

Models of Change in Hospitality

Student's Name:

Institutional Affiliation:

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Models of Change in Hospitality

Six Sigma Business and Kotter Change Models

Six Sigma Business Model

Companies have taken measures to improve efficiency and enhance consumer service using different strategies. The six sigma model is a technique based on statistics that lowers the risk of errors and deviation in the level of customer service quality. The model was developed by engineer Bill Smith for application at Motorola in 1986 and later applied at General Electric in 1995 (Chugani et al., 2017). The goal of this approach is to collect and analyze data on factors associated with consumer quality with the objective of developing the product that best meets the needs of the consumers. Following the application of the model by Jack Welch at General Electric, it has experienced improvement and increased use by managers. The increasing access to information and automation of processes has made it possible for company managers to increase the effectiveness of their operations (Kazmi, 2020). In particular, the model has gained popularity in sectors that rely on consumer experiences to facilitate organizational performance. The Six Sigma model has been improved by company managers with the objective of matching its application to with the business processes.

Managers use statistics to determine the measures most effective in minimizing errors. The six-sigma model is derived from the use of standard deviation to ensure that mistakes are minimized in businesses (Kazmi, 2020). The use of this model ensures that companies use data to reduce the risk of an error by calculating the standard deviations from the optimum performance. It is based on the application of key business principles to improve the effectiveness of service quality. First, the company must identify the consumers' needs and experiences in consumer service. This principle is based on identifying the experiences, needs,

and the expectation of the consumers on the quality of products and services. A company's focus must be aligned with the market experiences (Cherrafi et al., 2016). If an organization is to sell a product or service effectively in the market, it must identify the actual experiences of their target consumers. Therefore, the size and the characteristics of the consumers must be included in the six-sigma model for it to accomplish the consumer experiences.

Additionally, a company must measure their value stream and identify the current and possible problems likely to affect quality performance. This approach aims at developing the most appropriate approach useful in creating value while lowering quality (Souto, 2015). For a company to meet the needs of the consumers, the firm must be willing to invest human and physical resources. However, it is critical to note that the objective of every company is to generate revenue and profits for the shareholders. Therefore, the process of creating value in the company must be based on lowering the cost of operation to meet clients' experiences. All the interests of the stakeholders must be incorporated in the six-sigma model to accomplish its particular goals and objectives (Chugani et al., 2017). Additionally, the model accounts for junk and wastage that could affect the organization's capacity to meet its cost and quality goals. Junk includes any form of operation that has cost implications that exceed the benefits to the company. It is essential that organizations streamline their functions to ensure that they reduce wastage in their operations. Each function must operate at the optimum level to lower the risk of failing to meet the overall goals and experiences of consumers.

To effectively apply the six-sigma model, the company must ensure that it keeps the ball rolling and involves the stakeholders in decision. Quality improvement requires that the managers identify the roles of the stakeholders and include them in key decision-making. Therefore, the employees, the shareholders, managers, and the consumers must be involved

when developing strategies to improve performance (Souto, 2015). There must be a process for stakeholder involvement including the role that each stakeholder group plays in the process.

Through the six-sigma model, the company takes measures to improve the capacity of the stakeholders to accomplish their tasks through information sharing. It may be necessary to enroll the employees in a training and development program to ensure they are equipped to carry out their roles in the company (Chugani et al., 2017). Moreover, the six-sigma model must identify the strategies for change to adapt to the market environment. The market, stakeholders, and the business change from time to time and the sigma model aims at correcting the faults that arise in the supply chain. Therefore, a company must develop a strategy that will facilitate the correction of errors to meet the needs of the stakeholders (Cherrafi et al., 2016). The six-sigma strategy is aimed at improving the capacity of managers to identify the issues associated with business performance and consumer service.

Kotter Change Model

The business environment is constantly changing and forces companies to model their operations to meet performance needs. When the internal and external environment changes, the company must develop the appropriate strategies needed to meet consumer needs. The Kotter change model developed by John Kotter in 1995 is aimed at preparing the employees, consumers, managers, and shareholders for changes in the market (Balogun et al., 2015). Primarily, the company faces different forces including the entry of a competitor, an increase in consumer power, technology development, crisis resolution, and changes in the prices of supply. The Kotter change model establishes a process based on eight steps through which the organization fully adapts to the market forces (Anderson, 2018). Through this model, the company can fully adjust the production and supply models to meet the needs of the consumers.

