

Research on Service Improvement and Quality Management System—Taking Hilton Hotels Group as an Example

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Abstract: This study analyzes the service improvement and quality management system of Hilton hotel chain, how it helps Hilton gain a competitive advantage in the global hotel industry be shown. Implementation strategy of quality management system and customer preferences be analyzed, areas for improvement in responsiveness and empathy is determined. In terms of research models, this study used the SERVQUAL model, customers' perception of Hilton's service quality is based on five dimensions: tangibility, reliability, responsiveness, assurance, and empathy are analysed. At the same time, Hilton has some shortcomings, reflected in three aspects: responsiveness, safety and empathy. Responsiveness and empathy are areas where improvement can be focused. Through customer pain points be actively resolved and continuously improve its quality management system, Hilton's position in the global market be consolidated, and maintained its leadership in the global hotel industry. The findings highlight the critical role of implementing a well-implemented quality management system in achieving and maintaining competitive advantage in the highly competitive hotel industry.

1. Introduction

In recent years, profound global changes experienced in the hotel industry, quality management systems are becoming an important differentiating factor in developing sustainable competitive advantages. Hilton Hotels Corporation is a prime example of this trend. Hilton was founded by Conrad Hilton in Cisco, Texas in 1919 [1]. The differentiated brand strategy has been successfully implemented by the group, which has covered multiple market segments since its establishment, and has developed from a single hotel to a multinational enterprise with a global reputation.

Not only is Hilton providing a comfortable accommodation experience, but its excellent customer service, dining experience, conference rooms, event planning and health facilities are also well-known in the industry. Service quality has gradually become a key factor in gaining competitive advantage in today's fiercely competitive global hotel market. As Bilgihan [2] said, by meeting the ever-increasing expectations of customers and providing opportunities to enhance customer service, hotel companies can gain significant competitive advantages. The reason why

Hilton Hotels Corporation has taken the lead in the international hotel industry is closely related to its efforts in sustainable development and its efforts to improve customer experience.

Hilton Hotel's service dimensions were used as the basis for this study, the SERVQUAL model was used to conduct correlation analysis. The following sections will discuss the following aspects: First, the motivation for Hilton to implement a quality management system is discussed; second, its current service status is evaluated; finally, corresponding improvement suggestions are put forward.

2. Quality Management System Implementation Strategy and Dynamics Analysis

Systematic quality management measures are implemented, efficient operations management can be achieved by enterprises, as a result, operational efficiency is optimized and market competitiveness is enhanced. As Priede [3] said, the quality management system is considered to be one of the important tools for enterprises to improve their competitiveness. A series of systematic processes, procedures and documents are developed by the organization to improve and manage the quality of products and services, this is called a quality management system. This system ensures that customer needs can be met by the company's products and services, and follow the requirements of relevant industry specifications.

Taking Hilton Hotels Group as an example, its quality management system is implemented mainly in four key aspects. First, by establishing standardized service processes, Hilton Hotels Group has formulated a series of standardized operating manuals and procedures in various links such as reservations, check-in, room service, catering and check-out[4]. The group's hotels around the world follow this standardized service process, which covers service, cleaning and food safety. It not only ensures the consistency of service quality of each hotel, but also enables all guests in different locations to enjoy the same high standard of service experience. Secondly, Hilton Hotels Group has established a complete customer feedback mechanism, actively encouraging guests to give feedback during their stay and after check-out. These feedbacks are used to analyze and identify potential opportunities for improvement in order to continuously improve service quality and customer experience. Hilton Hotels Group collects guest opinions through various channels such as customer satisfaction surveys and online reviews in order to promptly identify problems and implement effective improvement measures. Third, Hilton Hotels Group attaches great importance to employee training and development, formulates systematic training plans, and combines them with career development programs to comprehensively improve employees' service skills, professional knowledge, and awareness of quality to ensure that employees can provide high-level services in accordance with established quality standards in various situations. In addition, Hilton also encourages employees to participate in continuous learning and professional training, and further stimulates employees' pursuit of self-development by providing educational funding and promotion channels. This series of measures effectively enhances employees' sense of belonging and loyalty, which directly affects customer experience and service quality. Finally, Hilton Group regularly conducts internal audits and assessments to ensure that the implementation of various quality standards meets the predetermined goals[5]. In addition, Hilton Hotels also regularly maintains and updates hotel facilities and equipment, ensuring that a comfortable and safe accommodation environment is provided to customers.

