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Introduction

Organisations have their structure, culture and goals which may be different from company to company. Hilton Hotel is a famous hospitality organisation that has its structure and culture which is developed based on its goals or objectives (Goede, 2020). The business can be impacted positively or negatively and an organisation like Hilton Hotel may adapt to the changes for being up to date with the business world. Without proper management of change, it cannot be possible for an organisation like Hilton Hotel to thrive in this competitive world. Every organisation such as Hilton Hotel should be directed based on its goals otherwise effective business performance will not be achieved.

Organisational structure, culture and goals

Organisational structure refers to a system or a process that mentions how certain activities are conducted for achieving specific goals or objectives. Hilton Hotel has an organisational structure that helps the company to be directed in the right way (Bhattacharyya, 2020). The organisational structure of Hilton Hotel is hierarchical because the size of the company is very big that has 13 brands that serve around 140 million guests every year. Though the size of the company is huge, Hilton Hotel also followed a divisional organisational structure and the business can be categorised into several divisions which are the ownership division, management and franchise division and timeshare division.

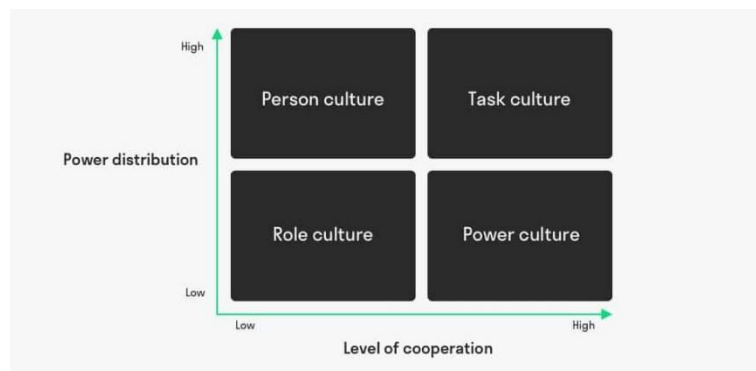


Figure 1: Handy's Organisational Culture
Source: (Rezaei, Allameh and Ansari, 2018)

Handy's organisational culture depended inspected on how power is distributed within an organisation. This model referred to the organisational culture in two categories which are power distribution and level of cooperation. In person culture, the power distribution is higher and the level of cooperation is very low. Role culture indicates a culture that has a defined structured role and designated authorities. Power culture is usually found in entrepreneurial level organisations where there have higher cooperation levels and low power distribution (Chi  n, Charles and Morales, 2019). On the other hand, task culture is an organisational culture that is result-oriented and has a higher cooperation level and higher power distribution. Hilton Hotel has been following a task culture because the company have experienced professionals who can be able to complete their task properly. It is a problem-oriented culture where the company believed that employees can perform well when they work on a project basis. The company highly prioritise and support employee to be cooperative and collaborative. Thus, this type of organisational culture helps Hilton Hotel to achieve its goals and stay ahead of its competitors in the market.

Organisational goals refer to those strategic objectives that an organisation want to achieve. Organisational goals are set by an organisation for achieving the desired state of profit and

success within a specific period (Su, 2017). The main goal of Hilton Hotel is to make the brand the first choice for guests in terms of price and service. Hilton Hotel always focused on making a profit by selling different things like room service, meal service and many others to maximise sales. Without organisational goals, an organisation can be called a ship that doesn't have a rudder because the ship means the organisation cannot be able to reach its mission and vision or ultimate purpose.

There has a close linkage between **organisational goals, structure and culture**. Hilton developed their organisational structure in a way that can help the organisation to achieve its goals. The organisational structure support Hilton Hotel in bringing employee together. Moreover, the structure of Hilton Hotel also benefits the company by ensuring smooth and efficient functioning that helps to decrease money, effort and time (Kiziloglu, 2021). The organisational culture of Hilton Hotel is developed for achieving its goals. The organisation has a positive and strong organisational culture that can help bring out the best in employees and also help to achieve outstanding results (Hotels by Hilton - Book the Best Rates Across All Brands, 2022). Without having a strong and positive culture, it cannot be able by an organisation to achieve its goal because the employee will underperform and there will be no achievement. Thus, Hilton Hotel has been focusing on both organisational structure and organisational culture to achieve its objectives.

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

The hospitality industry has faced hardship in recent years because for several reasons such as the Covid-19 pandemic, economic downturn, etc. Because of the changes, the industry has taken numerous initiatives to quickly adapt to the new demand environment. Hilton Hotel has addressed some specific issues that heavily impacted the organisation. For being successful, the company have taken several strategies for dealing with those changes and adopted necessary actions to adapt to those changes.



Figure 2: Recent changes in the hospitality industry
Source: (Goede, 2020)

Health and safety are one of the most important issues in the current hospitality industry that has been prioritising more and more during this Covid-19 pandemic. It has changed the way how people lived and worked that raise health and safety concern among people. Due to health safety concerns caused by Covid-19, this industry has experienced a 70% decline in room booking and Hilton Hotel is one of the biggest sufferers due to this. The revenue and profitability have decreased by more than 50% which had created a condition of business closure in some areas (Lashley, 2019). To deal with this problem, the company has introduced an enhanced health and safety measures that include a range of health and safety protocols like offering hand sanitiser, mask, gloves, PPE, disinfected rooms, etc. to bring customers back to the company's service which can be able to bring back guest into the company.

