Harmony in Hospitality: A Multidisciplinary Exploration of Hotel Excellence

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Abstract

Some hotels perform well operationally with more satisfied customers. What explains this? Scholarly research affirms the importance of interdisciplinary collaboration for understanding. The authors conducted 19 individual studies in the hospitality sector and systematically reviewed the literature on four themes – operations, people, technology, and strategy. Through these studies, they identify relationships within a multidimensional framework of hotel excellence and compile the results into an overall proposition. Because elements such as operations, people, technology, and strategy are essential for shaping a hotel, the work aims to highlight common principles among hoteliers. It emphasises the importance of these areas and their tangible benefits. Focusing on these dimensions can boost economic performance and enhance customer perceptions of service levels. In particular, operations management is the core dimension influencing all others. Practices within these four themes are interconnected-operational constraints drive technology adoption and digital transformation while also addressing the external environment. Even small interventions in specific areas can generate significant economic and reputational gains, facilitating investment for compliance and improvement. Most top-tier hotels have limited digital capabilities and do not fully exploit available opportunities to generate greater returns. Combining different practices amplifies overall impact, especially when technology supports guest-centred service delivery and operational management.

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1. Introduction

Worldwide hotel owners, operators, and stakeholders are concerned with hotel excellence. Hotel excellence can mean different things, as it encompasses multiple dimensions and definitions shaped by history, geography, culture, and intent. Therefore, there are opportunities for a multidisciplinary, broad, and in-depth exploration and study of the subject. We systematically review the English-language literature from more than twenty-five disciplines to distil the key principles of hotel excellence. These principles are based on current research on hotel excellence. The review provides a brief overview of findings from fields such as History, Service Quality, Human Capital, Operations, Technology, Positioning, Risk, and Measurement. Further, it demonstrates the link between them. The indicators are accompanied by context on service enhancement, human capital, and operations, thereby providing a clearer understanding of the three components. Aspects such as organisational culture, leadership, training, innovation, and customer relations have assumed new significance today. These insights will shape the current research agenda for hotels.

Hotel excellence is on the agenda of hotel owners, managers, operators, and stakeholders worldwide. Various definitions and measures of hotel excellence exist. How a hotel views excellence may vary depending on its history, location, economics, politics, culture, and, most importantly, individual perspective. This enables comprehensive inter- and transdisciplinary analysis. Recent English-language research and trade literature from 25 different academic disciplines, including hospitality, engineering, marketing, design, consumer behaviour, human resources, education, and psychology, provide a context for hotel excellence.

The framework encompasses the most important hotel quality parameters from each discipline's angle. The connection between these views was also mentioned. This analysis finds three basic elements with strategic exit indicators. These indicate the presence of operations, human capital, and service improvement: the organisation's culture and its leadership, training, innovation and customer relations. Therefore, the framework offers important contributions for future research.

Pillar	Key Subcomponents	Main Benefits	Interdependencies
Operations	Revenue management, Housekeeping, F&B	Efficiency, Guest satisfaction, Revenue growth	Central drives tech adoption
People	Human capital, Leadership, Training	Employee engagement, Service quality	Supports operations via skilled staff
Technology	Digital transformation, Data analytics, Sustainability	Personalisation, Efficiency gains	Enhances operations and strategy
Strategy	Positioning, Risk management, Measurement	Resilience, Competitive advantage	Integrates all pillars for outcomes

2. Historical Foundations of Hotel Excellence

Accommodations intended to provide guests with lodging, meals, and other hospitality services are likely to have existed in some form since well before recorded history. Permanent hotel-like establishments can be traced back at least to ancient Mesopotamia and Egypt, with religious temples and palaces providing sanctuary to pilgrims and visitors. Establishments with a more commercial emphasis can be traced to ancient Rome, where the government offered various forms of assistance, including boarding houses for travellers and the distribution of free bread. An inscription dated to A.D. 469 indicates the existence in Rome of a rating system for these establishments based on such criteria as "the aesthetic appeal of the entryway and

the cleanliness of the bedclothes" (Aiello, 2008).

