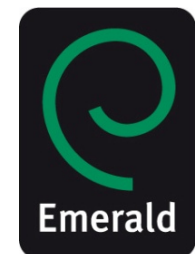


# Emerald – a leading library of management research. 2014 news.

Pavel Milasevic

Wednesday, 12<sup>th</sup> March 2014

[www.emeraldinsight.com](http://www.emeraldinsight.com)



# Building relationships

Passionate about service

Supporting education  
and learning

Exceeding expectations

Committed to quality

Understanding customer needs



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#### AR1

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We would then like the following phrases to flash onto the screen:

Building relationships

Passionate about service

Committed to quality

Understanding customer needs

Exceeding expectations

Supporting education and learning

They will then disappear and the bullets will appear. We would then like the phrases in red to flash up in Emerald green one at a time

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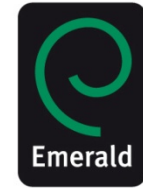


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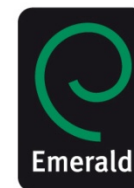


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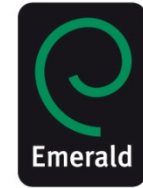
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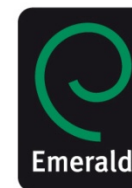


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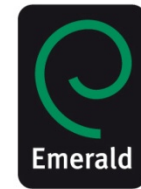
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## **Values-based organization – Ritz Carlton Abu Dhabi Hotel**

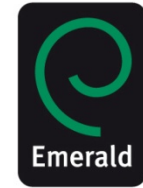
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# Emerald Emerging Markets Case Studies



Teaching Notes for: Values-based organization – Ritz Carlton Abu Dhabi Hotel



Khaleel Ibrahim Alsabbagh and Syed Zambari Ahmad

## Potential audience

Undergraduate and graduate students focusing on topics related to organizations behavior, organization culture or organization values can benefit from this study. Secondary data was used to write the case study.

## Learning objectives

The learning outcome of this case is to enable students to understand the importance of organizational values and employees' behaviors, in the context of a customer-oriented organization which aims to achieve competitive advantage.

## Discussion questions

## Teaching plan and analysis

A typical breakdown for an 115-min class might look like:

- reading the case study (15-20 min);
- opening discussion and question 1 (15-20 min);
- question 2 (5-10 min);
- question 3 (15-20 min);
- question 4 (15-20 min);
- question 5 (15-20 min);
- question 6 (15-20 min);
- question 7 (15-20 min); and
- concluding remarks (5-10 min).

After reading the case, students can be asked to answer the following questions:

### Q1. What does it mean to be a customer-centric and people-centric organization?

Answer:

(a) Customer centric. A customer-centric organization develops its strategy and tactics around providing exceptional service to its customers. In other words, the organization keeps the customer at the center. Hence, the services and products offered provide added value through the exceptional customer experience. A model of customer centricity can be viewed in this link <http://insites-consulting.com/how-customer-centric-is-your-organisation/>

(b) People centric. A people-centric organization is one which understands that in order to treat "the customers as kings", it first needs to treat "the employees as kings". In such an organization, the formula of success lies in employees' commitment to going the extra mile so as to deliver exceptional services to customers. This indicates that employees' behaviors and actions are crucial factors of the organization's success formula. Those employees' behaviors are driven by the organization's values.

### Q2. What strategy has Ritz-Carlton used to create a unique differentiator from the competition?

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**Dr Iqbal Albhayji**

# Thank you

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Questions ?