Comparative Study Between Managers’ and Customers’ Perception

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Project Overview
CSR is increasingly seen as an important business strategy. The key issue is that it relates to how the organisation is seen by various important stakeholders i.e. government, financial markets, customers, employees and a host of environmental enthusiasts in the local community. While at the heart of CSR is the ability to operate profitably, this must be achieved without sacrificing the environment, employees and the local community. CSR has benefits for corporate reputation and hotel branding, both of which could be sources of competitive advantage.

These marketing implications have major implications in a competitive environment. CSR generates goodwill among key stakeholders and shield the organisation from criticism of sole focus on profit. Fortunately, in the medium term there is no trade off between CSR and profitability especially if the starting point in its implementation, are managers and front line employees. It demands a change in attitude, constantly reinforced by senior management and made visible to customers and other key stakeholders. The investment needs not be too onerous as long as effective communication is undertaken. The process can be built over time starting with key priority areas that are of interest to the key stakeholders.

Outcomes
- This is an on-going project with a range of benefits for the industry. The current project is in collaboration with LUX* Resorts & Hotels, an emerging group of luxury boutique hotels in the Indian Ocean islands of Mauritius, Maldives, Reunion, in United Arab Emirates, and Turkey, China and expanding in Vietnam.
- In partnership with LUX* Resorts & Hotels and Monash University, this collaborative project sets out to make some important practical contributions e.g. promoting environmental and social sustainability across the LUX* group of hotels without neglecting the economic benefits.
- Understanding differences in managers, frontline employees’ and customers’ perceptions is important, particularly to chain hotel managers with implications for alignment, investment and profitability.