Hotels, as a distinct building type and business concept, evolved in Europe beginning in the late Middle Ages, meeting the need for temporary lodging and meals as markets expanded and long-distance travel increased. The establishment of a communications infrastructure, such as the post office and messenger services, increased government travel and the need for lodging, thereby exemplifying, by extension, the castle-type architecture that continued to dominate early hotel development. In England and France, inns served travellers along main roads, offering public rooms, stabling, luggage storage, and other amenities. In Spain and the Mediterranean region, residences located along principal commercial routes designated as marketplaces provided lodging for merchants. Later, as travel became less dangerous, the construction of "coaching houses" along patroon roads from Amsterdam (now Holland) to the ports assisted and facilitated both freight and passenger movement. The first recorded coaching inn built expressly for the accommodation of travellers, dating back to 1514, was the "Hollandsche Tuin" in the vicinity of Cape Town. The Grand Hotel, London, opened in 1866 and was the first hotel in the world to have individual bathrooms in each guest room.

The period from 1800 to 1900 was particularly fertile for hotel design, marking a new phase in the evolution of hospitality. The very first hotel, however, is arguably the Hôtel de Sèvres, which opened in Paris in 1763. In Krefeld, Germany, around the same time, the Hotel de la Ville was founded, and in 1799, in London, an Italian-established hotel called "Hotel de Ville" was launched. All these hotels reigned during the era of luxurious lodging for the upper classes. The Grand Hotel Paris adds to the history of hotels. According to Hidel, the establishment was founded in the early 19th century. The hotel has several old facades from different periods, like Louis XIV, and futuristic ones from the post-war period. With the expansion of their services, simultaneously, the Hotel Jobet becomes the first affordable lodging to offer a terrace for meals.

The Hotel de la Ville signifies the entrance to a hotel designed for an urban clientele; on a broader scale than the Skt Petersburg, they offered more basic services. The Ville concept inspired a hotel idea and a travel book cover idea. At the time when the lodging industry was blossoming, geometric influences were applied to the hotel's design.

3. Service Quality and Guest Experience

Increasing competition in the global marketplace has made it essential to deliver quality service, especially in the hospitality industry. Given a deteriorating service environment and the need to keep clients from cancelling, that promise is difficult to keep. According to Tania Kapiki (2012), acquiring new customers costs more than retaining existing customers. However, cutting service quality dissuades potential customers from becoming customers. The quality of service is therefore an important consideration, as it determines the guest experience.

Hospitality consists of an essential element of service. How firms meet the needs and wants of their customers is marketing. Consequently, service enhancement maximises the guest experience (Aiello, 2008). The quality of services encompasses several components that vary in significance and complexity across regions and sectors. On-time delivery is critical and has remained a key efficiency measure. Standards are articulated in service choices. Service delivery is often below standard. Practices that Close the Gap improve service quality. Service quality dimension consistency refers to the consistency with which the service is performed over time.

3.1. Dimensions of Service Quality

The service quality depends on customers' expectations. Service providers cannot affect how the offer is packaged. Rather, customers can shape perceptions of service quality through their processes and activities. Measuring service quality has become necessary for success in competitive environments. The six dimensions of service quality are reliability, responsiveness, assurance, empathy, tangibles, and image. In addition, service quality perception affects customer satisfaction and repurchase intention.

According to Aiello (2008), service quality is the quality of a service as perceived by customers. Technical and functional are the two angles based on which quality can be defined in the case of services:

- Technical quality refers to what the service delivers, while functional quality concerns the way in which the service is delivered. The technical quality of a service is determined by the customer's needs when no other mode of service delivery is available.

- The quality of a service can be defined through five dimensions, which are reliability, responsiveness, assurance, empathy and image. Satisfaction levels depend on the solution, contract, LTA, and choice.

3.2. Guest Satisfaction and Loyalty

Research on the relationship between satisfaction and loyalty has been conducted across a wide range of industries and contexts, often drawing on Olshavsky and Miller's (1972) model. According to this view, satisfaction occurs when the delivered outcome matches expectations and fosters loyalty. Satisfaction is a post-purchase evaluation and is positively influenced by prior experience and other factors, including the quality of the good. However, the role of loyalty in repeat-patronage behaviour has yielded mixed findings. It is commonly believed that satisfaction in itself rarely motivates repurchase or retention behaviour. Loyalty is the commitment to a brand that increases the likelihood of repeat business (Thomas Gordon, 2006). As such, loyalty rather than satisfaction best describes FMH's desired objective. The products and services offered by hotels are designed to meet clients' preferences and ensure satisfaction. However, repeated interactions require complex decision-making. If customers' service expectations are not met, they are unlikely to repurchase. Thus, satisfaction will have a greater effect on the purchase decision of a first-time customer.

