OTEL İŞLETMELERİNDEN STRATEJİK YÖNETİM

Öz

Anahtar kelimeler: Otel İşletmeleri, Stratejik Yönetim, Hizmet İşletmeleri, İşletme Yönetimi
STRATEGIC MANAGEMENT IN HOTEL BUSINESSES

Abstract

In general, strategic management has been pointing out that the projected purposes of organisations and the following ways in order to reach to these purpose in the future. Implemented a successful management process in businesses which will be partaking in hospitality industry, with proper hospitality management, also it gain assist taking more feasible precautions both evaluated for domestic and foreign opportunities and remove the threats. Against the global-scaled developments, the hospitality businesses which having a brittle structure with regard to particularly demand and rivalry, must bring ‘Strategic Management Concept’ for discussion in order to having the edge over opposed to uncertainties in future.

Keywords: Hotel Businesses, Hotel Management, Strategic Management, Strategic Planning

INTRODUCTION

Nowadays, managing of hospitality businesses is not as easy as it was before. Because of environmental and market conditions which affected to hospitality businesses, management types have been rapidly changing at the present time. Barely, the business managers who deeply analyzed and evaluated the rapidly changing of environmental and market conditions, kept pace with the changing, adopted strategical planning and strategical management principles and carried out this management type with all personnels, it will increase sustainable competitive position of business and provide hold the high ground. So, they will trustfully can carry a step further the future of business. When occured a crisis situation, they will manage the crisis and go great guns in business management. The success of businesses which are not carried above-mentioned conditions will remain limited with solely their manager’s personnel endeavours and skills.

Hospitality businesses are people-oriented establishments. In these businesses is human which both getting service and providing service. The people who got service have innumerable demands, necessities and expectations and in parallel with these demands, necessities and expectations have been changing rapidly. In order to understand this changing very well, we should briefly glance at the historical development of mankind.

Mankind had passed from long-hunting life to agricultural society and also lived as agricultural society for many years. The matter that satisfied mankind’s demands, necessities and expectations in business relationship had neglected at this period. About 250 years ago of Present day, mankind had passed to industrial society, his demands, necessities and expectations had showed increasing and his social life had turned upside down. Also about 50 years ago of Present day, mankind had integrated into life the ‘quality’ concept which a new post-industrial mentality. Along with quality demands, necessities and expectations had got changed rapidly and the expectation of product and service which exactly satisfied had came into the open.

In near future, mankind had rapidly progressed in information technology, information had grounded of life and management and in this respect the environment we lived in had named as
'Information Era'. Also in this period, had started a proceeding towards to prodigiousness corresponding with mankind's in demands, necessities and expectations. But today, in large part of hospitality businesses have been keeping on their management still with classical management models.

Even only the acquisition targets of businesses requires to be made a wide range of strategic fictionalising and planning by business. Businesses also selects last resort targets as “to be best on rivalry inside and outside, to brand, to be at the fore, to be establishment chain”, on the top of acquiring. Here’s now, it is possible with implementing strategy and information management by the business and employeed personnels and manager in business who can make quickly and dynamic strategic plans.

Fistionalising the strategy in hospitality businesses is a crucial top-end for all employees. In order to be made this fictionalising by the employees in business, should be trained and be made virtual applications, in respect of “gathering, analyzing and compiling of information, to be put the information into practise, to be fictionalized and implemented of information to any matter for business, to measure the success of application, feedbacking to unsuccessful personnels for determining true course of action”. Thus, in participation with all employees, "Strategy and Information Management" will be made into dynamical state in the business by the top management.

This application can be organized as individualistically, team or group in business. To be set up in business a “Strategy Suggestion System”, can fictionalize on the basis of individualistically(unique), group consisting of 8-10 persons), team (consisting of 3-5 persons). Gathering and evaluating of this prepositions both can be made by “Assessment Autority” which consisting of 3-5 persons and “Strategy Management Unit”. In this assesments the criterion based on can be applicable rather than its fiction.