Digitalised guest experience is increased during this pandemic that has gained momentum because of digital and contactless service. Now, people prefer booking their rooms online so that they don't need to face any problems in future. 82% of guest of Hilton Hotel booked their service online which is why the company has added many digital systems to provide digitalised guest experience (Kullada and Michelle Kurniadjie, 2020). **Online booking & electronic payment** have introduced a new feature in the hospitality service by which a person can pay money using mobile financial service, online banking, etc. along with online booking. Due to electronic payment, guest can secure their rooms and the organisation can also secure a room for those guests who pays money. The company have added many advanced technologies and appointed a separate team to make an online booking and electronic payment more smooth and more efficient.

Nowadays, it has been found that guests want to be treated as individuals. Personally treating guests helps an organisation to stay ahead of the competition because **personalised experience** is not available in every company. It has a high impact on organisational revenue and profit. It also contributes to several aspects such as customer satisfaction and customer retention (Boyland, 2021). Due to that, Hilton Hotel has also focused on providing a personalised experience. The company gather data about past buying habits and based on that, tailors offering and promotions to every customer which easily gathers the attention of customers. AI-powered chatbot has also supported the company to deal with customers in the booking process and answering their queries. CRM software also works effectively in maintaining close interaction with customers or host. **Environment-friendly practice** is important nowadays because guest prefers those brand that follows environmentally, socially and culturally sound practices. Some customers are ready to give more price to those brands that maintain sustainability practices (Pommier and Engel, 2021). The organisational

reputation will be badly hampered if an organisation doesn't have environment-friendly practices. Hilton Hotel has been following environmentally and socially sound practices because the company is well aware of its responsibilities which has helped the company as one of the biggest hotel brands in the world.

The organisation's strategic direction and current business performance

Hilton Hotel has been focused on developing trust and confidence among guests or travellers as a global hospitality brand by giving a quality guest experience to every guest or customer. The company has focused on some key areas to attract customers which are product innovation, creative marketing and customer connection. The company always focus on service differentiation because it is not easy to replace.

To highlight the strategy more elaborately, the Ansoff Growth matrix has been used for identifying the strategic direction of the Hilton Hotel. It is specially designed for highlighting the growth strategies of the company. This model deals with four growth strategies which are market penetration, product development, market development and diversification. Market penetration refers to a strategy that is used for increasing market share using an existing product or service (James, 2019). Product development indicates the development of new products or services to acquire more market presence. On the other hand, market development means entering into a new market by a business using existing products or services. Diversification is another strategy that is focused on developing new products or services through entering into a new industry. This is too much risky for an organisation.

Hilton Hotel has been following market penetration and market development growth strategies that ensure the growth of the organisation. The company has selected a market penetration strategy because the hospitality industry is very competitive in the modern business world. As there have many organisations in this industry, the organisation has focused on increasing their market share otherwise the competitor will snatch the market share of the company within the industry (Ansoff, 2016). Without following a market penetration strategy, the company will not be able to compete in this highly competitive industry because of having some strong competitors such as Intercontinental, Marriott, Travelodge, Premier Inn, etc. Hilton Hotel is a well-renowned hospitality brand in the world for which it is a big opportunity for the company to expand their operations into developing countries such as Bangladesh, India, etc. where the demand is higher.

Hilton Hotel has approximately 1.07 million hotel rooms around the world. The growth rate is 6.6. % in 2020 compared to 2019. The occupancy rate was 75% in 2020 which was the

highest in the hospitality industry. The company's recent performance was outstanding except for the pandemic period. The company had generated \$4.307 billion in 2020 which was much better than any other hospitality organisation like InterContinental Hotel (STRAND, 2020). The main reason behind the success of Hilton Hotel is the marketing blitz and loyalty program that has been playing a significant role in generating strong customer demand. The company is always committed to delivering innovative and exceptional experiences to the guests so that the experience can be remembered in the long run. The company treat every individual differently because the company believed that every person's needs, expectation and demand vary. Advanced technologies and innovative solutions in the service have supported Hilton Hotel to reduce cost and enhance business performance without compromising quality. That's the reason why the performance of Hilton Hotel is so good compared to other organisations because the company has successfully built their brand image in the mind of customers or guests.

Conclusion

Hilton Hotel is one of the largest hospitality brands in this world has more than 6,215 properties in around 118 countries. The company has been dealing with 18 brands that operate business in different countries around the world. The company is well recognised because of its innovative culture and outstanding service which cannot be accessible elsewhere (Pommier and Engel, 2021). The company has been following a hierarchical and divisional structure that helps in smooth management. The company has been greatly impacted by several changes like the Covid-19 pandemic, online booking, environmentally friendly practice, etc. which has been managed successfully. The company has been following market penetration as well as market development to improve its audience base for being the largest hospitality brand in the world.

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