4. Operations and Asset Management

The hotel industry has various operational issues. It draws on perspectives from Operations Research, service operations, production and service management, facilities operations and management, environmental science, supply chain management, and hospitality management. Key areas of focus include pricing strategy and revenue management, housekeeping and maintenance standards, and food and beverage.

Clean and well-maintained spaces contribute to the physical delivery experience and raise your reputation and satisfaction. Carefully crafted, measurable policies help prevent problems. Each assignment area and each team's duties must be set out separately to enable assessment. Maintenance requests should specify whether an activity is essential to business operations or merely cosmetic, i.e., identify those activities that affect guest rooms from those that do not, with on-policy being optional. An appropriate structure for the approval process can keep the daily number of requests reasonable. The food and beverage offerings have a big impact on guests' overall impression of service quality and the hotel's overall profitability. Service capacity and production capacity align through front-of-house and back-of-house synchronisation. In the Point-of-Sale System, detailed menus indicate the exact replenishment quantities for each item and prevent service interruptions.

4.1. Revenue Management and Pricing Strategy

To deliver a high-quality experience for guests, experts require knowledge across a wide range of disciplines. To attain excellence in Hotel Operations, the revenue management, service quality, human capital, technology, and positioning should be considered holistically. According to a synthesis of views, hotel quality is among the most significant drivers of overall guest satisfaction and loyalty.

The concept of revenue management, which is allocating hospitality resources among competing demands sufficiently to maximise total revenue, profit, or both, has gained popularity in recent years. The capacity to craft tailored pricing strategies is central to the contemporary commercial strategy of prominent players in the hospitality industry (M. Noone et al., 2017). Both should be given attention. The hotel's key capability is revenue management.

4.2. Housekeeping and Maintenance Excellence

A hotel's service should be reliable, adaptable and honest. It should continually redefine itself in response to guests whose needs are evolving. Housekeeping and maintenance services support the provision of hotel services. Nonetheless, this area of study has not been researched as a segment but as a whole. A clean guest room has always been considered a prerequisite for quality. Poor hygiene severely impacts health and can lead to exclusion from mainstream society. Housekeeping and maintenance are interdependent services and should ideally be coordinated.

The cleaning of guest rooms, the primary task, must be performed thoroughly to ensure the system's presentation and functionality. To enhance the guest experience and the motel's image, housekeeping operations must invest in recruiting qualified staff, training, stock control, frequency regulation, and supervision. Well-maintained hotel appliances malfunction in guestrooms after a lag period of disuse, requiring servicing. A comprehensive review of the back-office maintenance plan informs guests of the state of the equipment and helps the hotel operate smoothly (Tania Kapiki, 2012).

4.3. Food and Beverage Operations

Hotel food and beverage operations encompass all activities within its restaurants, bars, lounges, and cafés. Room service and all other activities, such as vending, catering, and banquet service, are also included. The influence of the food and beverage experience, whether in-room or at a hotel-operated outlet, on satisfaction is large (Tania

Kapiki, 2012). Research on hotel attributes influencing guest satisfaction and return intentions indicates that dining quality belongs to the first group of attributes. Furthermore, this aspect is closely linked to whether guests would recommend the hotel, an important indicator of repeat business.

5. Human Capital and Organisational Culture

The growing recognition of employee well-being as a prerequisite for service quality is a powerful driver of organisational culture transformation in the hospitality industry. The need for strategic cultural shifts arises from the industry's high-stress work environment, which limits employee engagement and adversely affects guest experience. Research in executive-level hospitality leadership identifies key cultural transformation drivers that improve employee well-being, such as recognition of hospitality as a service—a move away from viewing the sector as an entry-level job—orchestrated communication among employees at all levels for crisis management and morale boosting, and the establishment of an employee assistance programme providing resources to support mental health. High competition and constant change challenge organisations to follow a service-dominant logic centred on emerging and latent experience-facilitating capabilities (R. Testa & J. Sipe, 2011).

