

Acquiring Competitive Advantage With Repositioning Strategy in the Hotel Industry

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Abstract

Achieving competitive advantages is one of the major goals of any organization; the concept is even more important in a growing industry with a high threat of new entry. Repositioning strategy can be used by an organization to be better positioned in a market and achieve some level of competitive advantages; however it is important that such organization conduct a comprehensive market research to have a profound understanding of the market and future expectations from the market, before making the decision to invest its resources into implementing a repositioning strategy. This article will discuss the relationship between repositioning and competitive advantages and how a hotel can use repositioning strategy to achieve competitive advantage. Although hotels always look to acquire attributes that will help them be better positioned in the market than their competitors, management of hotels must understand that repositioning will not always guarantee achieving competitive advantages in the market, and there are important steps to take before deciding on implementing repositioning strategy.

Key words: Positioning; Repositioning; Competitive advantages; Hotel industry

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INTRODUCTION

The high competition in today's market environment has made it even more important for organizations to secure a position that will help them achieve competitive advantages in the market. Jobber (2006) offers that an organization can gain competitive advantage over its competitors when it can provide the same value as its competitors but at a lower price, or the organization can charge higher prices by providing greater value through differentiation.

Business strategies are all about competitive advantage; repositioning strategy is one of the strategies organizations use in achieving their goal of competitive advantages. The high competition in the business environment in recent years has made it even more important that business organizations must do more than just reacting to market situation, they must continuously analyze and have great understanding of the present and possible future market situations, so they can come up with a repositioning strategy that will keep them in a good competitive position in the market. This main purpose of this research work is to analyze how a hotel can use repositioning strategy to achieve competitive advantages in its operating market. This research methodology the researcher will use in this article is online survey where the researcher will use secondary data from the relevant group to assess and analyze the situation.

1. CONCEPT OF REPOSITIONING

Repositioning has been considered by Wong and Merrilees (2007) as a strategy to align the organization/product/service with the existing or future market conditions. Repositioning is a strategy used by organizations to change their service/product positioning in the market. Positioning is described by Boone and David L. Kurtz, in their book *Contemporary Marketing*, as the consumers' perceptions of a product's attributes, uses, quality, and

advantages and disadvantages relative to competing brands. Since positioning has a considerable effect on brand management, marketing communications, strategic management, human resources and so forth, Bruyn and Freathy (2011) have concluded that positioning can be analyzed and evaluated from all the activities of the organization. Even if an organization's product or service is placed at a better position than the competitors, it is natural to conduct repositioning to improve the competitive advantage. Hence the repositioning according to Saxena and Khandelwal (2010) is not only because of failed positioning strategy but also to improve the future prospects of the product or service.

Business organizations consider repositioning strategy to gain more customer base in the market. A business organization that operates within the boundary of a country can decide to reposition and extend its operation beyond the boundary of that country. However, it is important that management of organizations must carefully consider this strategy; the fact other organizations are in the trend of using this strategy does not make it compulsory they find a way to implement such strategy too. The management must conduct a comprehensive market research and also consider its available resource before proceeding with such strategy. It does not matter how good a strategy may be, an organization needs to possess the right resource to efficiently and effectively implement this strategy; an organization without the right resources faces a high possibility of failure and should therefore not proceed with the implementation of the strategy.

Repositioning is not an easy strategy to implement, as some organizations, in the process of implementing a repositioning strategy, losses the trust and believe the customers have about their products or services. Therefore, it is important that any organization planning on implementing repositioning strategy understands that, "the core is everything". It does not matter what strategy an organization decides to implement or how good the planning is, if an organization deviates from its brand it will most likely result in a disastrous situation for such organization. Organizations must only work to build on its core business and avoid moving away from it; the management must do its best to evolve its brand to meet up with the changes of the environment, especially, technological environment. Organizations should work on reinventing their products or services to optimize growth and market penetration, in doing these; the organization must remain true to its core.

Another important point management of organizations must understand is that "repositioning is not always the right solution". If there is a problem of poor sales revenue in the organization, the management must understand that the poor sales revenue is not the problem; the problem is the causes of the poor sales revenue. Too often organizations decide on a strategy to solve a particular problem/situation without really understanding the

underlying factors causing this problem or situation. For example an organization that is experiencing low sales returns and then decides to invest more on market research and then reposition to focus on targeting new customer base might be investing scarce resources wrongly. The problem might be from the employees; poor training, poor work ethic, lack of total dedication and commitment might just be some of the reasons the organization is experiencing poor sales returns.

2. COMPETITIVE ADVANTAGES

Competitive advantage is a situation that exists when there is a match between the distinctive competences of a firm and the factors critical for the success within the industry that enable the firm beat the competitors (American Marketing Association, 2007). If an organization has resources and possesses capabilities that are superior to those of competitors, then such organization can achieve competitive advantage if the resources and capabilities are being utilized effectively and efficiently. Gupta et al. (2009) point out, that resources alone are frequently not enough to generate competitiveness over other firms. In creating a competitive advantage, a firm needs the ability to make good use of resources.

Jobber (2006) offers that an organization can gain competitive advantage over its competitors when it can provide the same value as its competitors but at a lower price, or the organization can charge higher prices by providing greater value through differentiation. Organizations mostly achieve a competitive advantage by matching their core competences to the opportunities in the market. Organizations must also note that it is not enough to offer their services at lower price than the competitors to gain a competitive advantage; they must ensure that customers see value in these services or products. It is possible for an organization to offer lower price than its competitors but the customers might not view such products or services as quality enough, or the customers might not value the brand or image of the company enough to purchase their products or services. Therefore for an organization to create a competitive edge based on lower prices than the competitors, the management must ensure, through market research, that customers are willing to purchase and also that they get a satisfactory value for money by purchasing it.

Competitive advantage is a position of superiority on the part of an organization in relation to its competition in any of the multitude of functions/activities performed by the organization. This explains that an organization can gain a competitive advantage in several ways. For example, some firms may be superior in production, some in R&D and some others in marketing, and within given function, the superiority may be rooted in different aspects of the function. For example, superiority in production may emanate from different aspects; the firm may be a

more efficient producer compared to its competitors, or, it may have more flexible production system, or else, it may have the strength of variety. Superiority can also mean that the firm performs a given function differently distinct from the way other firms perform it. In either case, the firm gains a competitive advantage.

