

## **“A comparative analysis of internal and external environments between Hotel Hyatt, UK and Hotel The Cox Today, Cox’s Bazar, Bangladesh”.**

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**Abstract:-**In more and more competitive and changing world, comprehend the understanding of internal and external environments of an organisation becomes more important than ever before. To have a fruitful and realistic strategic plan, the organisation needs to have an effective internal and external environmental analysis. The aim of this paper was to have a comparative analysis of internal and external environments of the hospitality industry with particular reference to Hyatt Hotel, UK and Hotel The Cox Today, Cox’s Bazar Bangladesh. In terms of secondary data, this paper has used a number of tools that are widely used in analysing internal and external environment, these include SWOT analysis, PESTLE analysis and Porter’s five forces. In order to gather primary information, this paper has followed by a qualitative method in which analysing of the documentation of these two hotels (both online and printed documents) have been used. The findings of this paper have argued that both hotels have some strength that can be used for business growths, some weaknesses that need to be improved, some opportunities that can be achieved, and some threats that need to be protected. The findings have revealed that Hyatt is a popular brand and well-known hotel in the world. It operates business all over the world with a group of multicultural experienced employees. On the other hand, Hotel The Cox Today, Cox’s Bazar is a local popular hotel. However, both hotels need to consider some issues whilst developing a strategic plan such as technological changes, competitors, new entrance, bargaining power of the customers, economic situation, environmental issues and legal policies and laws.

**Key Words:** *Tourism; Hospitality; Hotel; Hyatt; Hotel The Cox Today; Cox’s Bazar; Strategic Planning; Internal and External Environment Analysis.*

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### I. INTRODUCTION

The history of hospitality industry dates all the way back to the Colonial Period in the late 1700s. Things have changed quite a bit since then; the hospitality industry has experienced significant development over the years as it has faced World Wars, The Depression and various social changes (Brotherton, 2012). Now, it’s one of the fastest growing sectors of the economy of this time. This industry alone is a multi-billion dollars industry. It is offering so many opportunities, excitements and recreational. This industry is attracting many workers to its different kind of many departments and this development is not just in the United Kingdom, but it’s also in all over the world. According to WTTC (2015), in the year of 2014, Tourism and Hospitality industry has a contribution US\$7580 billion in GDP and 277 million jobs all over the world. However, in more and more competitive and changing world, comprehend the understanding of the internal and external environments of the organisations have become more important than ever before in hospitality industry. The hospitality sector is more about serving and satisfying guests, and there are many competitors in the global market are promised to provide world class customer service. As a result, hotels are required having a better understanding of the internal and external environments which provides a milestone for an organisation to compete in the competitive world. Consequently, failure to properly identify the environments, business would have harsh time and even be demolished from the competitive market.

The main aim of this paper is to have a comparative analysis of the internal and external environments of the hospitality organisations to operate their business more efficiently in a competitive world in particular reference to Hyatt Hotel, UK and Hotel The Cox Today, Cox’s Bazar, Bangladesh. The Hospitality industry in the UK has great contribution in its economy including £57 billion in GDP and 2.9 million jobs in the year 2014 (Oxford Economics, 2015). On the other hand, the hospitality industry in Bangladesh is growing faster and has the huge potentiality for the contribution in national economy. According to the WTTC (2015), the contribution of hospitality industry in Bangladesh reached some US\$150 million in 2014 in compared to US\$121.14 million in the previous year, 2013. However, the contribution of the hospitality industry in Bangladesh is not satisfactory yet but it is expected that within the years hospitality industry in Bangladesh will be an important part of the economy. To achieve its aim, this paper has followed by primary and secondary information. Some widely used tools and techniques have been applied in this paper (such as SWOT analysis, PESTLE analysis, and Porter’s five forces) to comprehend the understanding of the internal and external environment of these two

hotels. In terms of primary research, this paper has followed by a qualitative data in which documentation analysis of these two hotels has been used to gather primary information. It is hoped that this paper will be an important to hospitality organisations, especially to the hotel operators in Bangladesh as well as to the practitioners, academics and entrepreneurs.