The first step in the series of processes is to create urgency in the need for change by identifying the implications the change will have on the company. It is critical that the whole company understands the need for the changes taking place in the company and the benefits gained by all the stakeholders (Dickerson & Hassanien, 2018). Additionally, it is essential to inform the stakeholders in the company of the need to adapt to the market situations to avoid the negative implications. When creating urgency for change in the company, the managers may need to collect critical statistics on the effect of the impending market situations on the company. The second step involves the formation of a strong coalition with the stakeholders in the company. Managers rely on the stakeholders for support during critical changes in the company and they must form coalitions to succeed (Balogun et al., 2015). The employees need to be informed of the changes that are expected to occur in the company and the implications on their tasks and requirements. For instance, the company could be employing new technology to facilitate the efficiency of consumer service delivery. To bring the workers on board, the company must demonstrate the effects such changes will have on the employees.

The third stage is to bring vision for change in the company and ensure the workers can connect to the expected developments. For instance, change could be associated with a specific value in the company. A vision for change arises from the mission and the values adopted by the organization (Balogun et al., 2015). This step ensures that the stakeholders view the specific change as a critical aspect of the company's operational requirements, goals, and their expectations. Since change is associated with anxiety, the company managers must demonstrate how the vision is associated with the future of the organization (Dickerson & Hassanien, 2018). The fourth stage in the Kotter change model is to communicate the vision of the change and the

benefits expected from the developments in the organization. The stakeholders' concerns should be addressed before the firm initiates procedures to begin change in the organization.

Additionally, the Kotter change model involves the identification and elimination of barriers to the change expected in the organization. If the company wants to adopt new technology and change the operation models, the employees could require training and development (Andersen, 2018). The lack of the necessary skills to accommodate change could be a barrier to the implementation process. Therefore, the company must come up with a model that defines the issues in the firm and makes the appropriate changes in the company (Souto, 2015). The next step is to establish targets on the short-term and identify the requirements needed for such changes. The company could adopt changes that require improvements in infrastructure and service delivery. The short-term goals could be the development of resources necessary to accommodate the changes required in the organization.

Next, the Kotter change model requires the company to build on the short-term changes to attain long-term benefits for the organization and stakeholders. While the short-term goals are essential, the company needs to create a platform based on sustainability of change (Dickerson & Hassanien, 2018). Companies need to ensure that they are within the availability of resources that will make the change beneficial to the firm over the long term. However, the change must be aligned to the company's culture to ensure that it is sustainable in the company. The last step in the Kotter change model is to ensure that the key aspects of change align with the company's culture including the employees' interests and the managers' goals (Andersen, 2018). The organizations need to ensure that the new infrastructure, additional employee training, or strategic measures align with the organization's culture.

Models in Hospitality

Six Sigma Business

The six-sigma model is critical in improving customer satisfaction in hospitality companies. This is a key objective for companies in this sector since they rely on happy customers to increase organizational performance and growth. Traditionally, the model applied in manufacturing sectors where managers collected and analyzed data to identify faults in performance (Chugani et al., 2017). However, the application of this model in the hospitality industry could target the consumer's reviews and reports on the company's performance. Through data and the analysis of the consumers' feedbacks, the companies in hospitality can identify the issues that were raised by majority of the clients. Therefore, they can develop structures that make it easier for organizations to respond to these concerns (Farrington et al., 2018). For instance, an instant messaging app could allow the company to create a central communication platform between the employees and the people they are serving. The need for the creation and improvement of such infrastructure is indicated by data on the efficiency of services and consumers' feedbacks.

For a hospitality company to meet all the needs of their stakeholders, it needs to consider the cost of providing every service. The data on such aspects of costs incurred in the company allow the organizations to expand their services to meet consumer expectations (Cherrafi et al., 2016). For instance, a company could be incurring high costs in a service that has minimal benefits on the level of consumer satisfaction. The six-sigma model could show the measures a company could take to replace such services with a more cost efficient alternative. Moreover, the model could allow companies to use information based approaches to measure the capacity of a service to meet the intended goals (Chugani et al., 2017). While the six-sigma model is based on

manufacturing process, it has significant applications in organizations whose operations are based on the satisfaction of customers such as the hospitality sector.