It will be clear from the above explanation that in developing a competitive advantage, an organization basically figures out how it can perform a particular function or group of functions, either, in a superior way, or in a distinctive way, relative to competition. The only other criterion is that the superiority/distinction has to be of value to the customer and should be perceived by him as such. Without this condition being fulfilled, no competitive advantage accrues to the organization from the superiority/distinction. Competitive advantage is thus superior or distinctive competence of an organization relative to competition in some area. The superior or distinctive competence must mean something in terms of customer value. Outstanding leaders in any industry possess superiority/distinction in several functions/areas. Working towards achieving competitive advantage through differentiation where such organization creates higher value and charges more than the competitors, it is important that such organization must ensure that customers are willing to pay more to enjoy these higher or additional services. They must establish also through market research and survey that the customers get higher value from these distinctive services or products.

3. RELATIONSHIP BETWEEN POSITIONING AND COMPETITIVE ADVANTAGE

A quality strategic positioning or repositioning is the road map to achieving competitive advantages. The concept of positioning was established to enable organizations to know how the consumers view them and also for organizations to position or reposition themselves distinctively to help them gain a competitive advantage in the market place. As explained earlier in this research work, an organization can either position as offering a lower price of quality products as compared to the competitors in the market, thereby giving such

organization a competitive edge, or they can position as producing or offering higher quality products or services of higher prices than its competitors, this will also help the organization to gain a competitive edge if the consumers view the higher quality products or services worthy of the higher price they have to pay to enjoy them. IKEA is a typical example of a company that is enjoying competitive advantage based on its positioning of lower prices than its competitors. IKEA produces products that the consumers view as quality at lower prices; an organization will not enjoy or achieve a competitive edge if the consumers do not think the products or services are not quality enough, they would rather patronize the competitors and pay higher price. Therefore any organization that wants to achieve a competitive advantage by positioning as offering lower prices than its competitor must ensure that consumers view their products or services quality enough to patronize.

Apple is another organization that enjoys competitive advantage in its operating industry by providing products of higher services and quality to the consumers. They charge higher than the competitors for their products but also ensure their consumers get value for money by purchasing their products. Value for money is an important concept organizations must understand from the consumers' point of view. Value for money is the consumer's perception of the goods or services that they receive. A consumer can attest to value for money when they feel that they have received an item that was worth the price that they paid for it.

Positioning of an organization should not only focus on if to position as offering lower prices than the competitors or offering better or higher services with higher prices than the competitors, it is also important for organizations to understand the factors surrounding the customer's decision to enjoy value for money. Several factors go into the customers' decisions, including price, quality, and product or service suitability. A good and strategic positioning will give an organization a competitive advantage in the market, either by offering lower prices or distinctive services at higher prices than the competitors; but it is also important that the management of organizations understand the importance of value for money to the consumers. An organization that offers lower prices than the competitors will not achieve a competitive advantage if the consumers don't see value in purchasing its products. For example, I would rather pay more for a beverage than pay less for a similar one that has bad image in the industry, or pay more for a television set than purchasing a television set known to be of lower quality. In this case, the organization that offers lower price for beverage with a bad image and the organization that offers lower price for television set with poor quality will not achieve or enjoy a competitive advantage. This is also same for an organization that aims to achieve

competitive advantage by providing distinctive products or services, if consumers don't think there is more value to be enjoyed in comparison to the additional price paid to buy their products over the competitors, such organization cannot achieve competitive advantage. For example, I would not pay more for a mobile phone if personally I don't think there is more value to be enjoyed when I use the phone.

It is possible for a consumer to feel a product does not offer enough value for money spent and another consumer should feel otherwise. Therefore it is important that organizations conduct a comprehensive and quality research into the market and industry they choose to operate, their target market, how their resources can best serve this target market, before establishing a positioning strategy. Also organizations that plan to reposition to achieve competitive advantage must conduct a comprehensive and quality research into the market and industry, understand their core competences, their strengths and weaknesses before they proceed on repositioning. This will help the organization to better understand the market and how they can reposition to achieve their aim of achieving competitive advantage.

4. PROCESS FOR REPOSITIONING IN THE HOTEL INDUSTRY TO ACQUIRE COMPETITIVE ADVANTAGES

One cannot emphasize enough the importance of involving the whole department and component of an organization in the process of implementing a new strategy. The management of the hotel must make their guests, patrons, and employees aware of the plans and excited by the prospect of a "new and improved" hotel. Interest and support is vital to the success of this always disruptive process. Forewarn every one of upcoming inconveniences, tell the customers and employees how certain changes-in-progress will negatively affect them in the short term (for instance, conversion to a new computerized guest history) and, of course, sell them on the ultimate benefit to them, in the long run.

Absolutely crucial to achieving the new position is proper, thorough, and appropriate training of all hotel staff to deliver this new product and provide the attendant services. Considerable money, time, and other resources will have been lost if this crucial step is bypassed or only partially executed, therefore, the management must carry the employees along, explain the positioning process to these employees, and train them appropriately on how to effectively and efficiently administer the added services.

The management should also perform a thorough and unbiased cost-benefit analysis in order to make an informed "go-no-go" decision. It is important that they do not go forward just because significant costs have already been invested in the research and planning process; if

the management discovers that this process will yield no profit or increase in wealth of the hotel, then they must stop this process without thinking about how much money spent already.

5. STEPS IN REPOSITIONING IN THE HOTEL INDUSTRY TO ACQUIRE COMPETITIVE ADVANTAGES

5.1 Improve the Quality of Services Provided

Service quality cannot be over emphasized in the hotel industry, one of the major attributes that keeps customers loyal to a hotel is the quality of the services these customers receive from the hotel. A hotel might have a very nice structure and design and this might attract customers, but the designs and structures will not be enough to keep these customers loyal to the hotel. Generally, humans like to be treated politely and feel respected, the management should invest more in improving the quality of services they provide; they should focus on training the employees and create a feedback system where employees can learn about their performance and also where they need to make improvement in order to provide better services to the customers; this training should also be done periodically in order to re-emphasize the importance of providing consistent quality services. Some of the services most customers complain about are: internet service; maintenance culture; quality food services at a price that is a good value for money; well equipped business spaces (especially for business customers). Research has shown that hotels users, especially those that plan to stay for days, will visit a hotel that will give them comfort and mostly feeling of home. If the management can ensure they provide consistently quality network service to the customers, this will give them edge over its competitors that do not consistently provide quality network service.