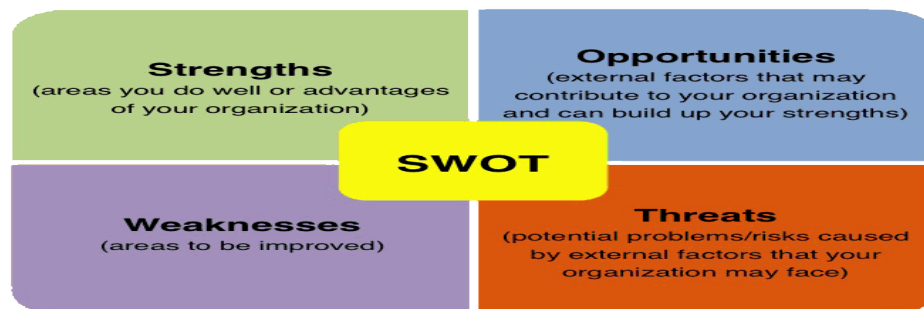
## 2.1 Literature review:

Understanding of the internal and external environment of an organisation is an important part of strategic planning that has been defined by many authors, scholars and practitioners (Ansoff, 1965; Chandler, 1962; Porter, 1979; Mintzberg et al, 1998; and Kotler, 2009; & Simerson, 2011). According to Simerson (2011), in many organisations, especially those are in the rapidly changing environment and small business; strategy is not planned in a formal way that it has to be, consequently, managers grab opportunities as they come up. However, within guidelines and boundaries defined by the firm's strategic direction or mission, the strategies reflects the insight and instinct of the strategist or business owner, and it becomes clear over times as a pattern in a stream of decisions. The concept of identifying the internal and external environments of an organisation has used in literature for the first time in the mid 20 century (Ansoff, 1965; Chandler, 1962; Porter, 1979; and Mintzberg et al, 1998). There are two dominant theories have been identified in understanding of the internal and external environment literature, these include: the resource-based view of the firm and contingency theory. First one includes the firms with resources and capabilities which are valuable, rare and costly to gain a sustainable competitive advantage in the marketplace and outperform rival firms (Barney, 1991; Barney, 2007; Wernerfelt, 1984). On the other hand, contingency includes the firm's performance and effectiveness that fit or position with its business environment or situation (Donaldson, 2001; Morgan, 2007). An understanding of these two is seen an important and essential part to have a fruitful and successful strategic plan. Moreover, Kotler (2009) argued that understanding of the internal and external environment of the organisations enable to strengthen and achieve better performance.

## 2.2 Analysis of internal and external environment:

Pahl & Richer (2007) assumed that the success of the organisation depends on effective analysis of internal and external environment. There are a number of tools are used in analysing internal and external environment, such as SWOT analysis (Learned et al, 1969), five forces model (Porter, 1979), and/or value chain analysis (Porter, 1985). This paper has identified itself to use SWOT analysis, PESTLE analysis and Porter's five forces model to have an understanding of the internal and external environment of the organisations, and current performance of two hotels are based in UK and Bangladesh.