Moreover, the model plays a critical role in developing a work environment that needs the needs and interests of the stakeholders. The hospitality sector has embarked on the development and provision of quality consumer services to meet the demands of the stakeholders (Farrington et al., 2018). The six-sigma model has provided an information-based approach that allows companies to allocate resources towards the improvement of employees' concerns. The employees of an organization in the hospitality sector have the most influential impact on the capacity of the business to meet the consumers' needs (Cherrafi et al., 2016). The business must take measures to empower the employees to improve their capacity to serve the customers. During the process of change in a company, the business must ensure the employees experiences are met by the firm. Happy workers in the hospitality sector play a critical role in influencing the perception of the consumers on the customer service.

In addition to improving the experiences of employees in the company, the six-sigma model allows companies to engage in measures to motivate and retain the employees. Over the years, the services sector has increased its focus on employee retention as a measure of meeting the consumers' needs (Cherrafi et al., 2016). The six-sigma approach to employee retention in the service sector is based on the development of an approach to assess the risk factors associated with employee turnover. Therefore, the company employs a consistent method that reduces the deviation in employee satisfaction and motivation. A company works through the employees to meet the needs of the consumers particularly in the hospitality sector (Chugani et al., 2017). Companies in the tourism rely on the workers to create a positive impression of the company. Therefore, it is the responsibility of the employee to interact with the clients and provide services

based on the values of the company. Experienced workers determine how the organization promotes the needs and the experiences of the employees (Farrington et al., 2018). The appropriate strategy to meet these experiences involves establishing a consistent approach through which the employees are motivated to be productive and innovative.

Kotter Change Model

One of the most innovative industries in the global market today is the hospitality and tourism sector. Companies in this industry have taken measures to adapt to the experiences and needs of the 21st century consumer (Andersen, 2018). The Kotter change model has provided grounds for the application of innovative production models to meet the consumers' needs. In particular, innovation and technology has been the key force of change in the organizations associate with technology (Kang et al., 2020). Over the years, the managers have expanded the application of technology to make the experiences of the consumers more convenient and efficient. Through information technology, it has been easier for the employees to serve consumers and identify their experiences and exportations. Companies use the Kotter change model to develop the technologies that are aligned to the clients needs.

However, the organizations in the sector have had to deal with challenges associated with the modern consumer and their experiences. Most of the 21st clients in the hospitality sector want the companies to model their services in a manner that meets their needs (Kang et al., 2020). The companies cannot create a single operation model to provide effective services to all their customers. Businesses have to abide to the changing and diverse needs of each client to retain the loyalty to their brand. For instance, a couple visiting a city for their honeymoon would have different needs and expectations to a team working on a project and living in the same hotel (Andersen, 2018). The Kotter change model has provided the grounds and guidance for changes

that would accommodate the current developments in the hospitality industry. These changes include the empowerment of employees to apply innovative measures to serve their consumers. Since the managers are hardly in contact with the consumers in the company, they rely on the employees to make decisions when serving customers at the individual level.

Therefore, companies have had to train and develop the employees to deal with the challenges they are likely to encounter when offering services to customers (Dickerson & Hassanién, 2018). For instance, the employees in a company may have to interact with individuals from diverse cultural backgrounds with unique experiences. In such cases, it is the responsibility of the employees to identify how the variations in consumer experiences affect the company's employees. Diversity is critical in the organization since it offers the employees with an opportunity to meet from other backgrounds (Andersen, 2018). A key strategy used by the hospitality and tourism companies is to offer the employees with an experience of cultural diversity. The Kotter change model has been used by companies to provide the employees with the training they need in the 21st century market. This includes knowledge on how to deal with the interaction between diversity and consumer experiences.

Companies have further invested in diversity in the workplace to empower the performance of workers in the modern day environment. While cultural training is critical, the employees need to experience the same diversity presented by their customers. The Kotter change model has laid down clear steps on how these changes must occur to ensure they are productive (Kang et al., 2020). Additionally, the employees have been guided on the process through which change occurs and the impact on the employees. The past two decades have been marked with globalization and an increase in the ease of transport and communication. People have had opportunities to travel to different parts of the world for business, education, and

pleasure. Through the Kotter model of change in an organization, company managers have effectively prepared their employees for the developments that accompany diversity.