If we thoroughly examine the weighty matters of hospitality businesses which including purposes and targets, the obligation of strategy fictionalising has turning out to be in all. If we prioritize a few of this matters, "rivalry(competitor, market and price analyzes, occupancy planning), profit-loss analysis, purchasing, costs, efficiency, quality matters, customer satisfaction, employee satisfaction, fault management and crisis management" are important titles. Nowadays, the fictionalising of these matters should not be under 1-2 persons responsibility who is the top manager in the business.

Likewise as so in the type of “Total Quality Management” should be supplied participation with this management type by all employees. It will be seen that the business will keep up with all manner of rate of change, will save time and will be afloat from the mistake costs. It should not be forgotten that the strategy management is the realist way for acquiring the future. In consequence of rapidly changing of life and management forms, mankind also will pass a new velocity variation in information age in the near future. In this period imponderable parameters will dominate instead of measurable parameters. Oncoming this new period will be named as "Life Cycle Beyond of Quality". The hospitality businesses who have already made strategic preparation, will be in the forefront and ensure own future.
1. HOTEL BUSİNESSES

Purpose of this section; as making definition, features and classify of hotel businesses, to explain the features and functions of three, four and five-star hotel businesses in our country. Port is very important from the point of defining the studying field and properties of thesis.

1.1. Defining and Features of Hotel Business

The hospitality businesses are the facilities that satisfied for staying overnight need of different tourists. They have features and qualifications according to their forms of utilisation. The hotels have been constituting the most important group in hospitality facilities. The hotels have been getting into act in order to fulfillment of hospitality, food&beverage, entertainment needs for tourists who consisting of different languages, nationalities and financial powers. Due to these discrepancies, a common definition of hotel has been considerably getting difficult.

 Barely, when analyzed definitions for hotel, it can be seen that they are in the same ballpark. Olah and Korzay Hotel(made in 1993), with moral and material support as “structure, technical equipment, comfort, maintenance conditions, social values, service quality of personnels” has been defined an economical, social and regimented business which agreeing by profession to satisfy a civilized person’s transient accommodation and partially nutritional requirements for a fee.

 As for that Usta Hotel(made in 2008) has been defined an economical and social business which agreeing by profession to satisfy people’s hospitality, nutrition and other needs. In article 19 of “The Certification of Tourism Facilities Regulations” that updated and effectuated in 2005 which based on “The Law For The Encouragement of Tourism”; hotels have been defined as “the facilities which basic functions are customer’s overnight need, in addition to this service can include auxiliary and supplementary units for food&beverage, sports, entertainment needs” (www.kultur.gov.tr, 2009).

 Some features that distinguished hotel businesses from other commercial and industrial businesses, are specified below: (Şener, 1997, page 15):

1. Hotel businesses are time-sensitive establishments. In hotel businesses, presented services and possibilities has been coming in sight with upon a request. For instance; as long as a hotel room not sold, it is not impossible to keep selling that day for another day. Therefore, stocking services in hotel businesses will also become impossible.

2. Hotel business management is labour-intensive business. Hotel businesses need to man power on a large scale, when they functioned. Basis of hotel management is human-driven. Although businesses of modern-day are in struggle for automatize, this has been a limited concept for hotel business. The services which as cleaning the rooms, making up the beds, restaurant services, greeting the guests, seeing off the guests have been carried out by people.

3. Hotel business management has dynamic properties. Hotel business management is an industry which persistently variant with own technology and management mentality. In this respect, along with own technical equipment and delivering service minimal comfort can be provided for their guests by the hotel business.

4. Hotel establishments are in business at all hours of the day and night. While the guests was accommodating and having a good time in hotels, all hotel personnells must duly perform their duties.
5. Given services in hotel businesses have been requiring to mutual assistance and cheek by jowl. Hotel businesses are commercial and social establishments which consisting of multi-units and hand in hand glove with one another. When viewed from this aspect, requiring of a close cooperation among personnels have been obliged.

6. In large part of capital had been attached to constant values in hotel businesses. Hotel business need to In vast amount capital, in order to establish and can operable. An important part of this capital must be attached to constant values, before business was starting-up.

7. Generally in hotel businesses, it has been used cash money and prevalently credit card in sales. The sells are in hotel businesses have been made in large measure as cash money. But, the credit cards have also been used prevalently in sales by hotel businesses, in the sense of security the international credit cards were more reliable.