Process of Improving the Quality of Services

Understand customers' expectations: It is not surprising that the basis of improving quality is also the starting point for effective customer relationship management. The delivery of superior quality begins with a solid understanding of customers' expectations. Hotels must make great effort to understand the consumers in the market, their needs and expectations. This will help the hotel to provide better services and also working towards meeting the customers' expectations. Although customers' expectations can be difficult to fully meet them, the management can work towards improving their services and be consistent in providing these services.

Translate expectations into quality standards: Understanding the customers' expectations is one thing, but organizations must work hard to be able to translate

these expectations into quality products or services. It is important that the management hotels understands that conducting research to know customers' expectations is not enough, the management must work hard towards translating these expectations into quality standards. In an industry where customers' satisfaction is the basis of competition, the management must always keep updated about what the customers want and expect, and keep working hard to meet them better than the competitors.

Uphold quality standards: Consistency in product and service quality is very important to the success of any organization, the best quality standards are of little use if they are not delivered accurately and consistently. It is also important that hotels understand this concept, 'it is always about consistency', especially in the hospitality industry. It does not matter how good the service a customer received in the past, if the same customer is treated badly on another occasion, the customer will feel disappointed and might not visit the hotel again if the management and employees does not properly handle the incident.

Don't overpromise: It goes without saying that customers will be disappointed if an organization fails to deliver on its promises. The key is to create realistic customer expectations for what can and cannot be delivered. The management of the hotel must ensure that they don't overpromise to the customers on their website. Most customers believe many hotels do not completely deliver on the services promised on their website. Misleading the customers can cause a great deal of damage, from the customers getting disappointed to feeling angry about being deceived. Such customer will most likely not return to the hotel, and worse still, such customer might decide to go on social media and spread negative news about the hotel, which will be a very bad situation for the hotel as information spreads far on social media these days. Therefore the hotel must be honest with its customers about the services that can be provided for the customers and also provide updated information to the customers on their website, it is important that the customers have complete trust for the hotel.

5.2 Appearances do Matter

There is a popular statement 'do not judge a book by its cover', however, the hotel industry is one of the few instances where presentation really does matter. It is important to note that it does not matter how high the level of service a hotel provides, if the appearances are bad, the customers will most likely not patronize such hotel. In the hotel industry, polished presentation is vital to success, everything about the property will be evaluated through photographs and reviews from customers before a guest even decides to purchase a room. If the rooms look out of date, lobby is dirty or the restaurant looks cramped, guests will make an initial judgment about the property that will not be in the favor of the hotel. The same applies

to the hotel staff too; they must look professional and presentable because they are integral part of the property.

5.3 Build Strong Relationship With Customers

Timothy R. Pearson, in his book 'the old rules of marketing are dead' explains the importance of customer relationship; he says in the process of repositioning, organizations must reinvent the relationship with their customers so that the experience itself has value. He discusses further that, how organizations interact with prospects and customers determines how these organizations are perceived, and this concept of customers' perception is the main purpose of positioning or repositioning. Hotels must always work on building good relationship with their customers, one way they can do this is by promoting customers' trust in them; Calonus (1988) emphasized that an integral element of the relationship marketing approach is the promise concept. He argued that the responsibilities of marketing do not only, or predominantly, include giving promises and thus persuading customers as passive counterparts in the marketplace to act in a given way, but also in keeping promises, which maintains and enhances evolving relationship.

Another way is by creating good communication with the customers; communications in the context of customer relationship is the ability to provide timely and trustworthy information. Customers tend to be more loyal when there is an effective communication between an organization and its customers, this will also help to improve the relationship between the organization and the customer. Hotels can also build strong relationship with the customers by their conflict handling method. Sometimes people do not really get angry by a conflict, they tend to get angrier by the reaction or the way the situation is handled; if handled properly, the customer might because of that be more loyal to the hotel.

5.4 Create a Healthy Relationship With the Employees

In the service industry, customers do not only have emotional connection with the company or its services, they also have connection (good or bad) with the brand's personnel or customer service representatives. Employees are important asset of an organization, because the success or failure of an organization depends upon its employee as much as it depends upon its strategies and policies. Employees become more important in the hospitality industry and their quality and effective performances are more important because they are having direct interaction with the customers and they are responsible for satisfying the customers, not the organizations strategies. As it is important to create a healthy and strong relationship with the customers, it is even more important to create a strong and healthy relationship with the employees. It is important that the management of hotel create a

The Analysis of Attitudinal Resources in Obama's Victory Speech from Perspective of Appraisal Theory

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Abstract

As the first African president in American history, Obama's victory speech is very noticeable and influential in political and social life. As a formal and well-prepared speech, it fully expresses Obama's positions and policies on domestic and external affairs.

James Martin and Peter White in nineties of the 20th century firstly introduced the Appraisal Theory which has its origin in the framework of Systemic Functional Linguistics. Appraisal Theory, as the extension and supplement for Halliday's Systemic-Functional Theory, concerns how various resources are applied to convey attitudes and negotiate relationships and comprises three sub-types: Attitude, Engagement and Graduation.

In this thesis, the researcher attempts to make an analysis of attitudinal resources in president Obama's victory speech from the perspective of Appraisal Theory and to discover how resources of Affect, Judgment and Appreciation are applied to rebuild public confidence, minimize hostility, appeal to the public for national solidarity and rally the country to challenges ahead.

Key words: Attitudinal resources; Appraisal Theory; Obama's victory speech

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INTRODUCTION

Purpose of the Thesis

The thesis makes an attempt to analyze the attitudinal resources in Obama's victory speech with the employment of theoretical framework -the Appraisal Theory. From the perspective of Appraisal Theory, it aims at exploring the distribution of the attitudinal resources and how does Obama use these resources to stir public confidence, foster national solidarity and rally the country to the challenges ahead. As a president with super power, Obama is a great legend in America. He is the first African president in American history that has no eminent family background and solid political power base. Because of ethnics, skin color, religion and background, he is usually attacked by his opponents since he attended the presidential election. How does he confront with these problems? As the spokesman of American dream, his personal speech skills have aroused widespread academic interest at home and abroad. The speeches he makes mainly focus on the hot domestic and international problems, such as education, tax, social security which enhance people's understanding and studying of American culture and politics. His speeches help him to get support from most American citizens and establish solidarity with the audiences. As the one of the most outstanding speech-makers, his success is not only the success of speeches but also the success of language. So his victory speech is chosen as the research object to explore the resources of appraisal theory especially in constructing the audience and establishing solidarity with listeners.

