

29/10/11

ISSN: 1597-653X



The Estate Surveyor and Valuer

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PROFESSIONALISM, SCIENCE & TECHNOLOGY

Today, more than ever before, a profession such as ours, practices and practitioners must capitalize on the changing technology for market expansion opportunities, best practices, profit increase, and good client management. We must continuously train and research to access information and services that give today's practices the specific direction necessary to gain competitive advantage, to develop business strategies that take advantage of the technological trends, anticipate technological change and position our profession and practices to take full advantage of the opportunities created by the change.

Technology can enable or disrupt a business. To be on a secure end, one must proactively anticipate the pending changes brought about by an emerging technology, rather than merely reacting to the change after the impact has been realized.

In the ever changing world, the way we conduct business and practices will be challenged. Therefore, we must understand that we move from one era to another, and our profession must react accordingly by initiating a dynamic culture of innovation and thought leadership in the built sector in order to engage emerging technologies that stand to have the most profound business impact on a broad segment of our practices.

As the nation re strategize in its resolve to embrace an industrial based economy, our core business strategies must also change to accommodate the requirements of today's highly competitive business environment. Our profession must adapt and modify its core areas, services and business thinking in order to remain relevant in this new environment.

Today, most businesses are reactive to enabling and disruptive technological advancement. Organizations that will be the leader of tomorrow's business world will instead continuously innovate and exchange information within the profession and without. Continuous innovation requires insight, foresight and foray into the technological advances that will challenge existing business models and service lines and create new opportunities. We must follow this trend.

We must also engage in information exchange which provides insights into emerging technology that is actionable by the profession and practices. Business, practices, government, industry, professions, organizations and societies run on information, which makes information technology the foundation for scientific research.

Included in the information exchange should be current state assessments, best practices, competitive trends, benchmarks and forecasted trends in technological advancements. This will not only help the profession to stay on top of critical developments, but will also provide us the context with which to plan the future of our profession and practices.

Today, more than ever before, professionals and organizational executives are becoming increasingly more uncomfortable with their ability to keep up with the latest scientific and technological advances. In the meantime, science and technology advancement continues to accelerate. The socio-economic and political impact of these advancements will create a global shift in power. Anticipating these advances and shift in power is what translate into opportunities. Professionals must be knowledgeable enough about the near term

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The Challenges of Holistic Facilities Management Implementation in Hotel Organizations in SouthWestern Nigeria

by

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ABSTRACT

The challenges of holistic adoption of facilities management in hotel organizations in South-western Nigeria are enormous, and this study was carried out to determine such challenges. In doing so, fifty-seven hotels of various 'stars' were surveyed in the study area and data collected from managers, staff, and customers. It was found that a number of about twenty-one different challenges may be faced by hotels in attempting the implementation of holistic facilities management principles. It recommended that the International Facilities Management Association (Nigeria Group), hotel organizations in Nigeria and Governments at all levels should adopt strategic actions towards responding to the challenges such that the objectives of facilities management of hotels in Nigeria are realized.

Keywords:

Facilities Management; Hotel; Strategic Management; Change Management, Challenges

1.0 Introduction

The phrase 'consumer is the king' in marketing parlance, implies that organizations aiming for profitability must be customer conscious; leading to the exploitation of new ways of doing things through re-engineering. According to Telfer (2005), management of constant change drives effective companies and organizations, and a reflection of this change is seen in the adoption of concepts such as strategic management, total quality management, financial engineering, facilities management and innovation.

The aim of organizations is to consolidate businesses and improve profitability, facilities management is therefore one of the strategic concepts they may employ to remain afloat and satisfy customers through innovation strategies

(Torkildsen, 1992). Recent business and academic writings have emphasized facilities management as a discipline, and organizations have to evolve higher strategic level if clients or businesses are to extract best value from it (Price and Aklaghi, 1999; Green and Price, 2000; and Grimshaw, 2003).

According to The International Facilities Management Association, facilities management is "the practice of coordinating the physical workplace with the people and work of the organization, integrating the principles of business administration, architecture and behavioural and engineering sciences" (Spedding, 1999); while Becker (1999) opined that facilities management is "responsible for coordinating all efforts relating to planning, designing, and managing buildings and their systems, equipment and furniture to enhance the organization's ability to compete in a rapidly changing world". The

British Institute of Facilities Management (2000) opined that facilities management is the integration of multi-disciplinary activities within the built-environment and the management of their impact upon people and the workplace; while the Royal Institution of Chartered Surveyors Facilities Skills Panel (1993) considered facilities management from three distinct but inter-related areas, which are the management of support services, the management of property, and the management of information technology.