8. The guests have been paying for the presented services with service fee in hotel businesses. The handling fee, under the other name of adding to guest’s invoices ‘by percentage’ have been receiving in hotel businesses by hotel management.

2. STRATEGİC MANAGEMENT İN TOURİSM AND HOTEL SECTORS

2.1. Strategic Management Mentality in Tourism and Hotel Sectors

At the study that had been made by Kaya in 2010; has been stated that in the hospitality businesses which its resources consisting of human, phsical, financial and informational elements; due to the some features of tourism sector, optimally using of these sources have been got difficult. According to Kaya; the long-term plans in tourism sector often could have been changed, owing to the fragile and dynamic peculiarities of sector. At this point it is required a management mentality in tourism sector that will provide effectively manageableness of fragile and dynamic structured variables which particularly as “fierce competition, the variable and flexible structure of demand and height of labor force rate of turnover” in hospitality sector. It is unquestionable that above-mentioned management mentality will acquire a long-term strategic vision for business.

İn recent years, the tourism and hotel sectors had gained an important acceleration by in global sense, with raises in tourism demands and investments. Because of social and economic turmoils in the global world and in the cuntries, although economic fluctuations had been lived in tourism demand from time to time, also considerable raises in tourism demand had eventuated in recent years. But on global and local scale, owing to the fact that the definite destinations of tourism demand had prefered chain hotel brands or group hotel brands, the other destinations and hotel business have been requiring to make for a strategic mentality in organisational meaning in order to can be drew attention by tourism demand and can gain strength in competitive meaning. On the other hand, the chain hotel brands or group hotel brands have nearly been handling their all actions and decisions on a strategical environment so as to can be saved own in hand markets.

Recently the gaining acceleration of tourism and hotel sectors have been indicating that the market was growing up, but the tourism businesses which want to benefit from this growing market evenly was growing up. Notwithstanding, we have been seeing that the surpassing businesses which adopted strategical point of view had taken the gilt this growing market off the ginger; but the other businesses have been benefiting from a cheap country image in international tourism market, so as to continue their existence and can competition with the other rivals.
Altough “a cheap country image” was a strategy for destinations and businesses, it is unquestionable the sustainability of this image and accordingly this will be a temporary solution for the business.

Notwithstanding, when considered the other factors that affected the rivalry behaving with a strategic point of view had gained importance which not regarded tourism product (consisting of touristic goods and services) as a necessity, the placement of tourism product gradually have been increasing, the perceived quality from tourism product was relative, the direction of tourism demand can be changed directly or indirectly, the tourism demand has displayed sensitivity against economic and cultural variables; the tourism and hotel businesses which have been operating at so stiff, changeable and ambiguous environment, with regard to competitiveness and sustainability.

At the point of sustainability and provided of competitive advantage; the strategic point of view, firstly, both has been aiming can effectively be managed the scarce sources, has been foregrounded about available and potential demand by business and have been guiding businesses away showing the right courses at variables and indefinite environmental conditions.

Here it is, at this juncture, in tourism and hotel businesses; alternative strategical moves can be developed and implemented, a strategical consciousness can be popularized with the top management’s support throughout the organisation, constituted a dynamic organisation structure, from the stand point of competitive advantage have been of capital importance. As for that this conscious had still not been come to the light in many tourism businesses, have been providing a crucial advantage for hotel businesses which have got a such strategically-minded.

To pick up on some important studies will be very useful which dealt with strategic management understanding in tourism and hotel sectors. Olsen and Roper, within the context of strategical management researches, had investigated the studies in hospitality industry in 1998 which regarded as strategic planning, competitive advantage, internationalization and strategic implementation. According to Olsen and Roper’s investigation; it has been stated that the studies gradually increasing which dealt with strategical management so as to can understand hospitality industry very well and academically can contribute for business in field of implementation. Furthermore, according to Olsen and Roper; the strategic management literature which has been created with regard to hospitality industry, have been keeping on its development in line with main streams of strategic management.