Significance of the Thesis

First of all, through the careful and detailed analysis of the attitudinal resources, the thesis enriches the reader's understanding of the Appraisal Theory. Secondly, the readers can have a more profound and comprehensive way in grasping Obama's speeches. Last but not least, the thesis supplies readers with the reference when they make

other public speeches and suggestions about how to reach the speaking purpose and establish the solid relationship between speakers and listeners.

1. THEORETICAL FRAMEWORK

James Martin, the linguistic professor of University of Sydney, firstly proposed the Appraisal System in early nineties of 20th century which immediately caught great attention of many scholars. James Martin, Peter White and David Rose are one of the most noteworthy scholars in this area whose publications have provided more insights for scholars who are interested in the theory.

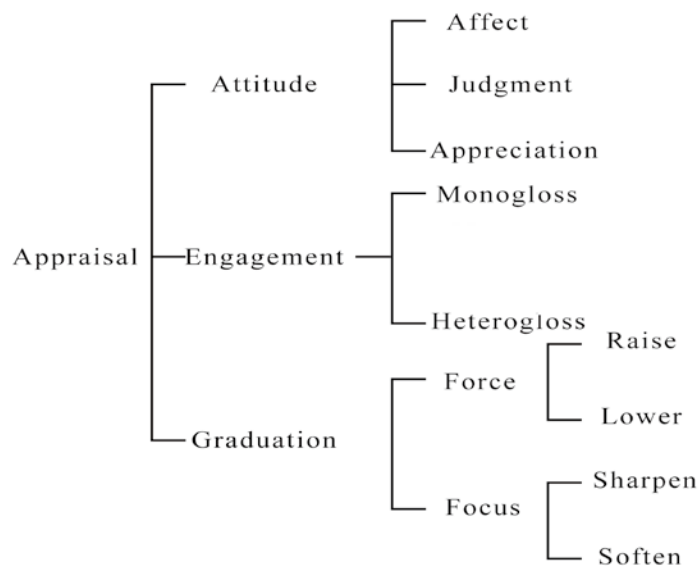
Appraisal System develops out of the Systemic Functional Linguistics. James Martin put forward that the language has three meta-functions: ideational meta-function, interpersonal meta-function and textual meta-function. Appraisal Theory is an extension and supplement of the interpersonal function and a new theoretical perspective of lexical level instead of the clause level.

The Appraisal Theory is “concerned with evaluation-the kinds of attitudes that are negotiated in a text, the strength of the feelings involved and the ways in which values are sourced and readers are aligned”(Martin and Rose 78). The Appraisal System concerns how the speaker/writer adopts appraisal resources to express emotions, convey attitudes, convince audiences, influence beliefs and negotiate relationships. And Appraisal System has three sub-systems: Attitude, Engagement and Graduation.

“Attitude is concerned with our feelings, including emotional reactions, judgments of behavior and evaluation of thing” (Martin & White, 2008, p.35).

Engagement, as the second sub-system of Appraisal Theory, deals with the linguistic resources which language users adopt to adjust the degree of their involvement or commitment to the proposals being advanced in a text.

Graduation, as the third sub-system within the Appraisal system, is used to scale or grade the engaging degree of the Attitudinal meaning in the text. Actually, by Graduation language users can show their much more comprehensive and detailed attitudes towards a certain proposition.



As language resources, Attitude bears a lot of interpersonal meanings which can be classified into three subsets- Affect, Judgment and Appreciation. The three sub sets of Attitude can be either positive or negative, either explicit or implicit and they are related to what traditionally referred to as emotion, ethics and aesthetics respectively.

1.1 Affect

As the first sub-set of Attitude, Affect deals with people's positive and negative emotions, including reacting to behavior, process or phenomena. And Affect can be classified into Realis Affect and Irrealis Affect (Martin, 2000, p.150). Realis Affect can be classified into three major categories which are related to un/happiness, in/security, dis/satisfaction (Martin and White, 2008, p.49). Irrealis Affect of inclination and disinclination is related to desire and fear respectively.(Martin and White, 2008, p.48)

Resources of un/happiness refer to internal feelings, such as love, happiness, sadness, and hatred. Unlike resources of happiness are related to affection and cheer, the resources of unhappiness are associated with feelings of misery and feelings of antipathy.

Resources of in/security refer to feelings which are in relation to our environment. Resources of insecurity comprise feelings of disquiet and feelings of surprise. However resources of security include resources of confidence and trust.

Resources of dis/satisfaction refer to people's feelings which are caused by accomplishment and failure while they pursue their dreams and goals. Resources of dissatisfaction involve feelings of ennui and feelings of displeasure. On the contrary, resources of satisfaction comprise feelings of interest and feelings of pleasure.

Table 1
The Affect System

| | Affect | Surge(of behavior) | Disposition | P/N |
|-----------------|-------------|------------------------|---------------------|----------|
| Happiness | Cheer | laugh, rejoice, smile | Cheerful, buoyant | Positive |
| | Affection | hug, embrace | love, adore, like | |
| Unhappiness | Misery | cry, wail, whimper | down, sad | Negative |
| | Antipathy | abuse, curse, revile | hate, resent, abhor | |
| Security | Confidence | proclaim, declare | assured, confident | Positive |
| | Trust | entrust, believe | reliable, trusting | |
| Insecurity | Disquiet | shaking, restless | uneasy, anxious | Negative |
| | Surprise | start, faint, collapse | startled, shocked | |
| Satisfaction | Interest | attentive, industrious | absorbed, focused | Positive |
| | Pleasure | reward, praise | content, pleased | |
| Dissatisfaction | Ennui | yawn, fidget | jaded, stale, bored | Negative |
| | Displeasure | scold, blame, caution | angry, furious | |

1.2 Judgment

As the second subset of Attitude, Judgment deals with attitudes towards behavior and has a positive and negative dimension corresponding to positive and negative Judgment on behavior. Under Judgment, human behaviors are evaluated according to social expectations, shared values, social norms as well as laws, rules and regulations.

According to different evaluative standards, Judgment System can be classified into two broad categories, defined as Social Esteem and Social Sanction.