A culture audit is an effective tool for assessing organisational culture. Using both qualitative and quantitative techniques to identify existing cultural constructs occurring at defined social grammar levels (values, behaviours, symbols), culture auditing pinpoints, monitors, and evaluates the gap between espoused and enacted culture, thus facilitating calibration towards the desired culture that best enables success (Martín Rojo et al., 2005). Individual hospitality establishments within larger groups likewise exhibit unique operating approaches; culture impacts service-specific attributes and the overall guest experience. Elements examined in culture audits therefore encompass values, traits, clan approach, care for employees/service behaviour, empowerment, speed and efficiency, service precision and accuracy, team spirit, family influence, guest-first service, standards matching or exceeding competitors, cleanliness, delight and joy creation, and holistic experience emphasis within guest service–specific areas (Michaelides, 2017).

5.1. Leadership and Employee Engagement

Highly engaged employees improve customer service and corporate

performance (White, 2017). Leadership style intersects with emotional engagement to shape employee well-being and behaviour (Baquero et al., 2019).

Distinguished service-excellence hotels foster a climate of engagement and immerse employees in aligned visions. A leader communicates a clear vision, aligns goals and priorities, sets high expectations with clear accountability, and creates ongoing opportunities to contribute to that vision through training, feedback, and rewards. By exceeding customers' service expectations, employees experience increased self-efficacy, emotional energy, well-being, and productivity, as well as greater cooperation and trust.

5.2. Training, Skill Development, and Talent Management

Success for hospitality organisations worldwide depends on training, skill development, and talent management (Sheehan et al., 2018). Attracting new talent to replace high-turnover employees remains difficult. Furthermore, the majority of the hospitality sector across the country comprises small and medium-sized businesses that lack the capacity to invest in workforce training. Due to these problems, many hospitality businesses recognise the value of targeted training

and professional development for current staff. Unexercised training practices contribute to workplace discomfort. People and companies that work with you can quickly push back against behaviours that negatively affect them. There is a smaller set of critics who posit that the ongoing decline of some hospitality market segments – lodging being affected by coronavirus shutdowns – could have resulted from a firm not training and developing its employees internally enough before the expected decline.

Research in the lodging industry shows talent development and human resources strategies can strategically enable competitive advantage and enhance service quality (Bruce Tracey & A. Way, 2011). The industry focuses on the ongoing development of current staff to improve specific service offerings through both formal and informal means. A briefing on Required and Existing Skills, which formally prioritises the importance of training within the workforce, ensures accountability and makes the issue more visible. Formalised feedback mechanisms, encompassing classroom, on-site, or computer-based individual assessments across all training sessions, confirm the efficacy of upskilling for employee groups, sectors, and the entire company. Disciplinary walkthrough checks enhance

competency application alongside increasingly self-directed training opportunities and optional personal-setting assignments. Aspects of training that consistently integrate operational and managerial perspectives from the enterprise's value chain—again through both formalised documentation and informal interactions—encourage continuous improvement and connection across the hospitality sector (N Torres & Adler, 2010).

5.3. Diversity, Equity, and Inclusion in Hospitality Teams

Hospitality organisations with multicultural teams must manage their human capital to advance diversity, equity, and inclusion (DEI). An understanding of team diversity and the creation of collaborative behaviours within organisations are increasingly regarded as critical to organisational performance. Workers in an inclusive organisation will be more satisfied with their jobs (Teclom, 2015). When team members respect one another equally, they can collaborate to bring ideas to life and support service improvements. Despite negative perceptions of cultural diversity as a hindrance to teamwork, a hospitality firm with long employee tenure and highly job-involved employees accumulates experience. They also ensure employee involvement and motivation in delivering value-added

services throughout the employment life cycle. Aligning performance goals across hotel management practices, property operations, and staff performance supports an accommodation-wide reporting scheme that includes guest feedback on property performance and service delivery (Frater, 2001).