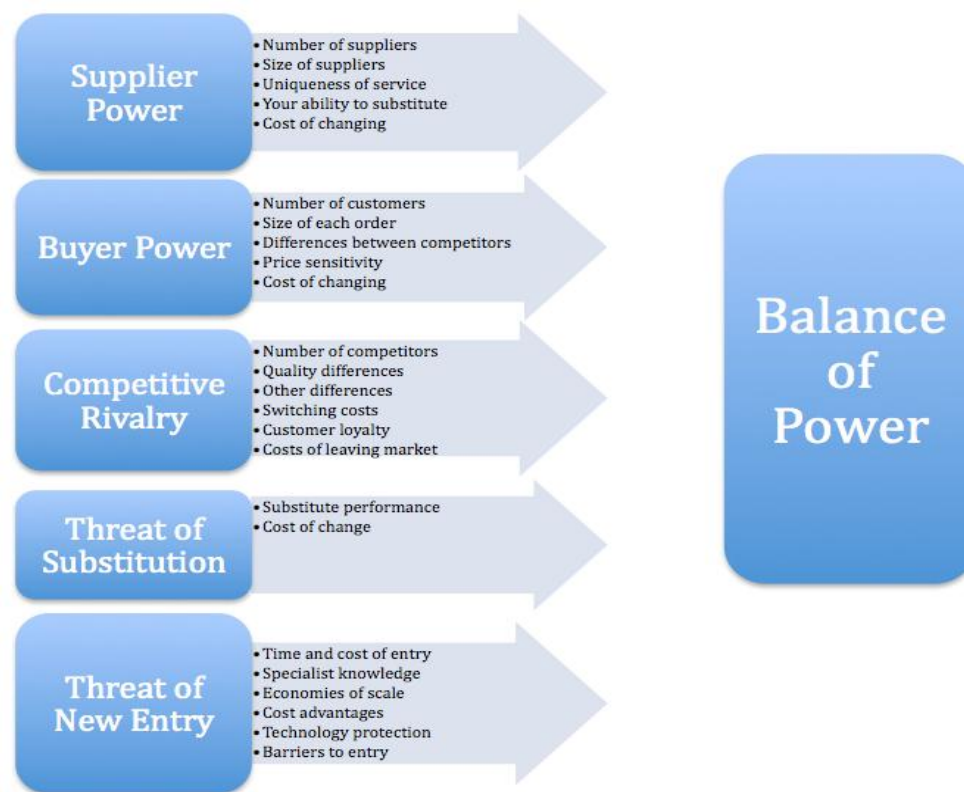
**Figure: 1, SWOT Analysis:**



Source from: Pahl & Richer (2007)

SWOT analysis includes the strength, weakness, opportunities and threat of an organisation has in the marketplace. Due to strong market competition and constant market change, organisations need to have proper ideas in terms of their capabilities and incapability. In that case, organisation needs to keep in view in own organisation, customers and competitors. Pahl & Richer (2007) argued that SWOT analysis is an important tool to identify the organisation's current situation and it also provides information that is helpful in measuring organisation's resources and capabilities in the competitive market. Moreover, Morrill (2010) stated that the matrix of SWOT analysis results contrasts the internal (strength and weakness) and external (opportunities and threats) that are important in strategic planning. It also helps an organisation to focus on strengths, to minimise weakness, to take advantage of opportunities available and to be prepared for upcoming threats. Furthermore, there is another matrix that used in identifying internal and external environment of an organisation is Porter's five forces. Professor Michael Porter from Harvard Business School developed a technique to analyse internal and external environment of an organisation which is later considered an important tool in strategic planning.

**Figure: 2, Porter's Five Forces:**



Source from: Porter, 1979

Porter designed and provided this model in 1979, since then this model helps organisations to have a better understanding of the internal and external environments. Among these five forces, potential entrance or treat of new entrance is an important one which means the available space for a new competitor to enter into marketplace. Porter (2008) argued that threat of new entry depends on few things that how easy to enter in the market, these include time and cost of the entry, specialist knowledge, cost advantages, technology protection and barriers to entry. Besides that, another force identified by Porter (1979) is bargaining power of the customers. Porter (2008) stated that this force includes a number of customers, the size of each order; differences between competitors, the ability to substitute and cost of changing. Another force that Porter (1979) argued in his five forces model is the threat of substitute which helps an organisation to identify substitute performance and cost of change. This force also helps an organisation to identify the alternatives available in the competitive market, and therefore customers can easily move to alternatives or not. Another force that has been discussed in the literature (Porter, 1979) is 'supplier power' which provides information to a firm in terms of number of suppliers, size of suppliers, uniqueness to substitute and cost of changing environment. Final force that Porter (1979) discussed in his model is competitive rivalry. Further of this force Porter (2008) argued that a firm can understand the information in terms of number of competitors are exist in marketplace, quality difference between them, switching costs, customer loyalty and cost for leaving market. In addition, apart from the above mentioned techniques, some authors also have used and suggested another tool to comprehend the understanding of the environment of the organisation which is PESTLE analysing. Cadle et al (2010) argued that this technique facilitates an organisation in wide scan of context and actual or potential factors that would affect the objectives of the organisation. PESTLE includes prompts of political, economic, sociological, technological, legal and environmental position of the firms.

To wrap up, due to the globalisation and technological development competition arises around the world. Nowadays customers can easily compare and contrast the services and experiences among the service providers. Therefore, a better understanding of the internal and external environments of the organisation turn into a significant job for the organisation to provide better services to their customers. Through the understanding of the internal and external environments, organisations can identify their capabilities, resources and market position, and thereby organisations can improve their performance in competitive marketplace. There are many tools and techniques are used in analysing internal and external environments. However, SWOT analysis, PESTLE analysis and Porter's five forces are widely used in understanding internal and external environment.

