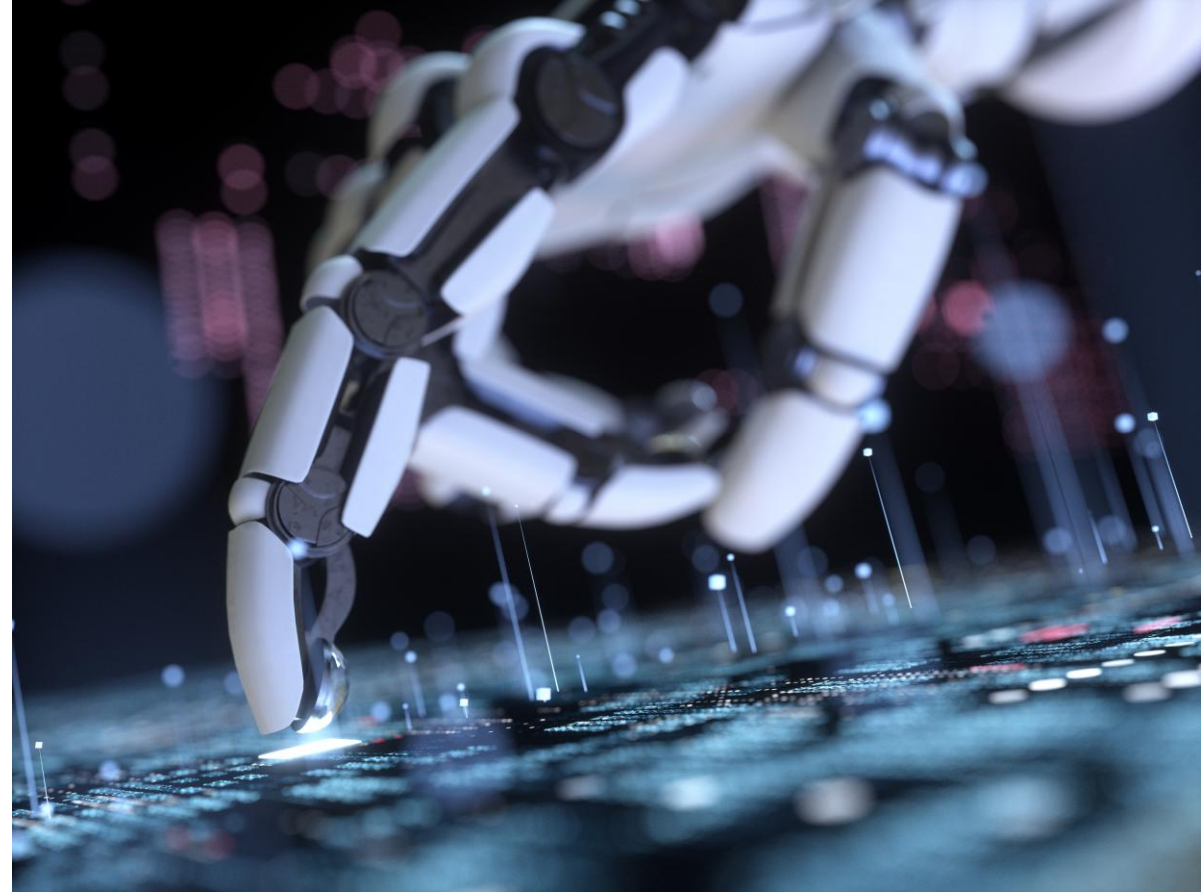
- Research Accor Hotels Career Development opportunities.
- Put together a paragraph or list of main points.
- Find some theory to demonstrate the importance of Accor's approaches to talent management. How does it relate?
- Feedback your findings to the group.

[Career Growth & Development | Accor Group](#)

[Talent management | Factsheets | CIPD](#)

The Rise of Technology

- The use of artificial intelligence (AI), cognitive technologies, and robotics to automate and augment work is on the rise, prompting the redesign of jobs in a growing number of domains.
- The jobs of today are more machine-powered and data-driven than in the past, and they also require more human skills in problem-solving, communication, interpretation, and design.