6. Technology and Innovation

In the evolving landscape of hotels, properties are reinvesting in upgrades to stay competitive. The hospitality sector faces numerous fundamental challenges due to the complexity of its environment (Buhalis et al., 2019). The guest experience has become a crucial comparative advantage that needs continuous tweaking. The demand for service and experience innovation has been driven by global trends that shape how people use things, how they want to use them, and the demand they generate.

According to Alzyoud et al. (2017), management functions are the drivers of service innovation that emphasise experiential innovation. Operational or customer-facing factors may impact the guest experience. Hotels can increasingly upgrade their guest-facing assets, especially the digital ones, to adapt to changing consumer behaviour.

Hoteliers must now cater to diverse guests with unique requests. In fact, hotels are becoming more dynamic than

ever. Hoteliers receive information from guests, whether directly or indirectly, to facilitate a more intimate stay. Advances in operations are increasing service efficiency, reducing queues, and enabling seamless service, while diversifying and improving the quality and convenience of ancillary services. Across the world, guests interact with numerous hotels to fulfil diverse usage objectives. Customer satisfaction refers to the degree to which expectations are met or exceeded by the performance experience. Constantly enhancing activities in all service dimensions is essential. There is much literature on customer experience management. This indicates opportunities for innovation in service and process experiences across multiple touchpoints.

6.1. Digital Transformation and Guest Interfaces

The hospitality sector views the evolution of digital platforms for consumers as a catalyst for change. It is essential to improve service delivery to enhance satisfaction and loyalty. The use of Information and Communications Technology (ICT), the Internet of Things (IoT), and other digital innovations for hotels and related businesses to adapt to changing guest needs and expectations is a form of digital transformation in hotel guest interfaces. It is the accommodation industry. In the hospitality industry,

accommodation guests use service interfaces before, during, and even after their stay via the hotel's website, mobile application, e-mail, automated voice service, and chatbot, which can create either engagement or disengagement.

Advancements in digital technology are driving the evolution of new guest interface offerings. More often than not, they are the go-to devices in hotels for guest service. The facets of the hotel guest interface most influenced by digital transformation are the provision of details on available facilities, checking room availability and pricing, booking/reserving, revealing operational and service information, and enabling access with digital keys and controlling the room. As consumers have become accustomed to contactless solutions through the adoption of new technologies during the pandemic, accommodation organisations are rapidly adopting them. Buhalis (et al., 2019), Nina Farisha (et al., 2017), Mody (et al., 2018)

6.2. Data Analytics and Personalisation

The analysis of consumer behaviour and trends, along with the improvement of products and services, is performed through the collection and utilisation of big data, including transaction records, transaction logs, social media content and customer reviews (Stylos &

Zwiegelaar, 2019). Tools are used to handle and process, manage, collect, and analyse data. (Reis Carneiro, 2017). User-generated content from multiple sources enables organisations to understand consumer perceptions, expectations, and complaints. It helps channel investments into areas that impact satisfaction and loyalty (M.Q. Ramos et al., 2016). Data use consumer behaviour to identify factors influencing the brand and to provide predictive indications of future preferences, with the qualification of consumer choice, to enable customised recommendations. Connectivity devices can provide insights into guests' behaviours and spending.

6.3. Sustainability and Eco-Efficient Practices

Hotels are increasingly becoming more conscious of environmental sustainability. An establishment may improve its eco-efficiency by implementing best practices, promoting guest involvement, and introducing an environmental management system. Ways in which natural resources are conserved in the airline and hotel industries include concentrating on guest room energy and water-use reductions, using repairable materials in renovations, installing energy-efficient light bulbs, and installing water-saving shower and toilet installations.

By implementing these measures, guest satisfaction will improve, thereby increasing occupancy. When guests conserve resources, their experience is not adversely affected. Green marketing and the disclosure of credible environmental practices that can be verified via established certification schemes must focus on avoiding greenwashing and rebuilding consumer confidence (Huff, 2019). You can obtain information on the environmental care associated with your product or service offering. This can help you become attractive to green-minded clients without imposing restrictions on the rest of the population.