Facilities management practice in Nigeria is considered extremely limited and recent; its emergence attributable to the activities of multi-national companies with American origin particularly those in the oil and gas industry. Also, Nigerian Hotels have been firmed out to private management companies to manage, while most of the five-star hotels have put facilities management practice in place (Odieta, 1998; Ojo, 2002; Bode-Thomas, 2003; Durodola, 2009). **However, Hamer (1988) opined that facilities management is an evolving field whose nature is still somewhat fluid and portrayed as an all embracing and evocative tool that should normally be an aspect of the organizational organogram of any going-concern, and a strategic tool that could be deployed to reverse the downward trend of any ailing organization.**

According to Rutherford (2002), downsizing, re-engineering, facilities management, and strategic estate management are some of the tools applied to describe the changes that hotel businesses have continually faced. Hotel industry is crucial to the growth and development of tourism, which is a foreign exchange earner across the world, and organizational structures in the industry are not immune to the influences of the economy and business cycles. A number of difficulties are encountered by business ventures during economic downturn hotels; the hospitality industry is not an exemption.

There is a pervasive acceptance of the fact that

facilities management, if implemented faithfully, would improve the effectiveness of hotel organizations, and any organization with enormous assets may face a lot of challenges and obstacles, especially in a developing economy like Nigeria. Consequently, if colossal investments in hotels are to be retained, sustained and accelerated through the implementation of facilities management, there is the need to investigate the likely obstacles that holistic implementation of the concept and principles in hotel organizations in Nigeria will face.

In attaining the stated aim, hotel industry in South-west of Nigeria has been studied. This is based on the notion that if investments in the hospitality industry are to be sustained, there is need to investigate the likely obstacles which holistic implementation of facilities management principles may face such that proactive measures to checkmate them are set.

2.0 Literature Review

Earlier studies on facilities management (Odieta, 1998; Ojo, 2002; Opaluwah, 2005; Mbamali and Adebayo, 2006) have concentrated on the pedagogical definitions of facilities management along its objectives and advantages at the expense of its disadvantages and likely obstacles that may hinder holistic adoption of the concept especially in Nigeria. It is therefore imperative to identify these obstacles early enough to enable its successful implementation in all the sectors of Nigeria economy.

Many of the government-owned hotels in Nigeria are bedevilled by mismanagement leading to facilities decay and their gradual collapse (Bode-Thomas, 2003); whereas the privately owned hotels are thriving as they are not left behind in the adoption of facilities management as strategic principle to get hold of the market (Durodola, 2009).

Conceptually, the challenges and obstacles that

one expects from a robust application of facilities management principles and its impact on the services of any organization that fancied its use can be listed as conservatism, legislative, superiority complex, capacity building, and digital divide. Conservatism amongst stakeholders and professionals in the built-environment is evident by the Estate Surveyors' lack of understanding of the difference between property management, maintenance management and facilities management. Conflicts occur among the professionals in the built-environment and engineers as to which of them is best suited as facilities manager (Durodola, 2009).

Durodola (2009) opined that there is lack of legislation to back facilities management as a professional calling in the Nigeria environment. This has caused conflict of supremacy among line managers with the attitude becoming keener leading to obstruction of information supply to the facilities manager. Apart from this, the training requirements of the facilities manager are not usually clearly defined not to talk of the level of exposure required to aspire to higher level in the organization. Furthermore, effective facilities management relies on information technology as many organizations are not keen in spending portion of their lean resources on computers and specialized software acquisition to back up envisaged change. This is In addition to absence of relevant Data Base Management System (DBMS) or computer programme that can facilitate the work of facilities manager in Nigeria.

According to Hamermesh (1992), strategic processes are shaped by an organization's ability and capacity to implement a particular strategy since faulty implementation can make sound decision ineffective and effective implementation can make a debatable choice successful. It is as important to examine the processes of implementation as to weigh the advantage of available strategic alternatives. Thus, evolving new strategy for adoption without the ability and capacity to implement the strategy is real zilch. The study identified administrative and financial constraints as having significant impacts; administrative considerations have tremendous impact on the behaviour of organizations and thus large organizations cannot be purposefully

directed without extensive analysis of its implication on the structure of the organization and the subgroups within the organization.