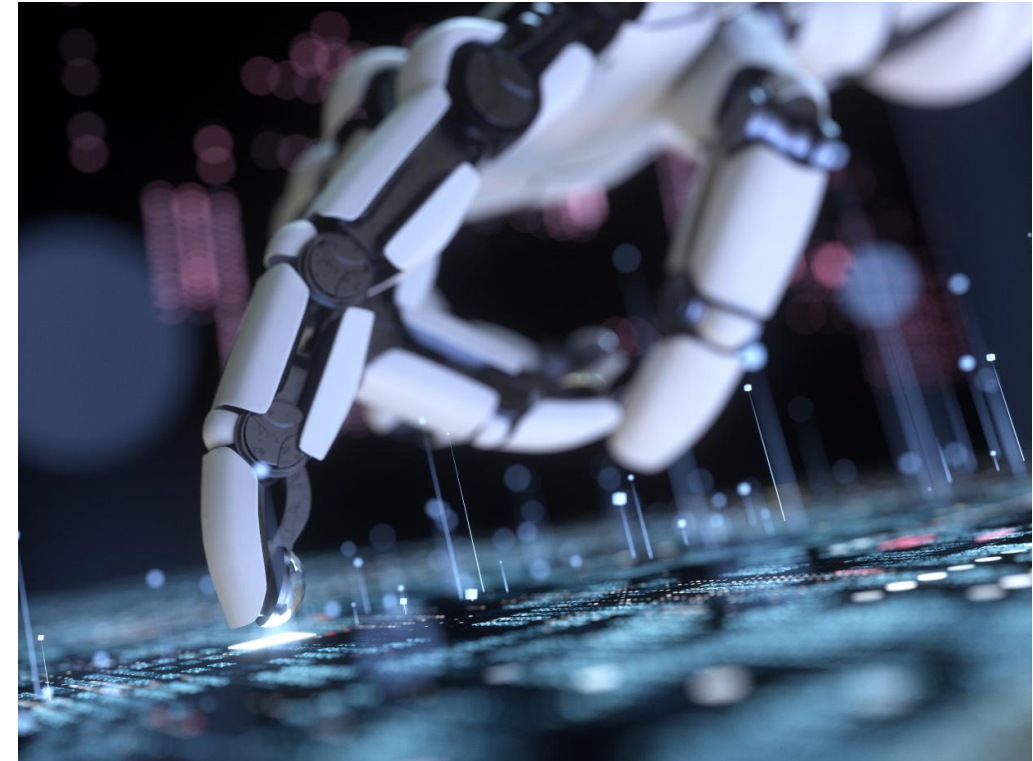


Some key terms

- **The language of automation**
- **Automation:** Includes robotics, cognitive, and AI.
- **Robotics:** Includes physical robots (such as drones and robots used for manufacturing) and robotic process automation (technology that automates highly standardised routines and transactions).
- **Cognitive technologies:** Include natural language processing and generation (machines that understand language), and machine learning (pattern recognition).
- **AI:** Machines that can make predictions using deep learning, neural networks, and related techniques.

Changing jobs?

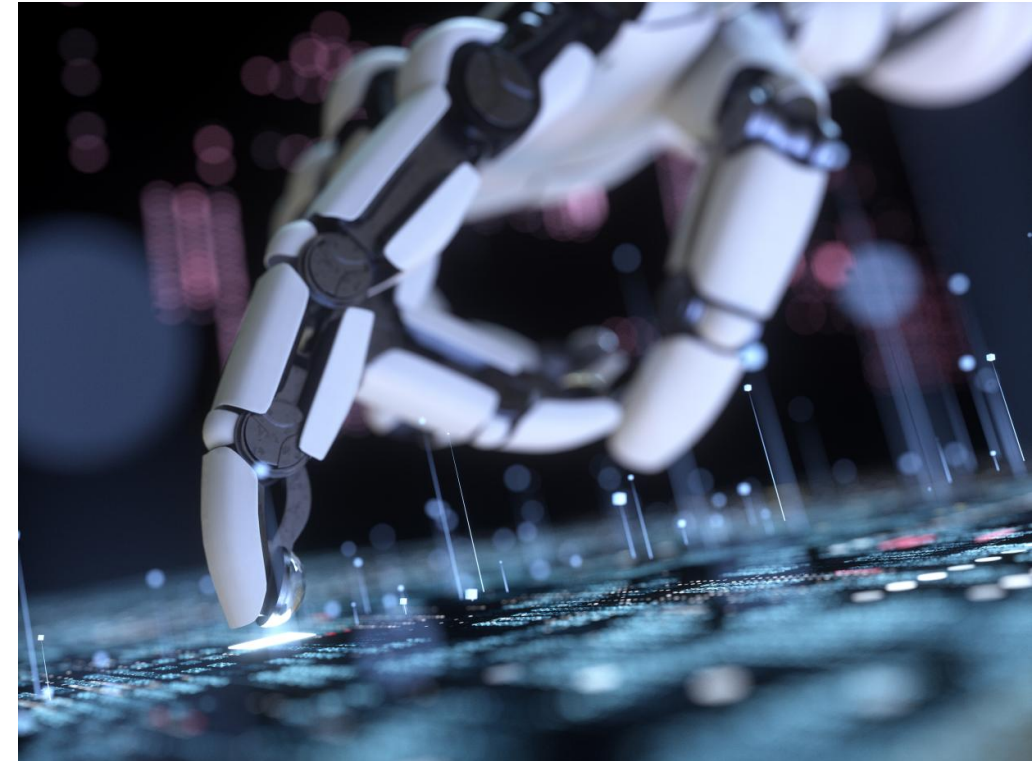
- Job replacement or job creation?
- A technological revolution.
- AI is reshaping how the hospitality industry interacts with guests and manages their processes and operations.
- 52% of customers believe AI will be commonplace in customer interactions.
- Improper use can harm customer satisfaction and result in reputation damage.
- AI should enhance NOT replace!
- Encourage innovation whilst maintaining core brand values.



Jiwnani, L. (2024)

Activity

Find examples of the introduction of technologies (e.g. AI, Automation, Digital Bookings/Orders in restaurants) Discuss your findings.