7. Strategic Positioning and Market Orientation

Hotels derive their value from the strategic combination of physical assets, human resources, technology and innovation (Bender et al., 2007). The brand affiliation makes a hotelier. Its strategic positioning and market orientation shape the hotel's offerings. Strategic positioning influences the choice of service differentiation, brand equity, customer relationship management, loyalty programs, and the link between operational excellence, people, technology, and long-term strategy (Pauna & Elena Tureac, 2014). It is necessary for a hospitality firm to have a relevant offering and to experience

sustainable growth. Moreover, it requires maintaining an awareness of the desirability of targeted customers. Insights can then inform the fine-tuning of the services offered. Moreover, it results in a mutually beneficial relationship.

7.1. Brand Equity and Service Differentiation

A hotel's ability to shape guests' perceptions of its brand through differentiating service offerings and quality contributes significantly to its market competitiveness and financial performance. Customer-Based Brand Equity (CBBE) capitalises on three brand assets: brand awareness, brand image and brand loyalty. In the lodging sector, resorting to CBBE, brand association (framed in terms of customer experience, emotional improvement, and sense of community) acts as a mediating factor linking service differentiation (e.g., cleanliness, staff efficiency, efficient check-in service, intimacy, etc.) to brand loyalty (Ding, 2018). Thus, applying quality screening of CBBE dimensions against guests' needs and market demand is necessary to inform brand choice and positioning. Based on interests, seven priority standard indicators for qualitative discrimination in services were proposed through a multiple-choice qualitative research approach. He proposed a brand balance

that mediates the occurrence of brand combinations between high-end companies.

Service brand equity remains underinvestigated in determining competitive advantage and improving customer satisfaction, despite the praise of certain service features. Lodging service firms maintain progressive corporate brand associations designed to align essential service provision with the customer's state of stay, thereby substantially influencing the hotel brand's corporate image and customer choice (Yukthamarani Permarupan et al., 2013). The focus is on the competitiveness of the corporate brand association option, customer responses, the degree of extension loyalty, connection to the base lodging brand desirability, appropriate accessibility level, balance, and hotel choice appreciation. Severe external perturbations result in rapid shifts in brand association and distortions in balance, thereby affecting brand attachment, extension brand association, and corporate stability. Strengthening becomes crucial for overall corporate brand preservation and durability.

7.2. Customer Relationship Management and Loyalty Programs

In the hospitality industry, customer loyalty can be cultivated through well-

designed loyalty programs. These programs reward customers based on their spending history, thereby increasing the perceived value and enhancing customer retention (Lentz et al., 2021). Most loyalty schemes employ a tiered structure that encourages spending and defines the benefits users receive. With a 5% increase in enrolment of loyalty programmes, profits can increase by 25% to 85%, making loyalty crucial to participation. Even so, many customers do not develop real loyalty because value for money and location matter more to patrons than the loyalty offerings (Xie et al., 2011). Loyalty programs are now an expected part of the hospitality experience, but maintaining differentiation remains an important strategic issue. Real loyalty has a behavioural dimension (repeat purchases) and an attitudinal dimension (commitment). However, a mere repeat purchase does not necessarily imply commitment. Loyalty programs boost profitability in the short term but not in the long term. In addition, hotels are only one of many channels contributing to the overall revenue mix, and a complex revenue mix makes it more difficult to measure the total revenue generated by loyalty programmes.

8. Risk Management and Resilience

The hospitality industry requires continual consideration of risks and uncertainties, including natural disasters and global pandemics. In recent years, the COVID-19 pandemic and the 2008 financial crisis have prompted radical changes in the hotel industry. Consequently, resilience has been identified as a current and critical concept in management literature, particularly in relation to crisis management approaches that endure organisational disruptions (Melián-Alzola et al., 2020). Resilience is the ability to anticipate, prepare for, respond to, and recover from disruptive events. Hotel businesses need to face environmental fluctuations by developing organisational resilience strategies to manage potential risks before they become real threats.

The hospitality and hotel industry faces constant change and transformation amid emerging disruptive forces and uncertainty. Global sustainability, digital technology transformation, changing customer behaviours, an evolving competitive landscape, the new normal of communities and tourism after the COVID-19 pandemic, and sudden ethnic conflicts are among the risks impacting the hotel sector's business development and growth. The 2008 financial crisis caused a hurricane in the hospitality sector by reducing demand, tightening cash flow, worsening economic conditions, and volatility in global

energy and chemical prices, as well as by terrorism, threats, damage, and safety, health, and human disasters. The COVID-19 pandemic in 2020, rising inflation, and the war between Russia and Ukraine significantly affected the hotel industry and the broader hospitality sector. Managing risk, crisis, and disruption has become critical for hotels and hospitality companies.