Wai (2004) investigated the extent of and barriers to the application of facilities management to hotel renovations in Hong Kong, stating that facilities management strategies could be applied to hotel renovations to minimize disturbances to occupiers in residence and ensure smoothness in meeting time, quality and cost requirements. It was recommended that facilities management strategies should be imposed from the inception stage, through the planning stage and renovation period, to the final post renovation stage.

Opaluwah (2005) is of the opinion that construction errors, use of poor quality materials, lack of concrete policy on facilities, in-adequate funding, use of unqualified personnel, misuse of facilities, abuse of facilities and unwarranted alterations and modification to facilities are major challenges to facilities management implementation.

Cotts, Roper and Payant (2010) identified four major reasons why reengineering fail in organization vis resistance to change, limitations of the existing systems, lack of executive consensus and lack of a senior executive champion. Three reasons were adduced by Cotts, Roper and Payant (2010) are managerial in nature, which invariably buttresses Hamermesh (1992) disposition. Although change is always initiated with a view to a positive outcome, the most common obstacle to successful change implementation is human resistance Nebel, Rutherford and Schaffer (2002).

For this study, facilities management is defined as a strategic management tool that seeks to exploit the dichotomy between workplace, people and the work of the organization by turning potentiality to reality through proactive management.

3.0 Research Method

The research is an exploratory cross-sectional survey devoid of control but one-time observation of independent and non-manipulated variables. The investigation covered six States referred to as the South-