Social Esteem involves attitudinal values without legal implications. To be specific, behaviors under Social Esteem will be judged on basis of generally accepted social expectations by which negative behaviors are discouraged, criticized or despised as inappropriateness. Social Esteem concerns norms involving normality (the state of being normal), capacity (someone’s ability to do something) and tenacity (the quality or state of being tenacious and reliable). (Martin and Rose, 2007, p.62)

Social Sanction includes a set of rules or regulations with legal or moral implications. In other words, behaviors under Social Sanction will be judged on moral ground or legal ground and negative behaviors often are condemned as sins or punished as crimes. Social Sanction comprises evaluations of human behaviors involving veracity (the quality of being honest or trust) and propriety (the quality of being socially or morally acceptable).(Martin and Rose, 2007, p.62)

Table 2
The Judgment System

| | Judgment | Positive | Negative |
|-----------------|-----------|---------------------------------|------------------------|
| Social Esteem | Normality | normal, stable, natural | odd, obscure, peculiar |
| | Capacity | fit, mature, clever, expert | weak, sick, stupid |
| | Tenacity | brave, careful, reliable, loyal | timid, hasty, stubborn |
| Social Sanction | Veracity | honest, credible, frank | blunt, deceitful |
| | Propriety | caring, modest, generous | cruel, rude, selfish |

1.3 Appreciation

As the last subset of Attitude, Appreciation makes assessments of the ‘things’, including the things human beings make and the performances they give as well as natural phenomena that are worth evaluating. Being identical with Affect and Judgment, Appreciation can also be recognized as positive and negative evaluative resources. And it can be grouped into three sub-types: Reaction, Composition and Value.

Reaction, which includes Impact and Quality, is related to assessments by reference of the degree to which the ‘things’ capture people’s attention. Impact is about “how the ‘things’ attract people and Quality is about “how the ‘things’ please people.

Valuation is used to appreciate the social significance of the ‘things’ and the social significance can be assessed either positively as important and noteworthy or negatively as damaging and harmful.

Composition is concerned with the assessments of the organization of the ‘things’ according to its balance and complexity.

Table 3
The Appreciation System

| | Appreciation | Positive | Negative |
|-------------|--------------|----------------------------|--------------------------|
| Reaction | Impact | exciting, notable, lively | dull, boring, tedious |
| | Quality | fine, good, splendid | bad, nasty, ugly |
| Composition | Balance | unified, logical, balanced | irregular, flawed |
| | Complexity | simple, pure, precise | unclear, plain |
| | Valuation | deep, creative, authentic | shallow, fake, worthless |

2. THE REALIZATION OF ATTITUDINAL RESOURCES IN OBAMA'S VICTORY SPEECH

3.1 The Realization of Affect Resources in Obama's Victory Speech

In his victory speech, Obama frequently foregrounds the theme of change, hope, renewal and the American Dream to remind people to realize and exploit the great potential rooted within their nation and within themselves. Obama not only conveys his pleasure with his victory but also expresses his optimism in embracing a more prosperous future regardless of challenges and difficulties the nation faces. Therefore, most of the attitudinal meanings are positive.

Happiness: Cheer

The president's cheerful mood pervades the whole victory speech which can be easily felt when he talks about his partner and the good times.

[1]...Because after 106 years in America, through *the best of times* and the darkest of hours, she knows America can change.

[2] We are better off for the service rendered by this *brave* and *selfless* leader.

Happiness: Affection

Obama transmits his deep affection and gratitude for his beloved, his family and his friends by which he exhibits the image as a loving husband and father.

[1] And I would not be standing here tonight without the unyielding support of *my best friend* for the last 16 years, *the rock of our family, the love of my life*, the nation's next first lady, Michelle Obama.

[2] Sasha and Malia, I *love* you both more than you can imagine and you have earned the new puppy that's coming with us to the White House.

[3] *God bless you. And may God bless the United States of America.*

[4] And to my campaign manager, David-*the unsung hero* of this campaign who built the best political campaign.

Unhappiness: Misery

At that time, some ordinary people could not afford a decent life as a result of unemployment rate caused by the worst financial crisis since the Great Depression. Obama shows his great concern with ordinary people's living conditions and expresses his unyielding desire to serve the interests and needs of lower-class people.

[1] *There are mothers and fathers who will lie awake after their children fall asleep and wonder how they will make the mortgage or pay their doctor's bills or save enough for their child's college education.*

[2].....we cannot have a thriving Wall Street while Main Street *suffers*.

[3]Because after 106 years in America, through the

best of times and *the darkest of hours*, she knows America can change.

Security: Confidence

In this victory speech, Obama not only expresses his confidence in the administrative capacity of his party, the democratic system of that country, the American Dream, but also displays his confidence in his people's courage, capacity and tenacity in tackling obstacles. He frequently used the famous slogan "Yes, we can" to stimulate public passion and determination and rebuild their confidence in government and in the American Dream.

[1] *...but America, I have never been more hopeful than I am tonight that we will get there.*

[2] *Yes, we can.*

[3] *I promise you: We as a people will get there.*

[4] *We are and always will be the United States of America.*

[5] *And a new dawn of American leadership is at hand.*

[6] *This is our chance to answer that call. This is our moment.*

Security: Trust

In this victory speech, Obama expresses his trust with his friends, his partners, his people and American allies and makes it obvious that he will be frank with his people about problems and challenges they have to face with.

[1] But I will always *be honest with you* about the challenges we face.

[2] I want to thank *my partner* in this journey, a man who campaigned from his heart...

[3] We are not enemies, but *friends*.

[4] And above all, I will ask you to *join* in the work of remaking this nation..

[5]...to my chief strategist, David, who has been a partner *with me every step of the way*.

Insecurity:disquiet

Obama shows his concern with security problems and economic depression by means of verbs with negative connotations such as "threats" and "despair" "doubt" "wonder" "question" "risk" "threaten" which are directly or indirectly related with a strong sense of insecurity and he announces that these problems will be his top priority in the future administration.

[1] If there is anyone out there who still *doubts* that America is a place where all things are possible, who still *wonders* if the dream of our Founders is alive in our time, who still *questions* the power of our democracy, tonight is your answer.

[2] Even as we stand here tonight, we know there are brave Americans waking up in the deserts of Iraq and the mountains of Afghanistan to *risk their lives* for us.

Satisfaction: Pleasure

Although anxiety and disappointment caused by setbacks, security problems and difficulties can be felt, the victory speech mainly transmits the president's pleasure and enthusiasm arising from hope, opportunities, progress and harmony.

[1] But above all, I will never forget who this victory truly belongs to. *It belongs to you. It belongs to you.*

[2] Even as we stand here tonight, we know there are *brave* Americans waking up in the deserts of Iraq and the mountains of Afghanistan to risk their lives for us.

[3] I *congratulate* him, I *congratulate* Governor Palin for all they have achieved, and I look forward to working with them to renew this nation's promise in the months ahead.

