

Resort Development And Management

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Executive Summary

The focus of this report is on resort development and management. The resorts under study are Beachfront Resort Torquay and Riviera Beach Resort. Both organizations have initiated their operations in Victoria, Australia. The common goal of both resorts is to provide customers with a leisurely place to relax in the view of the ocean. Beachfront Resort Torquay has been established in a more lavish style than Riviera Beach Resort, making it more attractive. It equally has a better design though exotic. Both hotel's design is in harmony with the surrounding environment. They serve both locals and tourists, and the key driver of revenues is occupancy, seasonality, an appeal of the resort to customers and quality of customer service. While Beachfront Resort Torquay is more lavish, Riviera Beach Resort has a higher guest capacity. The firms are privately held; hence, financials are not publicly disclosed. Seasonality forces both organizations to lay employees during the low season. Both firms provide employment to locals while at the same time influencing their customers to avoid degrading the environment.

Background On Resorts

The focus of this study is on Beachfront Resort Torquay and Riviera Beach Resort. Both resorts are based in Victoria, Australia. The Beachfront Resort Torquay is located between Fisherman's Beach and the Great Ocean Road, Victoria. It has both outdoor as well as indoor pools among other services. Riviera Beach Resort is six miles from Edward Gorey House in Victoria (Trip Advisor, 2018b). The focus of this study is to compare, Contrast and evaluate the facilities based on their aspect of design, development, management and operations. Factors affecting the attractiveness of these resorts to customers and drivers of profitability will also be assessed.

Major Factors Influencing The Development Of The Resort

The main factor influencing the development of Beachfront Resort Torquay was to provide the guests with a relaxing environment. The organization emphasized making the facilities and the grounds comfortable for guests once they step into the property and in every area of the property. On the other hand, Riviera was established with the aim of offering tour hospitality services, providing an endless ocean view, charming shops, marine activities and an outstanding venture among people visiting Victoria in Australia. Both facilities have been developed with the aim of providing the traveler

with comfortable guest rooms, although Riveria is in a more expansive area and provides a better view of marine activities (Trip Advisor, 2018b).

Physical Capacity And Economic Needs

Riviera is located on an expansive beachfront. This is in line with the economic goals of the developer setting the hotel as a luxurious resort. On the other hand, Beachfront Resort Torquay is presented in a less expansive area with the economic needs of the developer, where the resort is expected to appeal even to middle-income earners (Trip Advisor, 2018a). As a result, the guest rooms are designed in a manner that attracts such average income earners through moderate pricing, in spite of the fact that they are highly luxurious. Riviera is thus better developed in terms of physical capacity as compared to Beachfront Resort Torquay, though less luxurious.

Factors Affecting The Attractiveness Of The Resort

Some of the factors influencing the attractiveness of the Riviera Beach Resort are its positioning where the guest has a good view of the marine activities. On-site, the organization has games rooms and barbeque areas. It provides the guests with an opportunity to use heated pools, a spa, a sauna and a gymnasium. Beachfront Resort Torquay, on the other hand, provides customers with luxurious guest rooms and swimming pools. The most attractive element of Beachfront Resort Torquay is its high variability of cafes, ranging from Thai cafes to Italian cafes, something that has enabled it to attract more customers (Trip Advisor, 2018b). On average, based on customer reviews, Beachfront Resort Torquay seems to be more attractive to customers as compared to Riviera Beach Resort (Trip Advisor (2018a).

General Design Principles

Riviera Beach Resort is well-designed, creating harmony with the environment in which it is established. The driveways are also well-designed, as indicated in the image below.

Source: Trip Advisor (2018b).

As indicated above, the result has been developed in design that is in line with the architectural identity of the people in Victoria. Beachfront Resort Torquay presents an exotic design in the community in which it was established, looking more American than Australian. Riviera, while having fewer guest rooms in Australia, is an international resort, and hence, it has a wider guest room capacity across the globe (Ransley & Ingram, 2000). Both firms serve the middle to high-income earners in the market.

Source: Trip Advisor (2018).

As indicated above, Beachfront Resort Torquay is more attractive than Riviera Beach Resort. It is better in design and blends better with the environment in which it is set. Riviera Beach Resort looks more conservative in design. While it does not seem to maintain a community identity like Riviera, both resorts blend well with the environment in which they are established.