## **II. METHODOLOGY**

As a comparative analysis between two hotels, this paper demands to identify and understand the information related to these hotels. Therefore, this paper has followed by qualitative data analysis as veal (2006) argued that qualitative data analysis is more efficient to collect large amount of data. Moreover, Jennings (2001) stated that qualitative research is a vital technique that used in social science which is particularly based on the interpretation of the research and formulation of the findings. In addition, among the techniques are used in qualitative method, documentation analysis is considered of an important technique that widely use in collecting data from organisations or institutions. Organisational and institutional documents have been used as qualitative research in social science for many years (Saunders et al, 2009). In recent years, a significant increase of the use of research reports and journal articles clearly identified that document analysis as a part of the qualitative methodology. Document analysis involved at looking on systematic procedure for reviewing and evaluating documents both –printed and electronic (computer-based and internet transmitted) materials. As like as other data analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to draw out meaning, gain understand and develop experimental knowledge (Corbin & Strauss, 2008; Rapley, 2007). Bowen (2009) assumed that document analysis has found beneficiary to many qualitative researchers as it is less time-consuming, especially since the beginning of the internet. This document analysis is also obtainable without the author's permission which makes this analysis an attractive and efficient option to qualitative researchers. This paper is mainly based on the documents of these hotels including online information from hotels websites. In terms of the sampling, this paper has used 'randomly' sampling method and selected these two hotels on the basis of their strategic plans, service quality and their positioning in the current market. Data analysis involves skimming (superficial examination), reading (through examination) and interpretation.

## **III. FINDINGS**

### **4.1 Case study: 1, Company and its Profile**

Hyatt Hotels, the company with extensively known, industry leading brands and a tradition of innovation developed over more than fifty-year history. Hyatt's mission is to provide genuine hospitality by making a variation in the lives of the people we touch every day (Hyatt, 2016). This hotel focuses on this mission in chase of goal of becoming the most favoured brand in each section that serve for associates, guests, and owners which supports its mission and goal by stick to a set of centre values that characterize culture. Hyatt manages, franchises, owns and develops Hyatt branded hotels, resorts and residential and vacation ownership properties around the world. Hyatt was founded by Jay Pritzker in 1957 when he purchased the Hyatt House motel adjacent to the Los Angeles International Airport. As of March 31, 2011, the Company's worldwide portfolio consisted of 451 properties (Hyatt, 2016). The main goal of Hyatt is to be a most preferred brand in each customer segments that serve for guests and owners. Hyatt hotels and corporation's aim to foster a common purpose and culture within the Hyatt family through shared core values of mutual respect, intellectual honesty and integrity, humanity, fun, creativity and innovation. First of all, achieving high levels of guest satisfaction and in view, motivating associates to become personally involved in serving demonstrating loyalty to guests is central to fulfilling the mission (UKEssays, 2015). This organization depends on the management teams at each of the managed properties to lead by example and provide them with the appropriate autonomy to make operational decisions in the best interest of the hotel and brand.

### **4.2 Case Study 2: Company and its Profile**

Hotel The Cox Today is a five-star standard hotel located near Kolatali beach point in Cox's Bazar, the largest unbroken sandy beach in the world (120km). Fascinating view on ocean, the mysterious hills, and plentiful natural beauty all are complemented by class facilities & native hospitality. Hotel The Cox Today is the perfect place for leisure, especially for honeymoon, families, and corporate programmes. The owner, Mr. Abdul Qayyum has established this hotel in 2011 with an intention to provide quality of hospitality services within this geographical location (Hotel The Cox Today, 2015). Hotel The Cox Today is among the few five-star standard hotels in Cox's Bazar which provides high quality of service and experience to their guest. Hotel The Cox Today is a world class architect has blended urban contemporary design to have this hotel an intimate living solution having the warmth of a sweet-resort-home. The vision of Hotel The Cox Today is to provide unique resort/apartments living solutions at secured hotel-motel zone at Kolatali in Cox's Bazar (Hotel The Cox Today, 2015). The commitment is most important promise with the communities, customers and people. Hotel The Cox Today is committed to making a positive and lasting impact in the community in which they operate and they are also fulfilling the expectations and requirements of customers. They do this by demonstrating a strong commitment to preserving their natural environment by giving back to the local community and with the volunteer services of their associate of responsibilities and caring employees.