Hospitality Organizations

Hilton Hotels & Resorts

Hilton is global chain of hotels and resorts operating in 85 countries with over 590 properties (Hilton, 2020). The company was ranked as one of the best companies to work for by Forbes in 2018 and 2019. Its brand was established in 1919 by Conrad Hilton and has since expanded as one of the largest companies in the industry. Its mission, vision, values, and goals have contributes to its rank as one of the best performing companies globally (Madera et al., 2017). The organization focuses on meeting the consumers' diversity and investing in the employees who are the backbone of its success. Additionally, Hilton's expansion has accommodated the company's success by offering diverse services in their properties. For this reason, the company generated over US \$9.5 billion in 2019.

Mission

The company's mission is to become the first choice for their guests, team members, and shareholders investing in the industry. This mission has allowed the organization to identify and focus on their customers with the objective of meeting their experiences (Kandampully et al., 2015). The company identifies that its consumers are a critical part of the stakeholders. Meeting their experiences is essential and requires the participation of their employees. Therefore, the empowerment of stakeholders is critical for Hilton considering the company's global growth and record of accomplishment of performance (Langvinienė & Daunoravičiūtė, 2015). The firm has managed to appear on the Forbes list as a result of its measures to accommodate the employees in their mission.

Vision

Hilton hotels and resorts has the vision of filling the earth with light and the warmth of hospitality through their outlets. The company identifies that its global strategy requires focus on diversity to meet the stakeholder experiences (Hilton, 2020). As one of the best performing companies in the industry, the firm has modeled its vision to align with the global expansion goals. Additionally, the focus on a wider goal allows the organization to expand beyond the limitations of the local market. Since its founding in 1919, the firm operates properties in all the six continents with the objective of meeting stakeholder experiences in these markets.

Values

The values of Hilton are based on hospitality, integrity, teamwork, and leadership. The company has aligned its values with the essential aspects of performance in the hospitality sector. This is an industry where the employees are the backbone of performance and productivity (Hilton, 2020). For Hilton to achieve its expectations in performance and consumer experiences, it has to come up with a strategy that involves the employees. The values of the company are aligned with a strategy that encourages growth, increased employee consultation, and enhanced performance.

Goals

The company's goal is to develop and provide services aligned with the consumers' experiences. Hilton identifies that organizations in the industry are experiencing significant pressure to model their performance based on the 21st century market changes. This approach will ensure that the employees of the business have the capacity to provide their consumers with the best services (Langvinienė & Daunoravičiūtė, 2015). However, these interests are diverse and rely on the company to identify the specific experiences of the consumer. The company has

established goals that identify the variations in consumers' needs based on their cultural and personal experiences.

Hyatt Hotels Corporation

Hyatt is a global hospitality company with operations in over 65 countries all over the world. The organization is headquartered in Chicago and has over 900 outlets as of the end of 2019 with most of these facilities offering a diverse of services to their guests (Hyatt, 2020). The company's operations are aimed at providing a unique yet customer-based experience to their guests. Consequently, the firm has become one of the most consumer-oriented companies in the hospitality sectors and globally. By the end of 2019, Hyatt was planning to target upcoming markets by establishing pilot outlets in major Asian markets.

Mission

The mission of the organization is to deliver a distinctive experience to their customers all over the world. This mission matches the company's profile and strategy especially in an industry affected by rapid competition for market share. Additionally, the rising competition in the sector requires organizations to establish distinctive measures to deal with the threat posed by other companies (Hyatt, 2020). Hyatt has established a mission that will play a critical role in enlarging its operations to meet the changes in consumer experiences. Moreover, the organization's approach is critical in increasing its potential to gain more consumers particularly in the upcoming markets.

Vision

Hyatt has a vision aimed at facilitating the development of a world that offers understanding and care to the customers. The goal of this company is to come up with a strategy where the consumers feel that the company caters for their unique experiences. This is a critical

aspect of performance in the hospitality industry where businesses have challenges meeting the diverse needs of the consumer. In particular, the company has based its performance on the ideals of unique services mostly catered for diversity in service delivery (Hyatt, 2020). The current approach used by the company will foster the development of a community of consumers, employees, and the shareholders.

Values

The values of the organization are based on meeting the demands of the consumers while accommodating the experiences of the employees. These values are central to the strategy adopted by the company aiming at providing a distinct experience to consumers. Organizations are required to identify and match the interests of their consumers with the resources in the company (Hyatt, 2020). Hyatt has developed a model that identifies the uniqueness of each consumer's experience and the dynamics of the hospitality sector. With these values, the organization intends to establish a unique and yet a competitive brand to the consumers. Additionally, the company's values offer the employees with the power to interact with the consumer with the intention of improving customer services.

