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Case Study: Global Business Strategy And Sustainability

SERIES 2

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Managing Competencies: Survival in Global Market

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ABSTRACT

This case study examined the value creation and managerial competencies undertaken by MMRS to expand its global market presence. By embracing its value creation, the resort has successfully navigated global business challenges, emphasizing sustainability, excellence, and community engagement. The study highlights the resort's commitment to provide exceptional guest experiences while fostering environmental conservation and social responsibility. Key findings included the importance of innovative ecotourism strategies, community participation, and the role of managerial competencies in sustaining competitive advantage.

Keywords: global market, value creation, competency, competitive advantage, ecotourism

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SPECIAL NOTE

The organizations, the personnel, the characters, and vendors as well as state holders (in any appearance) are an imitation, and don't represent any real character or organization. If some coincidence occurs and resemblance conflicts with any real character or any organization, this should be known that it is not done on purpose as the writers of this case study acknowledge the respect and importance of the anonymity and privacy of each individual relevant in any respect.

OVERVIEW

Located in the heart of Malaysian Borneo, MMRS marking its establishment as the first rainforest resort in the Asia Pacific region. Strategically located near UNESCO's National Park, the resort is the second property on the Island of Borneo and the eighth in Malaysia under MI Group.

MMRS creates value creation through a broad assortment of services designed to meet the diverse needs of its guests. With its luxurious accommodations, premium amenities, exquisite dining, and exceptional service, the resort is dedicated to delivered a memorable stay to the guests. Its dedication to sustainability and community engagement further amplifies its appeal. Additionally, the ability to offered and equipped with accessibility to various attraction such as explored Mulu National Park caves, jungle trekking, canopy walk, river cruises, bird watching, spa treatments, swimming, visiting local handicraft market, photography, wellness and yoga, makes the resort appealing to the guests. Furthermore, aligned with the commitment to sustainability and environmental conservation, the resort contributed to its value creation by engaged guests with eco-friendly practices such as energy-efficient operations and preservation of the surrounding environment. Additionally,

emphasized authentic cultural experiences further enhances its value proposition. Among all of its value creation, the strategic location of this resort nearby Mulu National Park is the utmost advantages to the guest. The ability to offered a breathtaking view allows the guest to explore Mulu's biodiversity, caves, and adventurous activities, added a sense of adventure and exploration during their stay. This holistic approach to value creation ensures that the resort exceed guest expectations and delivers memorable experiences to them.

CORE VALUES

Core values are the fundamental beliefs or guided principles that shape the culture, behaviour, and decision-making of MMRS. The resort core values were centred around their commitment to excellence in hospitality and created a positive experience for both guests and employees emphasized:

1) *Put people first*

The resort firmly believed that by taking care of its people, they can create an environment where genuine care and hospitality thrive. This approach served as a foundation for building strong and meaningful connections with guests and fosters a sense of belonging for associates. Through its prioritization of the well-being for both the guests and its associates, the resort enhances positive work environment, emphasized genuine care and hospitality.

2) *Pursue excellence*

The resort is dedicated in provided an excellent quality of service, amenities, and overall guest experience. From the moment a guest arrives to the time they depart, every detail matters to the resort. Therefore, a continuous evaluation and improvement on its offerings, processes, and facilities is

crucial. The pursuit of excellence is not just a goal, but a mindset that permeates throughout the entire organization. Every associate is encouraged to go above and beyond exceeded guest expectations and delivered unparalleled hospitality.

3) *Embrace change*

The resort is attentive on the needs and preferences of guests were constantly evolved, required adaptability and flexibility to meet those changed demands. Embraced change is not just about implemented new technologies, but also about fostered an organizational culture that allows for open communication of new ideas, feedback, and fresh perspectives. By embraced change, the resort ensures that it remains at the forefront of hospitality innovation and continues to delivered exceptional experiences that resonate with modern travellers. This proactive approach sets the stage for long-term success and reinforced its position as a leader in the hospitality industry.

4) *Act with integrity*

By upholding ethical standard internally and externally, the resort commits its integrity beyond the services provided to guests, associates, partners and community. The decision and action taken by the resort is guided by its principles of honesty, transparency and fairness led to trustworthiness and loyalty among the guests and its associates.

5) *Serve our world*

The tagline “serve our world” portray the resort initiative in sustainable and philanthropic efforts aimed at supporting local communities, preserved the environment and addressed social issues. Through partnerships with local organizations, environmental conservation projects and community outreach

programs, the resort actively involved with local community. Whether it's promoted environmental stewardship, supported education and youth empowerment, or provided assistance to those in need, "serve our world" reflects its genuine dedication to the community.

MANAGERIAL COMPETENCIES

Managerial competencies were crucial for MMRS in driving its performance, leading teams, and achieve its business objectives. Thus, it is essential for the resort to have strong managerial competencies for survival, as they enabled the management to navigated complex challenges, driven innovation, and distinguish themselves from competitors. They can be broadly categorized into several key areas:

1) Communication

An effective transmission of policies, procedures, and guest expectations is essential to ensures that all employees are well-informed and aligned with the overarching goals of the establishment. Regular team meetings, digital communication platforms, and training sessions contributed to effective communication. However, given the diversity of the MMRS workforce, language barrier may pose a challenge to the management. To addressed this, an involvement of local employees as a translator becomes essential. Through these measures, MMRS established a communication framework that not only disseminates information effectively but also embraced the linguistic diversity of its employees, contributed to a harmonious and collaborative workplace environment.