As for that the study made by Olsen in 2004; between the years of 2002 and 2003, had been examined the studies as regards strategic management in hospitality industry, and the major issues and necessities as regards the field had been tried for determining. Thereby, it had been deduced from these studies that ‘The Strategical Management Mentality’ has been adopted and implemented with making more efforts by sector. Put it differently, it is stated that the confessed theories in studies as regards strategic management application in hospitality industry, some have difficulties in the meaning of application in hospitality businesses.

As for that the study made by Okumuş in 2002; the hospitality researchers have been questioned whether they were contributing or not for accommodation management literature, and have been making some suggestions intended for this situation. According to Okumuş; in studies which dealt with the strategic management in hospitality businesses have been existed some problems as characteristic and quantitional. He had determined major differences and blanks in a hospitality industry, between the main sights which have been putting forward as regards strategic ma-
nagement and the reflected sights of studies which have been dealt with the strategic management. Consequently, Okumuş have been come up against Olsen and Roper’s opinion with regard to in literature studies which have been going forward in direction with main sights of strategic management in hospitality businesses. Okumuş have been emphasizing in respect of these solutions that “the schools which providing hospitality education should join forces with hospitality organisations, the schools which training in field of hospitality should join forces with well-organized vocational schools and build bridges with other disciplines, the hospitality investigators should more submit in conferences and newspapers which dealt with the main sights of strategic management”. Furthermore, he has been emphasizing that the studies in this field, must be take into consideration the other investigator’s studies who have different cultural structure.

2.2. The Mentalities of Strategic Management Application Tools in Hotel Hospitality Businesses

In the study made by Akgemci in 2008, he has been pointing out that the businesses at the result of forward thinking, assessment and with regard to making healthy decision; at modern-day’s fierce and undefinite competition conditions, in order to provide sustainable competitive superiority and determine the most suitable strategies, have been frequently benefiting from strategic management’s tools, technical and approaches.

In the study made by Rigby and Bilodeau in 2013, they have been pointing out that nowadays the businesses were playing further save in respect of growth and realization of new investments and also while they were picking the strategical tools they were evaluating these tools at more strategical dimension. In the study made by Rigby in 2001, he has been pointing out that in order to can be successfully implemented as mentioned the strategic management tools, they should be supported a wide initiative frame at every level of organisation. Furthermore, he has been emphasizing also that they should prefer the tools which supporting the strategic targets of businesses and not led up to time and money wasting. Depending on the results of the investigations made by Özalp, Besler and Oruç in 2012, the managers have been intensely using the strategic management tools in their businesses and they have been adopting these tools depending upon some features for their businesses.

According to Şentürk’s investigation in 2010, the hotel businesses in Antalya have been gradually paying attention to the strategic management and this development have been coming true more quickly in five-star horels, but more slowly in three-star hotels. In his study he has been remarking that while three four anf five-star hotels were picking the strategic management tools, they were taking into consideration whether these tools brought a innovation or not in organisation and adopted or not with organisation culture.

2.3 Strategic Planning Mentality and Hotel Businesses

Strategic planning has been remarking the way between current situation and future situation of establishment. It requires determining the purpose, targets, method or tools of business and reflects point of long-term and future-oriented view.

According to Drucker; strategic planning is based on sistematically feedbacking a dynamical process which by means of adequately information about current and future positions of business making hazardous some hodiernal decisions for business, so as to be implemented decisions taken systematically organizing and measuring results of decisions taken.
Strategic planning has been remarking as one of the five important processes of management by Akgemci in 2008. According to Akgemci; Strategic planning as an output of Strategic Management Mentality, has been composed from some purposes and activities which expected be fulfilled in short-term in its own right. Hence, as a part of strategic management process, strategic planning also has been containing a process in its.

Dinçer has been drawing attention with regard to strategic planning that should be emphasized decisions taken was prudential decisions, at the result of gathering comprehensive and useful informations, defining of business mission, determining and developing of alternative strategies. According to Poister and Streib; in order of most handled strategic planning applications in businesses, are the activities that determine the target and purposes of business, determine of prudential vision of business, revise the mission of business and develop the course of actions.