Hilton Hotels Group's motivation for implementing a quality management system is reflected in the following four aspects. First of all, Hilton Hotels Group is committed to providing customers with an excellent stay experience and has implemented a quality management system that is completely different from other hotels. Hilton's quality management system not only focuses on customers' accommodation needs, but also focuses on improving customers' overall satisfaction. Through these two measures, Hilton has a loyal customer base in the fierce market competition.

Through a deep understanding of customer needs, Hilton has effectively improved customer return rate and brand recognition in practice. Second, quality management systems are considered to contribute to the consistent provision of high levels of service in the competitive hotel industry [6], attracting and retaining guests through excellent services. Hilton implements standardized and institutionalized service processes to ensure that every customer can experience a consistent and high-quality service level, which can not only attract new customers, but also effectively retain existing customers and enhance its competitiveness in the hotel industry. Third, the standardized processes provided by the quality management system play a vital role in operations. Hilton Hotels Group strives to reduce inefficient links in operations by practicing the quality management system, significantly improves employee work efficiency, and thus achieves effective cost control. Through these measures, Hilton can maintain reasonable operating costs while meeting customer needs, thereby maximizing profits. Finally, Hilton improves its employees' service skills through regular training, that aim to build an efficient and consistent service team. By doing this, Hilton not only boosts the professionalism and service awareness of its staff but also raises the overall level of service it offers. Hilton's service team effectively uses the skills learned in training during real work situations with the experience gained from practice and review, allowing them to provide more detailed services to customers.

In summary, Hilton Hotels Group has enhanced its operational efficiency and market competitiveness ,implementing a well-structured quality management system. Hilton have established standard service processes to ensure that hotels worldwide offer a consistent, high-quality experience. Additionally, Hilton might set up a thorough customer feedback system and a regular training program for employees to keep improving service quality. Moreover, Hilton conducts regular audits and maintenance to ensure it meets its internal quality standards. These actions not only boost customer satisfaction and loyalty but also build a strong foundation for Hilton's long-term growth.

3. Analyze Customer Preferences

Hilton Hotels Group's service quality was evaluated in this study, the SERVQUAL model was applied. Tangibles, reliability, responsiveness, assurance, and empathy are the five dimensions that influence customer perception of service quality defined by the model [7]. Hilton's performance in these five service dimensions were systematically evaluated in this study.

In terms of customer preference, Hilton Hotels has a reputation for exquisite hotel design in terms of tangibility[8]. The hotel lobby, guest rooms and dining areas are all designed and decorated to high standards. In addition, Hilton Hotels Group provides modern meeting rooms, gyms, swimming pools and other ancillary facilities to enhance the comfort and pleasure of customers. At the same time, employees at Hilton should be dressed in professional uniforms to further reinforce the overall image of the hotel as a prestigious and high-quality brand[9]. In the dimension of reliability, standardized service processes must be implemented to ensure that customers experience consistent high-quality service across all hotels. Such high standards of service are expected to effectively enhance customer trust in Hilton, guaranteeing a satisfactory experience regardless of location. Furthermore, the reservation system, which has been improved through multiple practices, is to be utilized to significantly increase the accuracy of bookings and to minimize potential errors that customers might encounter when reserving rooms and related services. By keeping high standards for its physical assets, Hilton ensures that guests have a luxurious and well-managed stay, which helps increase customer satisfaction.

On the other hand, it is important to look at customer dissatisfaction from several angles, including responsiveness, assurance, and empathy. Regarding responsiveness, Hilton must address

slow service speeds, as this can lead to unhappy customers, especially during busy times when they may face long waits or unanswered requests. If problems occur during a guest's stay, such as room issues or cleanliness not being up to standard, customers might feel disappointed with Hilton's responsiveness. In terms of assurance, Hilton needs to clearly explain relevant policies and facility details during the booking process to build customer trust in what the hotel promises. Additionally, if unpleasant incidents, such as lost items, are encountered during the stay, this is expected to significantly undermine customers' confidence in the hotel's safety assurances. Regarding the dimension of empathy, a lack of understanding by Hilton staff toward customer needs and emotions during service interactions must be mitigated; otherwise, customers may feel neglected, which will adversely impact their overall experience and satisfaction[10]. Moreover, insufficient personalized service must be improved, as failing to meet customers' expectations for personalized experiences may result in disappointment and dissatisfaction. In terms of pricing, some customers are dissatisfied with Hilton's prices, especially in cities with fierce competition. According to the results of relevant questionnaires, Hilton's prices are sometimes higher than those of star-rated hotels that provide similar services. At the same time, Hilton's Wi-Fi problems were pointed out. Complaints about slow Wi-Fi speeds often appear on hotel-related review apps. Nowadays, especially in hotels, customers have a growing demand for high-speed Internet, and if the speed is too slow, it will reduce the guest experience.

