

Vancity: Doing Good, Doing Well

TheCaseSolutions.com

MGT795 Strategic Management & Ethics
University of Saint Mary
August 10, 2014

Team B

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Samantha Goss
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Business Model



- Boutique hotel concept
- Green initiatives
- Inspired by Ode + ReadyMade magazines
- "Hip, happy, humble, conscious, & inventive"
- Superior customer service
- Low pricing model

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Differentiation



- "Green initiatives"
- Felt blankets made from recycled socka bottles
- Chandeliers made of recycled water bottles
- Mattress beds made of reclaimed jute
- Pillows made from old bedspreads

Thesis

Good Hotel employs a strategy that focuses on philanthropy, niche-marketing, and sustainability.
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Marketing



- Word of mouth
- Social media promotion
- Niche-marketing
- Unique identity of each property
- Boutique concept
- "Identity refreshment"
- Travel websites for discounted room rates

Green Initiatives



- "Hotel with a conscience"
- Use of recycled materials for furnishings
- Ecological responsibility
- Green Dream panel where consumers can track ongoing efforts

Considerations for Management

- Decrease in employee morale
- Staff turnover
- Poor productivity
- Employee dissatisfaction
- Potential for destabilization of work environment
- Staff should be involved in decision making

Recommendations



- Maintain the focused differentiation strategy
- Focus on cost reduction so that they are able to reverse the low cost provider of adjacent room rates
- Continue green initiatives
- Expand company through new geographical markets

goodhotel

"A hip San Francisco hotel that practices philanthropy and believes in doing good for the planet" (Thompson et al., 2012).

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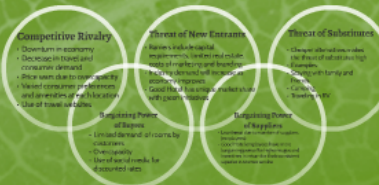
Vision

"To create an organization that has a clear vision and mission statement and a strong track record of achievement" (Thompson et al., 2012).

Mission Statement

"To help create a sustainable and profitable business in the form of a guest experience that is both socially and environmentally responsible" (Thompson et al., 2012).

Five-Force Model



SWOT Analysis



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Five-Force Model



SWOT Analysis

Vision

"To become an industry leader in hotel management practices and thereby create a great work environment for our employees" (Thompson et al., 2012).

Mission Statement

"To help create a sustainable work environment in the form of a green and socially responsible hotel space for its work and our community" (Thompson et al., 2012).

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Thesis

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The current management is responsible for the evaluation of the hotel's utilization of these strategies and whether or not the new ownership should maintain or discontinue the Good Hotel concept.

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Vision

"To become a recognized boutique hotel management company and develop unique hotels with their own independent character and style" (Haiyi Hotels, 2014).

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Mission Statement

"At Haiyi Hotels, we endeavor to make a difference in the lives of our guests and associates through a shared passion for life, work, and personalized experiences" (Haiyi Hotels, 2014).

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