4.3 Findings of internal and external analysis:

Table: 1 SWOT Analysis:

SWOT	Hyatt	Hotel The Cox Today
<b>Strength</b>	<ul style="list-style-type: none"> <li>-Record of innovation</li> <li>-High-quality hotel at great location</li> <li>-Having a strong capital</li> <li>-Multicultural experienced staffs</li> <li>-Top brand in hotel industry</li> <li>-Platform for potential growth</li> </ul>	<ul style="list-style-type: none"> <li>-Good location with world longest unbroken sandy beach view</li> <li>-Platform for growth</li> <li>-Having strong capital</li> <li>-Developing ETZ (Exclusive Tourist Zone)</li> </ul>
<b>Weakness</b>	<ul style="list-style-type: none"> <li>-Over dependency on luxury brand</li> <li>-High expenditure</li> <li>-High competition globally</li> <li>-Fall in one branch's profit affects on others as centrally handle</li> </ul>	<ul style="list-style-type: none"> <li>-Seasonal business</li> <li>-High competition at local level</li> <li>-No brand name</li> <li>-Lack of skills development programme for employees</li> <li>-Not enough technological advancement</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>-Utilise capital and borrowing money</li> <li>-More options for franchising</li> <li>-Talented management share across the branches</li> <li>-Specialist in business</li> <li>-Introduce promotional activities</li> <li>-Expanding business in other continents</li> </ul>	<ul style="list-style-type: none"> <li>-Cox's Bazar is becoming well known to both domestic and internationally</li> <li>-Aggressive promotion by public sector</li> <li>-More investors are interested in investing</li> <li>-Have good experience in terms of Cox's Bazar</li> <li>-Earning of the people is increasing</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>-Terrorism attack</li> <li>-Environmental issue</li> <li>-Economic recession</li> <li>-Technological information theft</li> </ul>	<ul style="list-style-type: none"> <li>-Political instability</li> <li>-Environmental issue</li> <li>-Technological information theft</li> <li>-Arrivals of international chain hotels</li> </ul>

Created by author, Source from: Hyatt, 2015 & Hotel The Cox Today, 2015

Table two: 2 PESTEL Analysis

PESTEL	Hyatt	Hotel The Cox Today
<b>Political</b>	<ul style="list-style-type: none"> <li>-Not much affected by political/government change</li> <li>-Pinches their business by tax policies, trade policies, Civil Rights Act, H &amp; S rules and regulations, Fire Safety Act, Quality of services and foods.</li> <li>-These policies are strictly monitored</li> </ul>	<ul style="list-style-type: none"> <li>-Very much affected by government change/instability</li> <li>-Laws are available but not properly monitored</li> <li>-Corruption in public sector</li> <li>-Not properly maintained service quality and foods quality</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>-Recession</li> <li>-Inflation</li> <li>-Easy in accessing to loan</li> <li>-Increase on tax, VAT and licence renew fees</li> </ul>	<ul style="list-style-type: none"> <li>-Not enough access to loan</li> <li>-Inflation</li> <li>-Tax, VAT are not properly given to government due to corruption in public sector</li> <li>-Limited source of income of local people</li> </ul>

Sociological	-Lifestyle of people -Multi-cultural society -Ethnicity/religiosity	-Conservation society -Low/Mid lifestyle of people Ethnicity/Religiosity
Technological	-Constant technological change -Require more investment in technology -Share information with branches	-Lack of experts in technology -Less response to technological change -Lack of monitoring power -Lack of interest in investing on technology -Mostly used for marketing in social media
Environmental	-Increase pollution -Global warming -Environment-friendly uses such as solar panel.	-Host and guest are not much aware of environment -Pollution increases -Lack/not have policies for environment protection
Legal	-Strong regulatory bodies -Visa issues -Constant change of laws	-Not have visa hassle as staffs are from local -Not properly maintained and monitored labour law, environment law etc -Lack of strong regulatory bodies -Lack of powerful labour union

Created by author, Source from: Hyatt, 2015. & Hotel The Cox Today, 2015.