In summary, Hilton Hotel Group assesses its service quality using the SERVQUAL model, which looks at five key areas: tangibility, reliability, responsiveness, security, and empathy. Hilton has attracted customers with its beautiful design and high-quality facilities, and its employees' professional appearance adds to the brand's upscale image. However, there are concerns about customer dissatisfaction in areas like responsiveness, security, and empathy. Slow service, delays in solving problems, and a lack of attention to customers' emotional needs can lower satisfaction levels. Additionally, unclear information during the booking process and insufficient personalized service can diminish customers' trust and expectations of Hilton. Overall, while Hilton has made progress in improving service quality, it still needs to enhance its responsiveness and customer care to boost satisfaction and loyalty.

4. Improve Responsiveness and Empathy Suggestions

For the service quality of Hilton Hotels Group to be promoted, responsiveness and empathy can be systematically improved [11].

Regarding the enhancement of responsiveness, three specific aspects must be addressed. First, regular training should be conducted for Hilton employees to strengthen their responsiveness and problem-solving skills[12], ensuring that they can quickly meet customer needs during peak periods and emergencies. Second, internal service processes must be optimized, and efficient information systems should be implemented to accelerate service responsiveness, thereby ensuring that customer inquiries and requests are handled promptly[13]. Finally, a rapid response mechanism for customer issues and requests should be established; for example, a dedicated rapid response team must be created, and clear response time standards should be set to improve customer satisfaction.

In terms of enhancing service empathy, three key areas must be identified for improvement at Hilton. First, customer data analysis can be used by Hilton to gain in-depth insights into customer preferences and needs, and implement personalized service strategies to enhance customer experience. Second, the importance of empathy should be reinforced in employee training, role swapping and other methods can be adopted, used to cultivate employees' understanding and respect for customers' emotional needs, thereby improving the attentiveness of the service. Finally, customer satisfaction survey can be developed by Hilton, and establish a real-time feedback

mechanism, timely grasp the changes in customer needs, and quickly adjust service strategies to meet these needs.

To improve the service quality of Hilton Hotel Group, the focus should be on bettering responsiveness and empathy. First, in responsiveness, Hilton can speed up service and make it more efficient by training employees regularly, improving internal processes, and setting up a quick response system. Second, to enhance empathy, Hilton should analyze customer data to provide personalized services, prioritize empathy training, and carry out regular customer satisfaction surveys to understand changing customer needs. By taking these steps, Hilton can effectively improve service quality and customer satisfaction.

5. Conclusion

Hilton Hotels Group quality management system implementation analyzed by this study, not only the group's competitive advantage in the industry is clearly, areas for improvement were also identified. Promoted by Hilton Hotels Corporation through responsiveness and service empathy, the quality management system is continuously improved, customer pain points are actively addressed, its competitive position in the global hotel market has been further consolidated, thereby maintaining and enhancing its market leadership.

This article provides a detailed analysis of how Hilton Hotel Group implements its quality management system. This analysis not only highlights Hilton's competitive edge in the industry but also points out areas that need improvement. In a fast-changing market, improving responsiveness and service empathy has become a key strategy for Hilton. By focusing on these areas, Hilton has been able to continually enhance its quality management system, which helps address customer issues and needs more effectively. Improving responsiveness allows Hilton to respond to customer requests and feedback more quickly that reduces wait times and increases customer satisfaction. Focusing on service empathy helps employees understand and respect customers' emotional needs, making the service feel more personal and caring. With these two improvements, Hilton might enhance the customer experience and increase loyalty. As a result, Hilton's competitive position in the global hotel market has become even stronger. Using a well-organized quality management system and adapting to market changes, Hilton can maintain its leadership and continue to increase its brand value and influence in the industry. Overall, Hilton's approach to implementing and improving its quality management system shows its strong commitment to customer needs and provides a strong foundation for future growth.

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