2) *Planning*

It is represented through comprehensive and multifaceted approach that plays a pivotal role in the establishments of managerial strategy. Ability to recognized that quality of service is a cornerstone of the hospitality experience, the resort ensured that the right personnel are available at the right times. This involved forecasted demand, understand peak periods, and aligned the workforce. By anticipated challenges and opportunities, the establishment strategically positions itself to respond to evolved market dynamics, emerged trends, and shifted guest preferences. This proactive approach not only helps mitigated potential risks but also enabled the resort to seize growth and improvement opportunities.

3) *Organizing*

Organizational skills were crucial to delivered a seamless hospitality experience. The resort excels in streamlining processes like check-in and check-out, minimized waiting times, and enhance guest satisfaction. This meticulousness extended to event coordination, facility maintenance, ensured efficient planning, as well as execution of workforce. Through its detailed organizational practices, the resort not only improved daily operations but also significantly improved the overall quality of service and enhances guest experience.

4) *Decision Making*

The decision is made through the combination of guest-focused actions and the resort business objectives, aimed for guests' satisfaction and long-term success. Frontline employees were empowered to make decisions that

enhance guest experiences, led to personalized interactions and a responsive culture. Meanwhile, management makes strategic investments in technology, amenities, and employee training to maintain competitiveness and adapt to industry trends. This balanced approach ensured both high customer satisfaction and sustained growth in the competitive ecotourism industry.

5) *Controlling*

The ability in controlled competency in MMRS focused on upholding high-quality standards while managing costs effectively. A well-established quality of services ensures that the resort high standards covered up all aspects of guest experiences. Concurrently, cost control measures, including budgeting and resource allocation, help maintain profitability. This balanced approach enabled the resort to deliver exceptional experiences and remain financially viable. By skillfully managing both quality and costs, it is no doubt to enhance guest satisfaction, operational efficiency, and market adaptability, reinforcing its position as a leader in the ecotourism industry with a sustainable business model.

6) *Customer Relationship Management (CRM)*

The commitment to customer satisfaction is demonstrated through its strong customer relationship management (CRM) competencies. The establishment excels in providing personalized services tailored to individual guest preferences, fostering a deep emotional connection with the resort. This personalized approach is complemented by meticulous attention in managing guest preferences and effective feedback to the management. By actively seeking and responding to guest feedback, the resort shows a dedication to

continuous improvement and responsiveness, which enhances guest experiences and builds customer loyalty.

7) *Sustainability Practices*

The commitment to sustainable practices were demonstrated through its strong environmental management practices. The hotel has adopted various eco-friendly initiatives, such as waste reduction, which go beyond mere compliance and significantly minimized its environmental impact. Additionally, the resort engaged with local communities, demonstrated a comprehensive understanding of sustainable practices by fostered positive relationships and supported socio-economic development.

FUTURE DEVELOPMENT

In consideration of MMRS strengths and potential opportunities, a series of targeted strategies were recommended to optimized the resort's positioning and capitalized on its unique attributes.

- (1) Exceptional customer service can be utilized as a competitive edge in attracting corporate events. By tailoring packages that emphasized top-notch service and luxury features, the resort can position itself as an ideal venue for corporate retreats, team-building events, and executive gatherings. Occasionally, strengthening existing partnerships with local tour operators can unlock further potential, particularly in the realm of corporate events and retreats. Collaboration to create exclusive nature-based experiences and comprehensive corporate event packages can enhance the resort's appeal to corporate clients.
- (2) Given the emphasis on environmental preservation, the resort can further align itself with eco-tourism initiatives through collaboration with local organizations.

This collaboration can be unveiled in offering high-end accommodations and amenities that adhere to sustainable practices, thereby promoting a luxurious yet environmentally friendly experience.

- (3) To address weaknesses and maximize opportunities, the resort should focus on improving accessibility, investing in transportation infrastructure, and collaborating with airlines to enhance travel options for international guests. Additionally, improvement on limited internet accessibility is crucial. Therefore, mitigating the impact can be achieved by emphasizing convenience and ease of travel in marketing promotions.
- (4) Strengthening safety measures to address concerns related to limited medical facilities should be tackled by enhancing safety measures and collaborating with local healthcare providers.

CONCLUSION

MMRS has notable strengths, including its unique location, excellent customer service, high-quality facilities, strong brand reputation, strategic partnerships, and diverse recreational activities. However, it faces challenges such as limited accessibility, reliance on tourism, internet issues, and safety concerns. To succeed in the competitive hospitality market, the resort should leverage its strengths, address its weaknesses, and tackle potential threats. Key strategies include improving accessibility, diversifying revenue streams, enhancing safety measures, promoting eco-friendly practices, and fostering innovation. A proactive approach to overcoming challenges and adapting to economic changes will be essential for its long-term success and sustainability.