Implementation of Service Differentiation to Achieve Competitive Advantage. Case: Nevsky Hotel Grand.

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Julkaisun pysyvä osoite on

Tiivistelmä
The main purpose of the thesis was to find out which hotel services could bring competitive advantage to the Nevsky Hotel Grand and differentiate the hotel from the competitors. What could be improved in the services of the hotel or which kind of services could be created in the hotel in order to attract more customers and be competitive on the market.

The theoretical framework of the thesis was based on the data gathered from various sources of information in printed and electronic form such as theoretical books, electronic publications, hotels’ and other companies’ websites. In order to achieve aims of the research, desk study was used as an approach to carry out the research. Desk study comprised an analysis of the hotel's competitors and their services. In addition to competitor analysis, social media analysis was carried out. Customers' feedbacks, opinions and posts about the hotel and its services on different social media websites were analyzed.

Results of the research show possible solutions for changes or improvements which can be made concerning the hotel services. Several suggestions for improvement were made concerning the breakfast - one of the biggest advantages of the hotel. Breakfast menu has to be changed and not repeated daily. Dishes have to be replaced on time during the breakfast. At the same time service of the staff has to be more efficient.
Hotel operators need to understand how technology changes the ‘rules of the game’ and identify alternative strategies for gaining competitive advantage. In reality strategic implementation is either ‘service-led’ or ‘IT-led’. In order to achieve this core strategic goal, firms devised and manage the reservations process, the means by which potential demand is turned into actual demand. 4 Leveraging IT for strategic advantage

<table>
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<tr>
<th>Level of implementation</th>
<th>Extended Network Era Content networked enterprise Era</th>
<th>IT led implementation Integrated Ideal enterprise implementation PC Centric Automated workgroup Era</th>
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<td>Empowered Service led implementation individual DP Era</td>
<td>Level of sophistication Data Information Knowledge.</td>
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Recommendations for improvement of the restaurant were made as well. Dinner in traditional Russian style can be offered to the guests of the hotel. Several very significant services like baby cot, public computer, drinking water in coolers on each floor have to be mentioned on the hotel’s website. Based on the research, these services are of great importance for the hotel guests and could be used to achieve service differentiation. According to the research findings, room services also have to be improved. Nevsky Hotel Grand has to invest in mini-refrigerators. Bathrobes and slippers should be provided in all rooms. Based on the research, diversified payment methods, lift, security services and luggage room are advantages of the hotel. Nevsky Hotel Grand has to focus on them in order to be differentiated. Suggestions about new services which could bring competitive advantage to the hotel were made as well. They included the following services: audio guide about Saint-Petersburg, guest umbrellas, ATM. The results of the study could be used for further successful development of the hotel services.

Kokoelmat
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