Strategic Planning has been seeking an answer for four basic question, and these questions are also questions which shaking up strategic planning process. In the first stage has been seeking an answer for he question that “What is the current situation of our business, where is our business?” At the second phase has been seeking an answer for the question that “What are the targets of our business, Where we want to reach?” At third stage has been seeking an answer for the question that “How will we reach to our targets?”. At the last stage has been seeking an answer for the question that “How can we pursue our success level and evaluate?” (by State Planning Organization, in 2006).

The Strategic Planning, both can be increased the communication and participation in business and can be drew together different principles and values, and alongside of “Rational Strategic Decision Making Mechanism” providing accountability, it can be occurred a control mechanism (by Dinçer, in 2009). According to Philips and Mutinho; in order to The Strategic Planning can be turned into effective tool for businesses, have been emphasizing that “should be put forward open targets by business, should be determined clearly the liability limits of persons who will execute strategic planning applications, should be enhanced the sensitivity level of employees for strategic plans, should be made plans involving all level of management, the plans should be adequately brought into force in organisation, at concert pitch should be used from modern analyzing techniques and bring reasonable condition the support of staff planning”.

In essence, Strategic Planning has been underlying of Strategic Management Mentality and It should be evaluated as an indispensable tool so that gaining functionality of Strategic Management Mentality. When examined the historical development of Strategic Management, it will be seen that it was making progress on the ground of Strategic Planning. Solely, Strategic Planning and Strategic Management have not being telling the same meaning, nowadays. Strategic Planning was a critical tool supporting Strategic Management, besides it has been formed an important part of Strategic Management Process. At this point, the hotel businesses within the scope of Strategic Management Process should handle Strategic Planning carefully in order to be sustainable and can be competed with other businesses.

Peters and Buhals made an investigation in 2004 at hotel businesses which belonging to small family corporations in Australia, with regard to making strategic plannings and measuring of success in application. According to Peters and Buhals; the global tourism and hotel market have been largely controlled by this kind of corporations and these corporations have a critical role in competition market. According to the results of their investigation; the hotel businesses which
belonging to small family corporations are very successful in the matter of making strategic plans and execution; furthermore, they have been adopted a mentality focused on growth.

According to Şener; Strategic Planning is a process which divination by analyzing external environment and existing state of business, in parallel with this situation making strategies and execution. Because of the hotel businesses have been operating on a dynamic environment, they should consistently analyzing the external environment and look over their existing state. In this direction, the strategies and also short-range plans consistently should be come under review. As for planning of alternative strategies have a critical significance, from the point of hotel businesses. Because, can be replied spontaneously with serial moves against to rival’s moves, can be ensured steal a march in a fierce competition environment for hotel businesses. For instance; by means of serial moves to be applied for customers, hotel businesses can yield management and can take a lasting customer acquisition opportunity.

On the other hand, according to Kılınç; by the reason of the strategic planning has a quite everlasting preparation and execution process; for the hotel businesses which have been carrying on a rapidly changing dynamical environment; can be serially replied to this changes are not impossible, based upon strategic plannings. For this reason, Kılınç has been emphasized that the understanding of strategic thinking which aforementioned variations will be expeditiously adopted in the organisation should be adopted throughout the organisation, in addition to strategic planning. With this aspect, the strategic planning is a tool which should be evaluated within the context of the strategic management.

RESULT

Owing to the fact that the hospitality businesses have been operating in a difficult climate which has got uttermost variable and indefinite parameters; the hospitality businesses have been making difficult to concentrate upon a solitary strategy in the long-term. A great majority of businesses in Turkey, while were adopting intrinsic growth strategy, the primary purposes in strategic planning have been mostly centring on growth and market matters. The businesses should having more different strategical initiatives and alternatives. For hospitality businesses will be possible prosperousness fortune adopting mixed strategy, instead of following one or two strategies. Sometimes, a strategy also can be the tool and complement of other strategy. For instance; a business which was taking notice of the cost strategy, also following benefit from external sources also, will reach more easy to desired goals. Likewise again, made strategic alliances with major hospitality businesses, also will ensure save in costs, besides its lots of advantage.

Because of the fact that the sources was restricted as regards strategic management in hospitality businesses, the business managers have been restrained as regards strategic management perceptions with existing applications and interested general informations in other sectors. Because of this reason, made studies and investigations as regards the matter, should be encouraged.

REFERENCES