[4] I am *grateful* to them.

Dissatisfaction: displeasure

[1] *The road ahead will be long. Our climb will be steep. We may not get there in one year or even in one term*, but America, I have never been more hopeful than I am tonight that we will get there.

[2] There will be *setbacks* and *false starts*.

[3] Even as we stand here tonight, we know there are brave Americans waking up in the deserts of Iraq and the mountains of Afghanistan to *risk their lives* [Dissatisfaction: displeasure] for us.

2.2 The Realization of Judgment Resources in Obama's Victory Speech

In this victory speech, Obama uses resources of Judgment to highly glorify the excellent capacity and great perseverance of his people and his team. Also, he uses resources of Judgment to justify his positions and his decisions as the head of government.

Capacity

Obama reminds his people of their nation's glorious past to highly glorify their nation's remarkable capacity in tackling problems.

[1] When there was despair in the Dust Bowl and depression across the land, she saw a nation *conquer fear* itself with a New Deal, new jobs, a new sense of common purpose. Yes, we can.

[2] *We are and always will be the United States of America.*

[3] And to my campaign manager, David-*the unsung hero* of this campaign who built the best political campaign.

Tenacity

The president speaks highly of the tenacity of his friends, his partner and his people standing by him faithfully when he remains obscure. He also highly speaks of his opponent's tenacity which maybe be interpreted as a sign of his readiness to reconcile with his former opponent. In this way, he tries to minimize discrepancy, maximize their common ground and align more people with him.

[1] Senator McCain fought *long and hard* in this campaign, and he has fought even *longer and harder* for the country that he loves. He has *endured sacrifices* for America that most of us cannot begin to imagine.

[2] ...to my chief strategist, David, who has been a partner *with me every step of the way*.

[3] And I would not be standing here tonight without the *unyielding* support of my best friend for the last 16

years, the rock of our family, the love of my life, the nation's next first lady, Michelle Obama.

[4] And to my campaign manager, David-*the unsung hero* of this campaign who built the best political campaign.

Propriety

Here, Obama appeals his people to do what they can to maintain peace, promote democracy and restore prosperity and justifies the righteousness of their pursuit for peace, democracy, progress, quality, security and prosperity. Meanwhile, he condemns the viciousness of tyranny, war, inequality and discrimination and political misconduct.

[1] To those who would *tear the world down*: we will *defeat* you. To those who seek *peace* and *security*: we *support* you.

[2] *When the bombs fell on our harbor*, and *tyranny* threatened the world, she was there to witness a generation rise to greatness.

2.3 The Realization of Appreciation Resources in Obama's Victory Speech

In this victory speech, resources of Appreciation are related to social significance of the American Dream, the American ideals as well as the spirit of patriotism, responsibility, self-reliance and national unity. Also, resources of Appreciation are related to emotional responses of audiences as well as the quality of the campaign and the campaign team.

Reaction: Impact

Positive resources related to public's emotional responses are stimulating such as "gratifying change" "the unyielding support" "a thriving Wall Street" "the true genius" "unyielding hope". However, negative ones cause disappointment, frustration and anxiety such as "challenges" "the worst financial crisis" "immaturity" and "depression" "partisanship".

[1] ...*change* has come to America.

[2] And I would not be standing here tonight without *the unyielding support* of my best friend.

[3] That *the true genius* of America, that America can change.

[4] Let us resist the temptation to fall back on the same *partisanship* and *pettiness* and *immaturity*.

[5]there was *despair* in the Dust Bowl and *depression* across the land.

[6] For even as we celebrate tonight, we know the *challenges* that tomorrow will bring are *the greatest of our lifetime: two wars, a planet in peril, the worst financial crisis* in a century.

[7]we cannot have a *thriving* Wall Street while Main Street suffers.

Reaction: Quality

Obama not only expresses his pride in the first-rate standard of this political campaign and his campaign team, but also emphasizes the great social significance of this political campaign and his campaign team.

[1] And to my campaign manager, David-the unsung hero of this campaign who built *the best political campaign*.

Social Significance

First, the president foregrounds his pride and firm belief in the American Dream and uses the American Dream to foster national unity and rebuild public morale. Then, he highlights the importance of the spirit of patriotism, responsibility, self-reliance and national unity in building a more prosperous future. Moreover, he emphasizes the power of faith and unyielding hope which can stir public passion. Last, he conveys his sense of superiority as the president of a super-power. He displays that the U.S.A is a beacon to other countries in the world and American democratic system is an excellent example that should be followed by other countries.

[1] ..a party founded on the values of *self-reliance* and *individual liberty* and *national unity*

[2] And that can not happen if we go back to the way things were. It can not happen without you, without *a new spirit of service, a new spirit of sacrifice*. So let us

summon a new spirit of patriotism, of responsibility where each of us resolves to work harder and look after not only ourselves, but each other.

[3] Tonight we proved once more that the strength of our nation comes not from the might of our arms or the scale of our wealth, but from *the enduring power of our ideals*-democracy, liberty, opportunity and unyielding hope.

3. THE STATISTICAL ANALYSIS OF ATTITUDINAL RESOURCES IN OBAMA'S VICTORY SPEECH

Various Attitudinal Resources are used to stimulate public determination, rebuild public confidence, foster a strong sense of responsibility among audiences and unify them around a shared vision of the future so that the new administration can more effectively tackle problems the nation faces. In Obama's victory speech, most of the attitudinal meanings are positive which communicates messages of hope and optimism.

3.1 The Statistical Analysis of Affect Resources in Obama's Victory Speech

Table 4
The Summary of Affect in Obama's Victory Speech

| Happiness | | | | Satisfaction | | Security | | | Disposition | |
|-----------|--------|----------|-----------|--------------|----------|----------|------------|----------|-------------|----------|
| Positive | | Negative | | Positive | Negative | Positive | | Negative | Positive | Negative |
| Cheer | Affect | Misery | Antipathy | | | Trust | Confidence | | | |
| 6 | 10 | 3 | 3 | 16 | 12 | 9 | 15 | 9 | 2 | 4 |
| 7% | 11% | 3.35% | 3.35% | 18% | 13.5% | 10.1% | 16.9% | 10.1% | 2.2% | 4.5% |
| 18% | | 6.7% | | | | 27% | | | | |

Among all the resources of Affect, positive resources are rather active and constitute 65.2%, while negative resources are relatively inactive and constitute 34.8%.