Demographic Profiles And Market

Both Riviera and Beachfront Resort Torquay provide services to customers within Victoria and the larger Australia, as well as tourists from diverse parts of the world. Beachfront Resort Torquay has 80 apartments, something that limits its ability to accommodate a high number of guests in the market. Riviera Beach Resort has 125 guest rooms (Trip Advisor, 2018b).

Critical Variables In Determining Profits

In both Riviera and Beachfront Resort Torquay, common factors influencing the level of profitability are the number of guest rooms, prices and the rate of occupancy of such rooms. Another factor is customer preferences (Butterworth & Baum, 2001). For instance, customers preferring a more elegant view of the lake would prefer visiting Beachfront Resort Torquay as opposed to Riviera whose design is equally less attractive. Nevertheless, better customer service in Riviera has been a key driver of revenues and profits as compared to Beachfront Resort Torquay, where customer reviews indicate a low level of feedback by top management on improvements that customers would prefer executed in service delivery (Trip Advisor, 2018b).

Financial Performance Of The Resorts

In this study, the resorts are private companies. The financial performance of these firms is thus not disclosed. It is worth noting that the financial performance of accounting entities is easily accessed by publicly held companies since disclosure to the public is mandatory.

Seasonality In Resort Management

There are multiple challenges that Riviera Beach Resort and Beachfront Resort Torquay have faced as a result of seasonality in the resort industry. The first challenge is in regard to human resource management. The players in the hotel industry are forced to hire more employees during the high season. During this period, they are able to compensate such employees since the level of revenues and profits is high. When the season is low, tasks decline. The decline in revenues reduces the ability of such firms to pay employees, hence laying them off. In an effort to address this challenge, both organizations employ some of their employees on short-term contracts.

Another challenge that both organizations face is low capacity utilization (Orozco, Termini, Masafdeath, & Tarhini, 2015). During the low season, bookings are very low, yet the organization will continue incurring fixed costs such as salaries for employees. During the high season, the rooms are usually overbooked. As a result, the organization is not able to meet customer demands. Such lost demands result in customers for both hotels preferring to book their rooms in bigger resorts where guest rooms are guaranteed most of the time. Nevertheless, the two organizations are contrasted in this study. For instance, while Riviera Beach Resort incurs higher revenues during the high season due to higher capacity, it incurs a higher level of fixed charges than Beachfront Resort Torquay during the low season. In order to stabilize year-round revenues, players in the beach resort market should lower prices during the low season to attract more customers and even sales (Pallant, 2005).

Costs And Benefits To The Local Community

Riviera Beach Resort and Beachfront Resort Torquay provide benefits to the local communities by providing a source of employment to the local community. Their operations are also taxed, providing the government with revenues to develop the infrastructure. One of the costs to the local community is cultural contamination, where visitors bring new cultures, resulting in the erosion of local culture. Riviera Beach Resort is likely to have a wider community cost than Beachfront Resort Torquay due to its wide global market coverage.

Sustainability And Environmental Management Strategies

Over the years, Riviera Beach Resort has focused on operating in a socially and environmentally responsible manner. The organization ensures that its food is of high quality and served in a clean environment. A similar strategy is adopted by Beachfront Resort Torquay, where the food is prepared in a safe and clean environment by professionals (Tarhini, Mgbemena, AbouTrab, & Masafidea, 2015). Both organizations have adopted an extensive and environmentally viable approach to social responsibility. In its operations, Riviera Beach Resort has focused on sourcing food products from suppliers who produce their goods in a socially and environmentally responsible manner. The entity equally engages in the recycling of waste materials where possible.

Conclusion

Based on the above presentation, effective resort development and management is dependent on key elements. The design of the resorts, target customers and the impact of such organizations on the environment and society. The study has indicated that various resorts adopt differing forms of appeal to attract customers. Many go beyond organizational design, providing customers with unique customer service. This increases customer satisfaction and their willingness to continue seeking

services from the organization. The study equally indicates that the critical variables that drive revenues and profits in the hospitality industry include the rate of occupancy of the guest rooms and seasonality. As a result of seasonality, organizations are, in some cases, forced to lay off employees.

References

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