Getting old isn't what it used to be

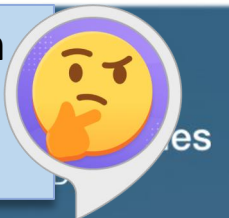
- Vacancies in UK Hospitality are 48% higher than pre-Covid – older workers could be the best demographic to fill these gaps.
- Encourage diversity, welcome older workers through addressing common barriers to find a resolution.
- Companies can benefit from a valuable and sustainable talent pool with access to skilled and experienced workers.
- Office for National Statistics claims one third of hospitality workers are now over 50.
- Stigma – older workers are less adaptable/productive/likely to remain in role long-term/more likely to have health issues.
- Reality – extensive knowledge and experience, strong work ethic, more flexible (fewer responsibilities such as childcare), comfortable to guide and mentor younger workers.



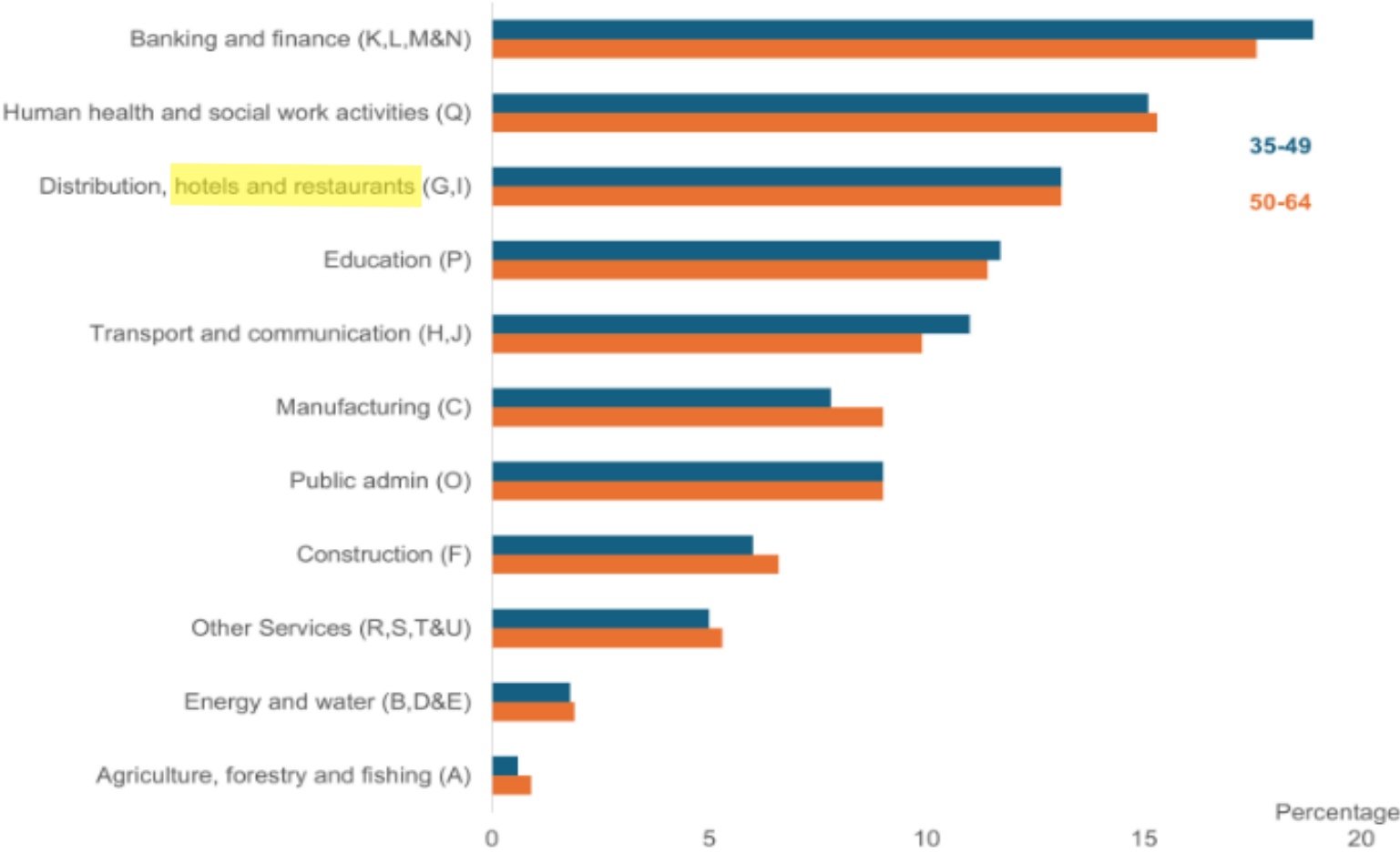
(DWP, 2025)

(Modern Hospitality, 2024)

How does this fit with the technological revolution we have discussed, what are the potential implications?



Proportion of people aged 35 to 49 years and people aged 50 to 64 years employed by industry sector, 2025, UK



DWP, 2025

The age management pyramid



How to attract and retain older workers

(Taylor, P, et al. 2017)

Any Questions?



Field Trip!



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