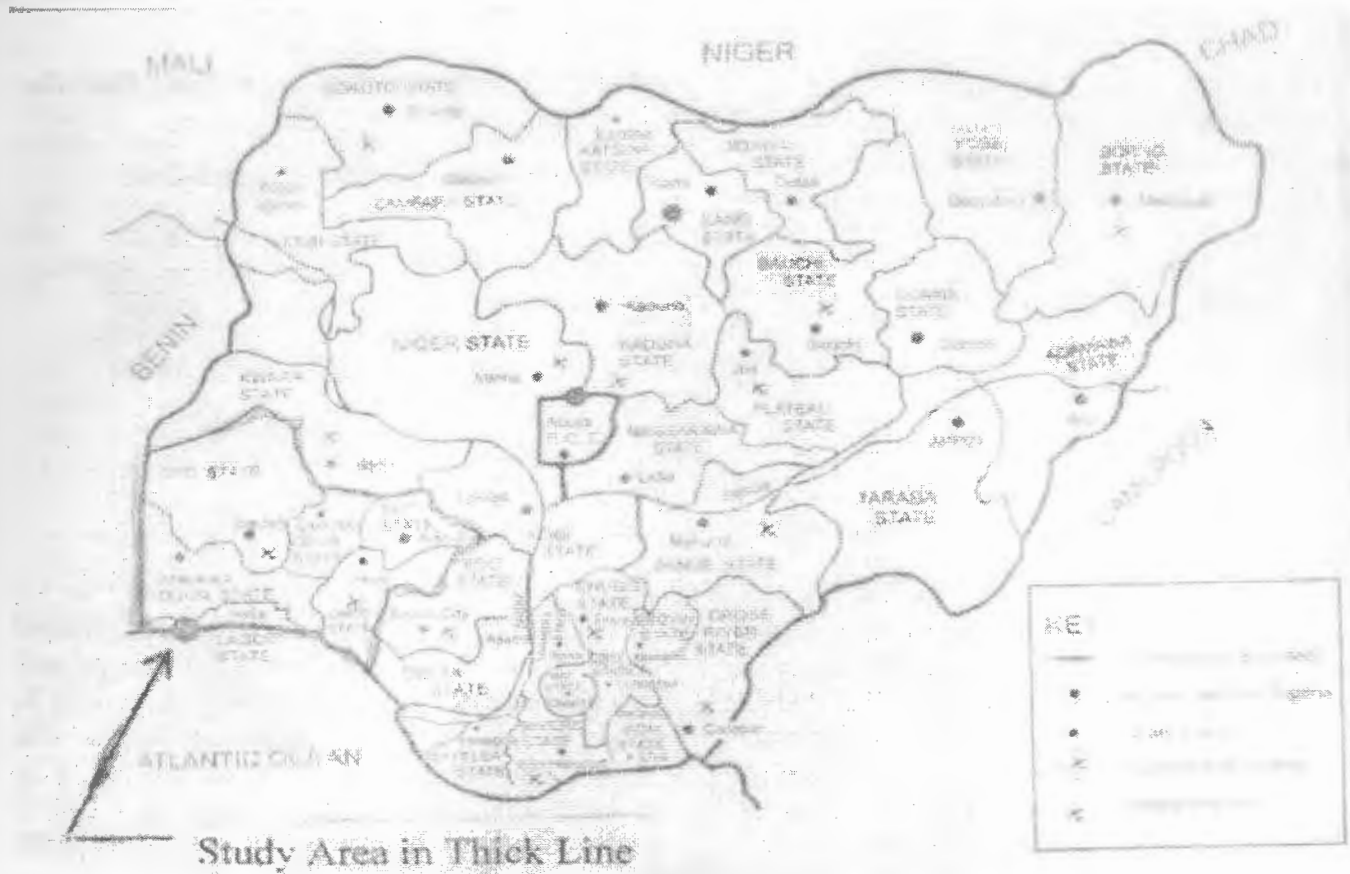


Fig. 1: Map of Nigeria Showing the Study Area

The study area covers Lagos, Ekiti, Ogun, Oyo, Osun and Ondo States as indicated in Fig. 1. The six States are contiguous and have similar characteristics and offers details for comparison. Preliminary investigation shows that the selected

Hotels conform to the standard for National Classification and Grading of Hotels as published by Nigeria Tourism Development Corporation (2001) summarized in Table 1 below.

Table 1: Classification and Grading of Hotels in Nigeria

| Hotel | Minimum Letting Rooms | Facilities and Services expected |
|--------|-----------------------|--|
| 1-star | 10 | Limited meal services Budget oriented accommodation Bedrooms with/without attached bathrooms |
| 2-Star | 20 | Reasonable level of comfort in terms of meals and other amenities for guests. Reasonable level of com fort in terms of meals and other amenities for guests. |
| 3-Star | 30 | Reasonable level of com fort in terms of meals and other amenities for guests and visitors Reasonable level of com fort in terms of meals and other amenities for guests. |
| 4-Star | 40 | High standards of furnishing High level of com fort in terms of meals and other amenities for guests and visitors |
| 5-Star | 50 | Impeccable services and extensive amenities of |

Source: Compilation based on Nigeria Tourism Development Corporation (2001)

A total of 182 hotels were identified and this formed the population of the study as reflected in Table 2. This is an improvement of what had been derived from publications of Akintola-Arikawe

(2002); Ekanade (2002); Fadare (2002); Okewole (2002); and Ogunjumo (2002).

Table 2: Breakdown of Hotels on State Basis

| S/N | State | No of Hotels | % |
|--------------|-------|--------------|------------|
| 1 | Ekiti | 35 | 19 |
| 2 | Lagos | 42 | 23 |
| 3 | Ogun | 39 | 21 |
| 4 | Ondo | 22 | 12 |
| 5 | Osun | 18 | 10 |
| 6 | Oyo | 26 | 15 |
| Total | | 182 | 100 |

The Standard for National Classification and Grading of Hotels and other Serviced Accommodation in Nigeria regards 1-Star and 2-Star hotels as economic hotels. The Federal Republic of Nigeria Official Gazette No 21 of 9th April 1997 Vol. 84 further presumes that 1-Star hotel may have 50% of their rooms without

attached bathrooms and toilets. This requirement of hotel rooms being en-suite is fundamental and thus necessitates limiting the hotel categories to 2-Star and above. This categorization accords with Hassanien and Losekoot (2002) although it is slightly different from Okoroh and Ilozor (2003) categorization of hotel in Britain as shown in Table

Table 3: - Hotels by Size Categories in Britain

| S/N | Number of Bedrooms in Establishment | Number of Establishments | Percentage of Establishment |
|-----|-------------------------------------|--------------------------|-----------------------------|
| 1 | 201+ | 157 | 1.6 |
| 2 | 101-200 | 460 | 4.7 |
| 3 | 51-100 | 994 | 10.2 |
| 4 | 26-50 | 1691 | 17.4 |
| 5 | 11-25 | 3498 | 35.9 |
| 6 | 4-10 | 2618 | 26.8 |
| 7 | 1-3 | 160 | 1.6 |
| 8 | Unknown | 163 | 1.7 |

Source: Okoroh and Ilozor (2003)

Okoroh and Ilozor classified 11-50 rooms hotel as medium sized and over 50 rooms' hotel as large size in Britain. This categorization may not be totally suitable to Nigeria environment as shown in the Nigeria Tourism Board Classification for hotels as shown in Table 1, basically because large hotels with over 100 rooms are not common nor can one regard less than 5 rooms building as a hotel in Nigeria. Nonetheless, it underscores the use of room numbers at the expense of facilities as

a basis for hotel classification. For this research therefore the focus was on hotels falling into the category of 2 to 5-star hotels.