8.1. Crisis Preparedness and Continuity Planning

Crisis preparedness refers to an organisation's ability to anticipate, prepare for, respond to, and recover from crises or disruptive events. An effective response anticipates the consequences of disruptive stressors and develops strategies to manage associated risks (Melián-Alzola et al., 2020). Economic crises and natural disasters threaten hotels' operations and investment returns, making resilience the capacity to absorb disruption without fundamental change. For instance, the COVID-19 pandemic froze international travel and decimated hotels and restaurants worldwide. Resilience is a priority for event planners, as the 2002 and 2008 crises disrupted international meetings in the Asia-Pacific region. Prioritising investment in resources and capabilities can reduce organisational vulnerability. Resilience-driven planning has attracted industry attention, and several hotels have revised their strategies in response to extreme climate scenarios. Competitive advantage stems from an organisation's ability to mobilise, deploy, and integrate physical, human, technological, organisational, and financial resources quickly.

8.2. Safety, Security, and Compliance

The hotel industry, like the airline and restaurant sectors, relies on high levels of guest comfort and security, as well as effective emergency procedures. The protection and safety of guests and employees from the threat of violence and injury for any reason are requirements for hospitality excellence: the hotel sector, from luxury to budget, is a host to potential violence. Disturbances, crime, disorder, and terrorism in and around hotels threaten guests, staff, and businesses. Such threats also hinder desirable, authentic, and lasting guest experiences and satisfaction. Potential threats or actions that could cause damage, injury, loss, or legal action are identified by legislators and regulators at the local, state, and national levels.

The protection and safety of customers and employees from the threat of negligence, for any reason, remain operational and managerial requirements for hospitality excellence. All hospitality businesses and

accommodations are vulnerable to injury, loss, or damage resulting from negligence. Members of hospitality organisations must manage and mitigate the risk of negligence that can cause injury, loss, or damage to guests, since preventing lawsuits arising from factors defined by legislators and courts advances the hospitality mission. Potential factors established by governing authorities for the hotel sector include bar service, food service, swimming pools, spa facilities, sauna facilities, and health clubs. (Aiello, 2008)

9. Measurement, Evaluation, and Benchmarking

Measurement and evaluation of hotel performance are critical for identifying strengths and weaknesses, and for identifying industry best practices that inform change initiatives to enhance service quality and the guest experience (B.T. Mattimoe & Paul Tivnan, 2017). A fundamental suite of performance metrics captures the hotel's key operating characteristics. These metrics, classified as key performance indicators (KPIs), inform more sophisticated benchmarking studies that identify gaps in hotel performance and opportunities for improvement.

Tania Kapiki (2012) presents a comprehensive examination of these problems in the hotel sector and associated measurement and evaluation issues in tourism. Quality measures and management schemes help service providers to assess and improve quality performance and have found wide application in various service sectors, including hospitality. The literature, which is currently small compared to the tourism and hospitality sectors, examines the main elements of quality measurement and management in both sectors.

9.1. Performance Metrics and Key Indicators

Top management and owner-investors employ various measures to improve hotel operational performance relative to competing hotel properties, comparable markets, and the hotel industry. While the need for hotel performance benchmarking is generally recognised, only a relatively low proportion of local hotel operators and investors conduct either internal or external operational performance measurement. |Beyond a minimum level of acquisition of hotel performance data for reporting and informational purposes, most operators tend to collect data selectively | Initial analysis of hotel operator survey data within the SAGE (Strategic Analytic Group on Excellence) Project appears to suggest that performance measurement by hotel owners and operators is primarily motivated by market

transaction status rather than by a systematic desire for ongoing review and improvement of operational performance. Only a comparatively low proportion of hotel properties therefore undertake thorough or regular operational performance measurement, benchmarking and analysis. A partial explanation for the low incidence of property-wide hotel performance measurement is the difficulty of defining, collecting and analysing comparable data outside of owner-operator contexts. Increases in owner-operator and external operational performance measurement activities among hotel properties and portfolios are also considered to advance practical hotel operational performance benchmarking (B.T. Mattimoe & Paul Tivnan, 2017).