**Table: 3 Porter's Five Forces**

Five Forces	Hyatt	Hotel The Cox Today
Supplier Power	Low	Low
Buyer Power	High	High
Threat of substitute	High	Medium
Threat of new arrivals	Low	High
Competitive rivalry	High	Medium

Created by author, Source from: Hyatt, 2015. & Hotel The Cox Today, 2015.

#### **IV. COMPARATIVE ANALYSIS AND DISCUSSION**

This paper has gathered significant information about internal and external environment of these two hotels. A number of tools has been used in this paper to gather information about internal and external environments of these hotels. The findings of SWOT analysis showed that these two hotels have quiet different strengths, weakness, opportunities and threats as both of them have different environments, locations and operation strategies.

##### **5.1 SWOT analysis**

###### **5.1.1 Strengths:**

Successfully increasing has been marked up of Hyatt since its founding. It also have a long track record of creative approaches to food and beverages outlets at hotels throughout the world, which is leading and also led to highly profitable venues that create demand for hotel properties. Successfully introduced new service models to the industry. The main thing at properties is multicultural experienced staff, because every manager swaps from one country to another for the sake of multicultural experience. Training for a new staff is from multicultural experienced executive manager. This provides same goal feelings and leads to growth initiatives worldwide. The well known brand name of Hyatt has added strength for this hotel which provides this hotel a platform for potential growth in competitive market.

On the other hand, Cox's Bazar is the tourist capital of Bangladesh and well known locally and globally for its natural beauty along with world largest unbroken sandy beach (120km) which added a strength for Hotel The Cox Today. As a result of the growth of Cox's Bazar and government's initiative on various plans

clearly show that Hotel The Cox Today has a strong platform to growth. Furthermore, the Government of Bangladesh has announced to develop an Exclusive Tourist Zone (ETZ) in Cox's Bazar, and therefore this hotel will also be benefitted from this development.

### **5.1.2 Weaknesses:**

Hyatt is very much dependence on their luxury brands. Not introducing any economy class brands or hotels. Due to lack of economy brands, a big part of economy they are losing. As London is an expensive city in the world, the maintenance cost of Hyatt is so high. Furthermore, there are many key players in the market which increased high competition for Hyatt as it maintains its standard internationally. The quality and standard of Hyatt maintain and control as same as everywhere in the world, and therefore if any branch of Hyatt affect by any reason which may affect other branches. On the other hand, the businesses in Cox's Bazar are mostly seasonal. Therefore, at off season hotel rooms are being almost empty which also affects Hotel The Cox Today. There are also many local key players in the market and some chain hotels are in row to operate their business which is increasing high competition for this hotel. Hotel The Cox does not have any other branches anywhere. Therefore, this hotel does not have a unique brand name and this is not established itself at a level of quality and standard of service to the guests. Moreover, Hotel The Cox Today does not have enough training and development programmes for employees, and therefore employees are not motivated enough and some stages they either quiet or move to other organisations. In addition, Hotel The Cox's Today does not have a significant revolution on technology, even though it does adopted some technological tools, but these are not enough in compare to international hotels.

### **5.1.3 Opportunities**

Hyatt utilizes capital and barrowing money for targeting their targets smoothly. It also increases focus on franchising. Hyatt is running business in many countries for many years, and therefore Hyatt has been considered as specialist in business as it has enough experience to run their business smoothly. People want brand name and Hyatt have opportunity to earn more and serve more. In addition, Hyatt also has opportunity to expand their businesses in other continents. On the other hand, potential growth of Cox's Bazar has identified as opportunity for Hotel The Cox Today. The earning pattern of the people is changing and increasing which is an opportunity for this hotel as people will have more to expend. In addition, aggressive advertising of public sector to promote Cox's Bazar nationally and internationally is also as an opportunity for this hotel.