Goals

The company's goals are to develop a consumer service strategy that maintains quality standards and lowers the risk of errors. According to the company's managers, each experience of a customer is critical in meeting their performance needs (Tran, 2018). The current strategy relies on the capacity of the consumers to feel valued in the company during all their visits. For this purpose, the organization has identified the need for efficiency in resource allocation. Hyatt avoids all the unnecessary costs with the goal of maximizing the resources available for the

critical projects in the company. Hyatt aims at increasing revenue by investing in the experiences of their consumers and focusing on organizational growth.

Measures Taken to Forge Change

Hilton Hotels & Resorts

Hilton hotel has taken a range of measures to ensure that it has effectively changed to adapt to the challenges arising in the market. Over the years, the hospitality sector has changed and companies have been forced to adapt to the developments in the market. Hilton is taking measures to align its services with the needs of the travellers and expanding the potential for its performance (Madera et al., 2017). The company identifies that there have been significant shifts in the hospitality market that will affect its current and future investments. Therefore, the firm aims at establishing a strategy based on the expansion of its operations to the most lucrative sectors in the market. As the purchasing power of individuals and the consumers' interests change, the firm has made significant adjustments that will foster its growth.

In particular, Hilton has invested in the creation of a strategy that will target the high-end consumers in the hospitality sector. The income and spending of people in the developed and developing countries has changed over the past decades (Langvinienė & Daunoravičiūtė, 2015). Larger proportions of the population have the resources to travel the world and experience different environments and cultures. The company aims at developing a strategy that will offer more opportunities for the high-end consumers. Hilton identifies that the current market is composed of more individuals with the potential to pay for luxury services (Langvinienė & Daunoravičiūtė, 2015). Therefore, the company aims at tapping into this market in its growth and expansion strategy.

Additionally, the company has expanded its luxury services to target the consumers in the upcoming economies. To achieve this goal, Hilton has developed measures to ensure that the company's resources are in line with the current strategy. In particular, the high-end consumers in the developing nations have different experiences and interests compared to the traditional markets targeted by the company (Langvinienė & Daunoravičiūtė, 2015). Moreover, the growing number of hospitality companies targeting these markets will require the company to modify its strategy to ensure that the interests of the consumers are met. Therefore, the firm has developed strategies to increase the efficiency of all its facilities to meet the world class luxury quality services. This will involve significant investments in infrastructure, particularly concerning the use of technology to improve efficiency. This is a key issue associated with the needs and the expectations of consumers in the high-end facilities globally (Langvinienė & Daunoravičiūtė, 2015). The current organizational structure accommodates diversity while maintaining the company's level of efficiency and consumer service quality. The company has adapted to the needs of the growing high-end market by investing in technologies that will facilitate performance.

A drafted strategic plan for Hilton is not sufficient for the company until it has been coupled with the organization's approach to diversity. Changes in the consumer experiences in the hospitality sector have required that companies provide an opportunity for the travellers to connect with the people's culture (Hantuli, 2016). The company has accomplished this goal by encouraging the inclusion of a diverse workforce that focuses on empowering the culture of the community. Therefore, the employees at the management levels include individuals who have an understanding of the background community values and culture (Madera et al., 2017). Travellers want to experience the culture of South America, Asia, or Africa when they visit these

regions. Therefore, Hilton has created a human resource force based on the creation of a cultural perspective in each of their outlets globally.

Hyatt Hotels Corporation

One of the most essential approaches adopted by the company to meet the changing needs of the consumers is to model service delivery based on consumers' interests. In particular, the organization has invested in establishing partnerships with guests with the intention of increasing performance in key sectors of the economy. The 21st century consumer is no longer a guest at Hyatt but a partner in the company's growth and expansion strategy. Therefore, the firm has increased its capacity to keep the consumers in close contact as a strategy of facilitating brand loyalty. The current information systems at the company ensure an interactive relationship between the clients and the employees (Arif & Hossin, 2016). For instance, Hyatt has created platforms where individuals can constantly share information with the organization. Any feedback offered by the consumers is accommodated into the organization's strategy to increase efficiency.