From Table 2, it is observed that hotels in the selected States showed uneven distribution within the States concerned and that distribution between various categories of the hotels is not equal either as shown in Table 4.

Table 4: Hotel Distribution among State Capitals

| S/N | State | State Capital | Hotels per State | Hotels in each State capital | % of hotels in State Capitals |
|-----|-------|---------------|------------------|------------------------------|-------------------------------|
| 1 | Ekiti | Ado-Ekiti | 35 | 13 | 37 |
| 2 | Lagos | Ikeja | 42 | 29 | 69 |
| 3 | Ogun | Abeokuta | 39 | 11 | 28 |
| 4 | Ondo | Akure | 22 | 8 | 36 |
| 5 | Osun | Oshogbo | 18 | 3 | 17 |
| 6 | Oyo | Ibadan | 26 | 16 | 62 |

State capitals were selected because in comparing them with other cities, they are considered to be the best-known tourist destinations within the State they represent. However, the relatively low figure for hotels in Akure and Oshogbo might be due to their hinterland status and agricultural economy. For this study, the researcher defines how large a

sample of hotels should be in order to be 95% confident that the probable error of using a sample rather than surveying the whole population will not exceed 0.02%; the Kothari's (1978) formula was therefore adopted. Thus, a sample size of 57 was obtained and this figure split among the States based on the number of hotels as reflected in Table 5.

Table 5: Derivation of sample Size

| S/N | State Capital | Study Population | Sample Frame | Sample Size |
|--------------|---------------|------------------|--------------|-------------|
| 1 | Ado-Ekiti | 35 | 13 | 9 |
| 2 | Ikeja | 42 | 29 | 20 |
| 3 | Abeokuta | 39 | 11 | 8 |
| 4 | Oshogbo | 18 | 3 | 3 |
| 5 | Ibadan | 26 | 6 | 11 |
| Total | | 182 | 80 | 57 |

In accordance with Asika (1991), hotel selection for the distribution of questionnaire was based on randomization principle. Data generation was based on self-administered questionnaires complemented with in-depth personal interview and physical survey of the constructed facilities. Descriptive statistics, ranking and spearman's correlation were employed for statistical analysis. Each hotel selected was administered with one questionnaire address to its Management and another set to the customers.

The number of questionnaires for customers was based on information supplied on customers'

turnover for the past five years from which the mean, monthly and daily averages were determined. The daily average then represents the population from which the sample size was determined using the Kotharis formula. In all 28 hotels were willing to participate and duly filled and return their organizational questionnaires.

Consequently, a total of 671 questionnaires were distributed to customers as shown in Table 6 out of which 360 were retrieved representing 54% retrieval rate.

Table 6: Summary of Distributed Customers' Questionnaires

| S/No | Hotels | Location | No of Questionnaires |
|------|---------------------------|-------------|----------------------|
| 1 | Mainland | Lagos | 49 |
| 2 | Federal Palace | Lagos | 50 |
| 3 | Lagos Sheraton and Towers | Lagos | 51 |
| 4 | West End | Ado-Ekiti | 19 |
| 5 | Olujoda | Ado-Ekiti | 16 |
| 6 | Owena | Akure | 20 |
| 7 | Niger Palace | Lagos | 9 |
| 8 | Gateway | Lagos | 35 |
| 9 | Hotel Plaza | Lagos | 19 |
| 10 | Le'EkoMeridien | Lagos | 43 |
| 11 | Excellence | Lagos | 20 |
| 12 | Kilo | Lagos | 21 |
| 13 | Oasis | Lagos | 13 |
| 14 | Hotel Newcastle | Lagos | 21 |
| 15 | Bluenet | Lagos | 8 |
| 16 | Lagos Airport Hotel | Lagos | 32 |
| 17 | Lafia | Ibadan | 36 |
| 18 | Heritage | Oshogbo | 18 |
| 19 | Premier | Ibadan | 64 |
| 20 | Universal | Abeokuta | 7 |
| 21 | Greenspring | Ibadan | 11 |
| 22 | MicCom Golf | Ada/Oshogbo | 13 |
| 23 | D'erovan | Ibadan | 12 |
| 24 | Kankanfo Inn | Ibadan | 17 |
| 25 | Adesbar | Abeokuta | 10 |
| 26 | K.S Motel | Ibadan | 17 |
| 27 | Dusmar | Abeokuta | 22 |
| 28 | Leisure Spring | Oshogbo | 18 |
| | Total | | 671 |