### **5.1.4 Threats**

Threats are very much similar for both hotels. There are many threats have been identified, these include: Terrorism attack, Environmental issue, Political instability, Economic recession, and Technological information theft. Some recent terrorist attacks around the world have taken attention of all, especially attack in hotels and guest. People are more scared nowadays about terrorism attacks, and therefore hotels need to think about their safety and security. Another threat has been identified is environment pollution. Due to deforestation and global warming, environment is becoming aggressive day by day, and therefore, many types of natural disasters such as earthquake, cyclone, floods and so more are happening frequently nowadays. Recession makes tough time for many Western destination as they were considered expensive, and this affects Hyatt, but statistics show that destination in developing countries, especially Cox's Bazar became popular as it was considered cheap and being affordable to the guest. Political instability is another big issue for both hotels. However, Hyatt is not very much affected from this threat as political condition in UK is stable. On the other hand, Hotel The Cox Today faces tough time by this threat. Previous years' political instability has affected this hotel very much. In addition, most of the organisations are depended on technology nowadays. Organisation keeps important information on automated system; however, current information stolen from online has appeared as an important issue for both hotels.

## **5.2 PESTLE Analysis**

### **5.2.1 Political factors**

In terms of political factors, this paper has identified some important factors that have taken attention. Hyatt hotel pinches their business with various laws and policies such as tax policies, VAT policies, trade policies, Health & Safety laws, Civil Right Act, Fire Safety Act, and policies on food and service quality. These policies and acts are strictly followed and monitored, and therefore, hotel needs to have proper implementation of these. Failure to carefully implement of these policies and regulations may cause big issue for the organisation. On the other hand, though these policies and laws are exist but not followed properly in terms of Hotel The Cox Today. Political instability, corruption and lack of monitoring are considered not to followed these laws and policies carefully. Hotel The Cox Today maintains and ensures quality on food and service by their own; there is no powerful authority to inspect this issue.

### **5.2.2 Economical factors**

This factor plays really important role to keep the company floating in the market. The factors which affect the company are following. These include: Stock exchange rates, Easy to access to loans, Spending of government in present and future, and Inflation and unemployment. Recent recession and inflation in UK has greatly affected the business of Hyatt, and therefore needed to develop their strategies to overcome this. On the other hand, Hotel The Cox Today though was not hugely affected by recession, but inflation within the country has affected the business. Hyatt has strong capital and many options for fund, but Hotel The Cox Today has limited sources or even only depend on owner's fund.

### **5.2.3 Sociological factors**

This also helps the company for having an idea about people that which kind of interests they have and how can they be attracted by the company. For this some of the following things affect to the hotel such as: lifestyle of the people and their changes, social mobility, ethnic and religious differences etc. In terms of Hyatt, this hotel has a strong brand, and therefore they have big number of segmentation and target market who are frequently visit their hotel. On the other hand, most of the people visit Hotel The Cox Today are domestic and they are limited. However, Hyatt needs to think about their services as these are fitted to religious people or not, and in this way they design their products according to their guest.

### **5.2.4 Technological factors**

Technology is changing and updating day by day. This is giving such a challenge to the company to fight with, not only these companies but all of them as well. These include: changing of technology day by day, spending money on research, current and future technology innovations, and inventing new products for industry. Hyatt hotel is very much relying on technology and invent innovative products for their guest based on technology. On the other hand, Hotel The Cox Today has already adopted technological advancement, but this is not enough as compare as international standard. Hyatt has a strong investment in technology whilst Hotel The Cox Today has no or less investment on it. Technology also makes easier to operate the business of Hyatt to operate and control from head office. Hotel The Cox Today mostly uses technology nowadays for the purpose of marketing, especially on social media. However, current technological information theft is becoming a significant issue which requires more attention than ever before.

### **5.2.5 Legal factors**

Legal factors include the legislation such as Law in employment, competition; Health and safety laws; trading policy; Regulatory bodies. Hyatt hotel is greatly influenced by these laws to be followed carefully and monitored regularly as there are some strong regulatory bodies are exist. On the other hand, Hotel The Cox Today also has these laws but not greatly influenced to be properly monitored. In addition, corruption in public sector and lack of strong regulatory bodies influence the Hotel The Cox Today not to follow most of the laws and policies. Employees in Hyatt hotel also has strong voice as they are properly controlled by Labour Law and Labour Union, whilst employees in Hotel The Cox Today do not have a voice as there is no powerful Labour Union exist.

### **5.2.6 Environmental factors**

This is an important and most considering issue for the all countries and companies. Hotel is using and researching latest machinery and equipments for saving the environment such as: Green supply chain, Strategy of saving environment, Operations of the hospitality, Management of hospitality. Hyatt has already adopted the use of environment friendly equipment for less pollution. On the other hand, Hotel The Cox Today still quite far away from the use of environmental friendly equipments. There are some Laws and policies for environment protection, but these laws and policies are rarely followed and monitored in terms of Hotel The Cox Today.