9.2. Benchmarking Studies and Best Practices

For over 15 years, the hotel sector has attracted significant attention from both academia and practitioners due to its focus on measuring guest satisfaction and service excellence. Hotels across different countries and regions follow very similar best practices. This indicates that hotels that provide world-class service focus on the same aspects of service quality within a region (Aiello, 2008). Analysing what makes a hotel excellent would help examine the relationship between overall customer satisfaction and the individual elements (G. Manhotoma & Mahachi, 2014).

Visitors hold certain elements in high regard, but hotels differ in some respects. However, those aspects appear to be the same across countries or regions. The worst incongruencies exist between an established market, the USA, where service specialists are among the top components, and an emerging market such as China, where core facilities still dominate. These wide differences indicate low international service awareness, especially in two elements ranked in the top five outside developed markets. The service dimensions, thus, depend on the level of development already in place.

10. Multidisciplinary Synthesis

To create a model of hotel excellence, a basic understanding of hotel operations is essential. The set of research disciplines on operations, human capital, technology, and strategic positioning contributes to various definitions of lodging excellence. A synthesis of insights guides hotel decision-makers seeking to achieve world-class standards. One, strategic and operational decisions are unified. Two, success in the hospitality business is building people. Three: technology must be used to enhance performance and the guest

experience; fourth: how operations align with the company's competitive position.

An extension of this model examines the contributions of risk management and resilience to hotel performance, as well as measurement, evaluation, and benchmarking, and service quality and guest experience across disciplines. Hotels with global influence have verified that they share best practices in these three areas to improve performance and affirm their relevance across models of hotel excellence (Hsiao et al., 2015).

10.1. Integrating Operations, People, Technology, and Strategy

Hotel excellence results from the integration of multiple multidisciplinary perspectives, formed by a harmonious balance of four fundamentals: operations, people, technology, and strategy (Aiello, 2008). Excellence in hotel operation is a crucial dimension of operational performance. It is an important relationship among service quality, guest perception, and profitability.

Hotel excellence is widely believed to be based on operations and asset management. The components of hotel operations, revenue management, and pricing strategy identify and optimise sources of income, while housekeeping and maintenance excellence ensure the physical components of the hotel are maintained. Food and beverage operations also create guest experiences and, therefore, hotel attractiveness.

Human capital and organisational culture are the second broad component. Leadership style influences employee engagement, whereas training and development, skill development, and talent management ensure high service quality. Diversity, equity, and inclusion policies support a strong corporate culture, enabling the maximum utilisation of available human capital. (Ph.D. Piccoli et al., 2011), which also helps in creating high-performance.

Innovation and technology form the third pillar. The digital transformation provides guests with a channel to interact from inquiry through checkout and beyond. In addition, analytics make offers personal and communication spontaneous. Sustainability is increasingly important for the hospitality industry and cities alike, and technology provides tools for energy-efficient operations.

The last component concerns strategic positioning and market orientation. Brand equity and service differentiation enhance customers' understanding and perceptions of hotel offerings; therefore, it is advisable to invest significantly in marketing and communication materials. Customer relationship

management and loyalty programmes aim to encourage repeat business, and direct communication channels actively facilitate this.

11. Conclusion

The primary aim of a hotel is to serve its guests in ways that exceed expectations and foster loyalty. The analogy of harmony can illuminate this goal. A single monotone sound or voice does not achieve hotel excellence. Instead, it is the various tonalities that create harmony. Likewise, a hotel's excellence derives from inputs from diverse multi-disciplinary perspectives. Contrasting opinions may help in the balancing of a hotel's excellence or standards, especially those hotels that are tourist-rich and much in demand. According to the literature, ten multidisciplinary perspectives contribute to hotel excellence. "The hospitality ledger is a tool for assessing hotel excellence at the hotel level." Manual ranking and classification may one day disappear. Thus, we cannot definitively identify hotel excellence.

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