



# The Virginia Carlton-Hunter Morgan

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The Ritz-Carlton®

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For the first time The Ritz Carlton is opening a Hotel that is integrated on a multi-use facility. I am suffering pressures from Millennium Partners to reexamine “the Seven Day Countdown opening process”.

Taking into account the future relationship with Millennium partners and the Ritz-Carlton brand, what should be my decision?

## Ritz Carlton History

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## Millennium Partners

- New York based real estate development group;
- Target group: wealthy individuals looking for 2nd or 3rd homes;
- Why a partnership with a hotel company? To create a base for their luxury apartments.

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## Business Model

- 1. Millenium Partners own the hotels;
- 2. The Ritz-Carlton manages properties.

### Guest

Customer groups:

- (1) Independent travelers - help with profitability;
- (2) Meeting event planners - pay the mortgage.

Product Type: perishable product  
"an apple left unsold today can be sold tomorrow,  
but a room night lost today is lost forever"

### Management Contract

Strong supply of management  
companies + decline in hotel demand



Owners gain leverage on the negotiation of  
management contracts

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## Quality at the Ritz-Carlton Hotel

- Human Resources is the dominant function in the company
- Existence of a structure to evaluate quality of services:
- Total Quality Management (TQM) philosophy



### Service Quality Indicators:

- anticipation of guest needs
- warm welcome
- hotel cleanliness
- housekeeping
- problem resolution

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# Human Resources at The Ritz-Carlton

"Employees are the distinguish hallmark of the organization":

- Annual employee turnover=20% compared with the Hotel Industry average=100% - focus on purposeful work;
- Opportunities for career advancement;
- Extensive formal and informal training offered by The Ritz-Carlton;
- Cross-training is encouraged;
- Employees are encouraged not to hide mistakes;
- Employees monitor their own performance;
- Awards at the department level and hotel level, example: "Five-Star Team".

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# The Ritz-Carlton Hotel Opening Process

Focus on the development of:

1. The site itself;
2. The structure of the human resources procedures needed to get the hotel up and running.

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### The Property

Washington DC Ritz Hotel

- Proximity to several sites of interest (capital hill, White House, embassy row);
- Status as a global destination;
- Potential strong clientele (foreign diplomats and local residents).

### Market Customization

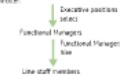
Major management axiom: Adapt each hotel locally in order to meet local demands.



### Staffing the new Hotel

Property owners acquire the Ritz Carlton nomination for executive positions.

General Manager, Director of Marketing and Control:



When the hotel is already operating, the selection process is repeated. Ritz-Carlton select leaders from a pool of candidates.

### Personnel Recruitment Process

1. Headline Promotional Strategy
2. Recruitment Strategy
3. Recruitment Strategy

### RC job fair

The Ritz-Carlton job fair is held annually in the main atrium of the hotel. It is a place where potential employees can meet with the hotel's management.

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Goal: general representation of the service provided by the Ritz-Carlton hotel.

2. Unfamiliar representatives should be fully qualified with relevant skills to recruit.

3. 2000 people took part through various projects.

4. 1,700 had already completed applications before the event.

5. 1,700 had already completed applications before the event.

6. 1,700 had already completed applications before the event.

7. 1,700 had already completed applications before the event.

8. 1,700 had already completed applications before the event.

9. 1,700 had already completed applications before the event.

10. 1,700 had already completed applications before the event.