4.0 Analysis and Discussion

There are benefits derivable from holistic adoption of facilities management in the running of hotel organizations so also are challenges that militate against its holistic adoption especially within the study area. The respondents identified a

number of factors that militate against wholesale adoption of facilities management when considered from the perspectives of the organizations. The responses are shown in Table 7 below

Table 7: Challenges Militating against Wholesale Adoption of Facilities Management from Organization Perspective

| S/N | Challenges | Response Number | % | Rank |
|-----|---|-----------------|----|------|
| 1 | Lack of pressure group from customers to press for quality and unethical practices from hotel operators | 2 | 7 | 7 |
| 2 | Lack of pressure group from hotel operators to press for favorable policies from government. | 2 | 7 | 7 |
| 3 | High and multiple taxation on hotel operations | 2 | 7 | 7 |
| 4 | Over bearing influence of owners over professionals muffling professionalism and good practice | 2 | 7 | 7 |
| 5 | Lack of commitment to quality by hotel promoters as well as regulating authorities such as Nigeria Tourist Board | 2 | 7 | 7 |
| 6 | Conservatism on the part of larger society regarding hotel patronage which views hotel as a waste of money | 3 | 11 | 6 |
| 7 | Religious sentiments viewing hotel as promoting immorality | 9 | 32 | 2 |
| 8 | Low capital base for hotel development | 5 | 18 | 4 |
| 9 | Poor foreign investment in hotel sector | 2 | 7 | 7 |
| 10 | Rejection of facilities management principles due to poor exposure, education and lack of promotion | 2 | 7 | 7 |
| 11 | Un-conducive business environment in Nigeria with regards to poor infrastructure, policy inconsistencies and high level of corruption | 6 | 21 | 3 |
| 12 | Inadequate training of hotel operators and workers generally and in facilities management principles in particular | 5 | 18 | 4 |
| 13 | Limited exposure of owners and staff locally and internationally | 4 | 14 | 5 |
| 14 | Tacit withdrawal of government from direct investment in hotel | 4 | 14 | 5 |
| 15 | Immediate return on investment which may not be possible in hotel operation and thus hampering inflow of capital into the industry | 10 | 36 | 1 |
| 16 | Lack of statutory support for facilities management and enforcement in hotel organizations | 4 | 14 | 5 |
| 17 | Poor culture of holidaying, outdoor activities and tourism in Nigeria | 3 | 11 | 6 |
| 18 | Business marketing and promotion among hotel operators in Nigeria is exceedingly too poor | 2 | 7 | 7 |
| 19 | Lack of effective maintenance culture within Nigeria setting which permeates all the sectors of the economy. | 3 | 11 | 6 |
| 20 | Facilities are expensive to procure, install, run and maintain | 5 | 18 | 4 |
| 21 | Low technological know-how | 3 | 11 | 6 |

From Table 7, the concern for immediate return on investments generally among investing public was rated first followed by religious sentimentalism then un-conducive business environment in Nigeria and in the rear is poor business marketing and promotion among hotel operators in Nigeria. The concern for immediate return on investment is a general phenomenon in Nigeria and may not be strange if this is affecting

the industry also. Religious sentimentalism may probably fade out with time as education and exposure to foreign culture spread.

4.0 Conclusion and Recommendation

Nineteen challenges were identified from the points of view of the organizations, facilities managers and hotel customers with the first three being a concern for immediate return on

investment generally among investing public in hotel operation; religious sentimentalism which views hotel as promoting immorality and social misbehaviour; and un-conducive business environment in Nigeria with regards to poor infrastructure and policy inconsistencies in that order. Interestingly, conceptualized challenges are totally absorbed and overwhelmed by identified challenges. **These challenges are daunting enough for the stakeholders in facilities management and hotel organizations to get back to the drawing board and evolve strong strategies that could counter all to be able to achieve the desired effect expected when applying facilities management principle in**

Running hotel organizations.

The major recommendations therefore are that International Facilities Management Association (Nigeria Group) should intensify efforts in securing legal backing for the practice of facilities management and not only that be involved in rigorous sensitization of the populace in the use and operations of facilities management. Intensive research is required in facilities covering all the major sectors of the economy so that challenges impeding growth in various sectors can be identified and proactive actions put in place to tackle them. In addition, Governments at all levels should be involved in restructuring their maintenance management departments to facilities management departments with adequate structure and funded to practice and propagate facilities management principles.

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