The negative resources of Affect also play a part in achieving the whole communicative effect in spite of the hopeful and optimistic tone of the victory speech. Negative dispositions of doubts, fear take up 4.5%, resources of disquiet account for 10.1%, resources of unhappiness constitute 6.7% of the total number and

resources of displeasure comprises 13.5% of the negative resources. It is clear that the resources of displeasure constitute the largest part under the category of negative resources of Affect. First, displeasure is concerned with difficulties, frustrations, challenges and setbacks. Second, displeasure is related to social inequality such as gender and racial discrimination. Third, displeasure is caused by economic depression and security threats.

3.2 The Statistical Analysis of Judgment Resources in Obama's Victory Speech

Table 5
Summary of Judgment in Obama's Victory Speech

| Sub-types | | Number | Positive | Negative | Total number | Frequency of occurrence | | |
|-----------------|---------------|----------|----------|----------|--------------|-------------------------|-------|-------|
| Judgment | Social esteem | Capacity | 11 | 18 | positive | 36 | 50% | 30.6% |
| | | Tenacity | 7 | | | | | |
| Social Sanction | Propriety | 18 | 18 | positive | 11 | 50% | 30.6% | |
| | | | | negative | 7 | | | 19.4% |

Among the resources of Judgment, resources related to Social Esteem and Social Sanction take up 50% respectively.

Under the category of Social Sanction, all the resources are resources of propriety. Positive resources of propriety constitute 30.6% by which the president strongly advocates the general accepted values of peace, democracy, equality and prosperity. Meanwhile, negative resources constitute 19.4% by which he condemns the immorality and viciousness of tyranny, violence, gender discrimination and racial discrimination.

Under the category of Social Esteem, only resources of capacity accounting for 30.6% and resources of tenacity accounting for 19.4% are used. The president praises the remarkable capacity and tenacity of his team and his people to stir their passion and boost their morale and to encourage them to make every effort to restore prosperity and promote harmony. Without doubt, Obama is a success and the American people are looking forward to gratifying changes in the future Obama administration.

3.3 The Statistical Analysis of Appreciation Resources in Obama's Victory Speech

Table 6
Summary of Appreciation in Obama's Victory Speech

| | | Sub-types | Number | | | |
|---------------------|-------------------------------|-----------|----------|---|-------|-------|
| Appreciation | Reaction | Impact | Positive | 8 | 66.7% | 36.4% |
| | | | Negative | 4 | 33.3% | |
| | | Quality | Positive | 2 | | 6.05% |
| | | | Negative | 0 | | |
| | Valuation:social significance | Positive | 17 | | 51.5% | |
| | | Negative | 0 | | | |
| | Composition | Positive | 2 | | 6.05% | |
| | | Negative | 0 | | | |

Under resources of Appreciation, the positive resources prevail with a percentage of 87.9%, while negative ones constitute 12.1%. As can be seen from the chart, resources of Valuation constitute dominant percentage of 51.5%. Resources of Reaction consists of resources of impact and resources of quality, which constitute 36.4% and 6.05% respectively of the total amount of resources of appreciation. By using positive resources of impact, Obama shows favorable emotional impacts of some gratifying changes, behaviors, impressing ideals and remarkable qualities on people. Meanwhile, Obama shows the negative emotional impacts which are caused by somber facts, political misconduct, alarming situations and other inharmonious elements. Also, the president uses resources of quality not only to glorifies the first-rate quality of their political campaign but also the remarkable creativity, perseverance and enduring courage of his team.

and rallies the American people to the national issues ahead.

Among resources of Affect, positive ones make up 65.2% of the total number which coincides with the hopeful and optimistic tone of this victory speech. In the victory speech, Obama shows his optimism about American's future in spite of temporary challenges and difficulties.

Among resources of Judgment, both resources of Social Esteem and Social Sanction take up 50%. Under the sub-type of Social Sanction, resources are all propriety and 61.1% of the resources of Propriety are positive while 38.9% of them are negative. Positive resources of Propriety are used to justify the cause of promoting peace, democracy, equality, prosperity and progress. However, negative resources of Propriety are used to condemn the viciousness and immorality of tyranny, violence, terrorism, discrimination and political misconduct. Under the sub-type of Social Esteem, those resources are resources of Capacity and resources of Tenacity which are positively used to speak highly of American people's perseverance and remarkable capacity and arouse people's enthusiasm for reform, change and renewal.

Among resources of Appreciation, resources of Valuation are all positive and make up a proportion of 51.5% of the total number. The president speaks highly of the great social significance of the election campaign. The president foregrounds the great social significance of

CONCLUSION

Major Findings

In this victory speech, various appraisal resources are tactfully used to justify Obama's ambitions, plans, policies and viewpoints. Without doubt, Obama's victory speech is a success, which effectively rebuilds public confidence, fosters a strong sense of responsibility among the public

the American Dream which is used as a uniting concept to foster national solidarity and restore public morale. The president emphasizes the importance of traditional values of patriotism, responsibility, self-reliance and national unity. He highlights the power of faith and hope to stir his people's passion to work wonders. He emphasizes the power of democracy by clearly exhibiting his strong sense of superiority of a super-power.

5.2 Limitations

First, the research for interpersonal meaning of Obama's victory speech is not comprehensive. In order to be more focused, Obama's victory speech is only researched under the framework of Attitude system. Thus, the interpersonal meaning constituted by the Engagement and Graduation system will be omitted. Second, the researcher's subjectivity in distinguishing different appraisal resources cannot be avoided. Third, due to limited time, she has selected only one victory speech as sample, so the incomprehension of research findings are inevitable.

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Acquiring Competitive Advantage With Repositioning Strategy in the Hotel Industry

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Abstract

Achieving competitive advantages is one of the major goals of any organization; the concept is even more important in a growing industry with a high threat of new entry. Repositioning strategy can be used by an organization to be better positioned in a market and achieve some level of competitive advantages; however it is important that such organization conduct a comprehensive market research to have a profound understanding of the market and future expectations from the market, before making the decision to invest its resources into implementing a repositioning strategy. This article will discuss the relationship between repositioning and competitive advantages and how a hotel can use repositioning strategy to achieve competitive advantage. Although hotels always look to acquire attributes that will help them be better positioned in the market than their competitors, management of hotels must understand that repositioning will not always guarantee achieving competitive advantages in the market, and there are important steps to take before deciding on implementing repositioning strategy.