## **5.3 Porter Five Forces**

In this modern and competitive market, the bargaining power of customers is extending day by day and it's extremely high in terms of both Hyatt and Hotel The Cox Today, because they have a power to buy or see another door for cheap and better product and service. When guest stays in hotel and have an occurrence of unsatisfaction in the service or hotel then the associate takes an initiative to prove that we really care of customer. Much less, the power of suppliers is very low in terms of both hotels, because many of them are the form of people with the hotels already. Threat of new arrivals is another threat for every business and especially big companies and also it's a force to keep the company at the same level. Threat of new arrivals is low in term of Hyatt as many branded hotels are already in the market, and therefore there are fewer gaps for a new company to enter to the market. Moreover, due to many well branded hotels are in the market and expense is high, if



someone wants to enter to the market it may cost huge money. On the other hand, threat of new arrivals is high in term of Hotel The Cox Today, because there are many chain hotels are in row to operate their business.

There are many competitors in UK, and therefore threat of substitute is high for Hyatt. Because, customers have alternative options available, as a result if they are not satisfied in terms of services and quality of Hyatt, they can move to other hotel very easily. Competition is high, and therefore many hotels are prepared to take the opportunity of substitute. On the other hand, still there are only few five star standard hotels in Cox's Bazar, and therefore the threat of substitute is medium in terms of Hotel The Cox Today. Besides that, Cox's Bazar is over populated in pick season which gives very low power for substituting to the customers. The power of the competitor is going high day by day and that's why Hyatt hotel is trying to fight with the competitors to keep their stand in the market of hospitality. On the other hand, Threat of competitors is also high in terms of Hotel The Cox Today as many chain and international hotels are awaiting to operate their business in Cox's Bazar.

## V. CONCLUSION AND IMPLICATION

A documentation analysis of the hotels has enabled this paper to achieve its aim and objectives. This paper has obtained some interesting and important findings related to these two hotels' internal and external environments. Both hotels have some strength that can make them successful in their business, some weaknesses that required more attention, some opportunities available that can be achieved, and some threats that needed more attention. The findings of this paper clearly evaluated that competition is increasing day by day, bargaining power of customers is increasing and threat of new entry is high. Hyatt has already created an image to the guests and it's already well known organisation to their competitors. However, Hotel The Cox Today is quite new in the business and there are many key players awaiting to operate their business. As a result, Hotel The Cox Today needs to develop their strategy to provide better service and experience to their guests in compare to their competitors. Another issue has been identified in this paper is safety and security. Some recent attacks in hotels around the world make scared the guest, and therefore both hotels need to make sure highest level of safety and security for their guests. Technology has emerged as a blessing for business as organisations can gather highest outcomes through the adaptation of technology. However, technology is changing and updating day by day. Therefore, both hotels need to keep update and adopt latest technological tools for the growth of business. Moreover, both hotels need to be aware of technological information theft as current some incidents of this have taken attention of all.

In addition, hotels are more responsible for producing high volume of pollution which is directly affecting the environment. Therefore, hotels need to have environmental friendly equipments and create awareness of the people about environmental effects. The findings of this paper indicated that Hyatt has already added the use of environmental friendly equipments whilst Hotel The Cox Today needs to start using environmental friendly equipments and make aware of the people about this issue. Having qualified and experienced employees is an asset for an organisation. Because, an organisation cannot achieve its goal and objectives through only an effective strategy, however, it needs a group of qualified and talented people to implement this strategy. Therefore, hotels are required effective training and development programmes for their employees. In terms of Hyatt, it has a multicultural experienced and qualified group of employees, while Hotel The Cox Today needs to provide effective training and development programmes for their employees which will help them to provide world class customer service to their guests. Finally, there were some more issues have been identified in this paper related to the internal and external environments. The main aim of this paper was to analyse the internal and external environments of both hotels to make them understand for better performance in competitive marketplace. More specifically this paper will be of an important piece of paper to hotel operators in Bangladesh, especially to Hotel The Cox Today, as well as to practitioners, academics and entrepreneurs to understand internal and external environments of a hotel, and thereby to develop a fruitful strategic plan for better performance in competitive market.

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