A critical approach adopted by Hyatt to meet the changing needs of the market is to base the company's strategic growth with the issues facing the market. The growth of the firm has been directed towards the most growing markets and the most profitable segments. However, the firm intends to maintain its overall approach where it invests on all the segments but focuses on the most profitable areas (Madera et al., 2017). Therefore, Hyatt has, increased its investments in the most luxury brands to meet the needs of the changing population segments. As the proportion of the high-income population rises, the firm has developed an approach that will take advantage of this development. More people are willing to spend more to receive the luxury experience and this data has been critical in strategic decision-making. In 2019, the upper upscale segment of the

company generated 50% of the company's revenue, a rise from 41% in 2015 (Hyatt, 2020). The organization has increased the value of investments that target the high-end consumers in the hospitality market.

Efforts to Stick with Specifics

Hilton Hotels & Resorts

Hilton hotels and resorts has maintained its differentiation strategy amidst the changes occurring in the market. The organization has effectively adapted to the new market environment while realizing its goal of providing a unique set of services to the consumers (Langvinienė & Daunoravičiūtė, 2015). In particular, the firm has furthered this strategy by ensuring the consumers receive the best services the employees can offer. While technology has changed how most hospitality companies operate, Hilton has used its information systems to further its strategy among the consumers (Hantuli, 2016). The effectiveness of the information systems at the organization ensures that the consumers receive the best services from the employees. Efficiency is a key aspect of Hilton's competitive advantage and the firm has updated its infrastructure to realize this goal. By the end of 2019, Hilton had completed an update of their information systems in most facilities to take advantage of the current technology. This approach has been critical in differentiating the company's products and services from those offered by competitors.

Additionally, the organization has taken advantage of the digitalization of the hospitality sector to ensure that the consumer needs are met. Over the years, Hilton has based its strategy on services that meet the unique needs of each consumer (Dickerson & Hassanien, 2018). The company has realized this goal through a strategy based on data to identify and meet the needs of all their consumers. This approach has allowed the firm to maintain its access to high-end

consumers globally. Various aspects of digitalization have contributed to the company's capacity to retain its traditional performance model. The firm allows consumers to conveniently book for services on line and offers digital communication between the employees and the consumers (Yan, 2015). The company has invested in aggressive expansion to make its services unique to the consumers. Hilton uses the changes in the hospitality sector to sustain and maintain its business model that targets the differentiation of services based on quality.

Hyatt Hotels Corporation

Hyatt has taken advantage of its intangible assets to maintain quality performance considering the role they play in the hospitality industry. The organization relies in maintain the strength of its brands to deal with the changes in the hospitality sector and offer quality experiences to its customers (Jha, 2018). The organization's strategy is based on maintain quality services to consumers during all their visits. Additionally, its mission of offering distinctive services relies on the capacity to assure consumers that they have made the best choice visiting their facilities. Therefore, the company has embarked on an approach that offers the consumers with the best quality of service to maintain their brand image (Arif & Hossin, 2016). Since the company's establishment in 1957, its main goal has been to strengthen its brand to maintain consumer loyalty. This strategy has been maintained by ensuring the firm stays ahead of the completion in the industry and forces from new entrants.

To maximize its profits, Hyatt has based its policy on the creation of diverse services to the consumers (Jha, 2018). The company's brands provide services that are based on the consumers' needs and the amount they are willing to spend at the hotels. Therefore, each of the company's brands offers different services affecting the pricing and consumer experiences. Therefore, a traveller seeking services from the organization could choose from a 3-star, 4-star,

5-star, or resort accommodation within the company. The firm has maintained this strategy by focusing on specific services and developments in each of the hotels and brands. While all the outlets have received updates in equipment and efficiency in service delivery, the company focuses on ensuring that each consumer receives a service based on the value (Dickerson & Hassanien, 2018). Hyatt's approach has ensured that the organization expands its market share while matching the costs of operations within the firm's profitability.

Measuring performance is critical for any organization especially when the company has a diverse portfolio. This is the case for Hyatt, a company that operates hotels and resorts offering different services to the consumers. Therefore, the organization has adopted the use of the Boston Consulting Group (BCG) matrix to assess organizational performance and growth (Dickerson & Hassanien, 2018). Each of the segments is measured based on the capacity of the company to meet its goals of performance and profitability. Therefore, the organization uses this approach to ensure that it taps into different markets in the hospitality sector while maximizing performance and profits. Over the past two decades, the business has developed strategies to target the most lucrative markets and consumer segments (Jha, 2018). However, it has retained all its brands to ensure that it competes against other local and international hospitality companies. Through the BCG matrix, the company identifies the performance of each segment independently to inform decision-making.

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