Key words: Positioning; Repositioning; Competitive advantages; Hotel industry

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INTRODUCTION

The high competition in today's market environment has made it even more important for organizations to secure a position that will help them achieve competitive advantages in the market. Jobber (2006) offers that an organization can gain competitive advantage over its competitors when it can provide the same value as its competitors but at a lower price, or the organization can charge higher prices by providing greater value through differentiation.

Business strategies are all about competitive advantage; repositioning strategy is one of the strategies organizations use in achieving their goal of competitive advantages. The high competition in the business environment in recent years has made it even more important that business organizations must do more than just reacting to market situation, they must continuously analyze and have great understanding of the present and possible future market situations, so they can come up with a repositioning strategy that will keep them in a good competitive position in the market. This main purpose of this research work is to analyze how a hotel can use repositioning strategy to achieve competitive advantages in its operating market. This research methodology the researcher will use in this article is online survey where the researcher will use secondary data from the relevant group to assess and analyze the situation.

1. CONCEPT OF REPOSITIONING

Repositioning has been considered by Wong and Merrilees (2007) as a strategy to align the organization/product/service with the existing or future market conditions. Repositioning is a strategy used by organizations to change their service/product positioning in the market. Positioning is described by Boone and David L. Kurtz, in their book *Contemporary Marketing*, as the consumers' perceptions of a product's attributes, uses, quality, and

advantages and disadvantages relative to competing brands. Since positioning has a considerable effect on brand management, marketing communications, strategic management, human resources and so forth, Bruyn and Freathy (2011) have concluded that positioning can be analyzed and evaluated from all the activities of the organization. Even if an organization's product or service is placed at a better position than the competitors, it is natural to conduct repositioning to improve the competitive advantage. Hence the repositioning according to Saxena and Khandelwal (2010) is not only because of failed positioning strategy but also to improve the future prospects of the product or service.

Business organizations consider repositioning strategy to gain more customer base in the market. A business organization that operates within the boundary of a country can decide to reposition and extend its operation beyond the boundary of that country. However, it is important that management of organizations must carefully consider this strategy; the fact other organizations are in the trend of using this strategy does not make it compulsory they find a way to implement such strategy too. The management must conduct a comprehensive market research and also consider its available resource before proceeding with such strategy. It does not matter how good a strategy may be, an organization needs to possess the right resource to efficiently and effectively implement this strategy; an organization without the right resources faces a high possibility of failure and should therefore not proceed with the implementation of the strategy.

Repositioning is not an easy strategy to implement, as some organizations, in the process of implementing a repositioning strategy, losses the trust and believe the customers have about their products or services. Therefore, it is important that any organization planning on implementing repositioning strategy understands that, "the core is everything". It does not matter what strategy an organization decides to implement or how good the planning is, if an organization deviates from its brand it will most likely result in a disastrous situation for such organization. Organizations must only work to build on its core business and avoid moving away from it; the management must do its best to evolve its brand to meet up with the changes of the environment, especially, technological environment. Organizations should work on reinventing their products or services to optimize growth and market penetration, in doing these; the organization must remain true to its core.

Another important point management of organizations must understand is that "repositioning is not always the right solution". If there is a problem of poor sales revenue in the organization, the management must understand that the poor sales revenue is not the problem; the problem is the causes of the poor sales revenue. Too often organizations decide on a strategy to solve a particular problem/situation without really understanding the

underlying factors causing this problem or situation. For example an organization that is experiencing low sales returns and then decides to invest more on market research and then reposition to focus on targeting new customer base might be investing scarce resources wrongly. The problem might be from the employees; poor training, poor work ethic, lack of total dedication and commitment might just be some of the reasons the organization is experiencing poor sales returns.

2. COMPETITIVE ADVANTAGES

Competitive advantage is a situation that exists when there is a match between the distinctive competences of a firm and the factors critical for the success within the industry that enable the firm beat the competitors (American Marketing Association, 2007). If an organization has resources and possesses capabilities that are superior to those of competitors, then such organization can achieve competitive advantage if the resources and capabilities are being utilized effectively and efficiently. Gupta et al. (2009) point out, that resources alone are frequently not enough to generate competitiveness over other firms. In creating a competitive advantage, a firm needs the ability to make good use of resources.

Jobber (2006) offers that an organization can gain competitive advantage over its competitors when it can provide the same value as its competitors but at a lower price, or the organization can charge higher prices by providing greater value through differentiation. Organizations mostly achieve a competitive advantage by matching their core competences to the opportunities in the market. Organizations must also note that it is not enough to offer their services at lower price than the competitors to gain a competitive advantage; they must ensure that customers see value in these services or products. It is possible for an organization to offer lower price than its competitors but the customers might not view such products or services as quality enough, or the customers might not value the brand or image of the company enough to purchase their products or services. Therefore for an organization to create a competitive edge based on lower prices than the competitors, the management must ensure, through market research, that customers are willing to purchase and also that they get a satisfactory value for money by purchasing it.

Competitive advantage is a position of superiority on the part of an organization in relation to its competition in any of the multitude of functions/activities performed by the organization. This explains that an organization can gain a competitive advantage in several ways. For example, some firms may be superior in production, some in R&D and some others in marketing, and within given function, the superiority may be rooted in different aspects of the function. For example, superiority in production may emanate from different aspects; the firm may be a

more efficient producer compared to its competitors, or, it may have more flexible production system, or else, it may have the strength of variety. Superiority can also mean that the firm performs a given function differently distinct from the way other firms perform it. In either case, the firm gains a competitive advantage.

It will be clear from the above explanation that in developing a competitive advantage, an organization basically figures out how it can perform a particular function or group of functions, either, in a superior way, or in a distinctive way, relative to competition. The only other criterion is that the superiority/distinction has to be of value to the customer and should be perceived by him as such. Without this condition being fulfilled, no competitive advantage accrues to the organization from the superiority/distinction. Competitive advantage is thus superior or distinctive competence of an organization relative to competition in some area. The superior or distinctive competence must mean something in terms of customer value. Outstanding leaders in any industry possess superiority/distinction in several functions/areas. Working towards achieving competitive advantage through differentiation where such organization creates higher value and charges more than the competitors, it is important that such organization must ensure that customers are willing to pay more to enjoy these higher or additional services. They must establish also through market research and survey that the customers get higher value from these distinctive services or products.

3. RELATIONSHIP BETWEEN POSITIONING AND COMPETITIVE ADVANTAGE

A quality strategic positioning or repositioning is the road map to achieving competitive advantages. The concept of positioning was established to enable organizations to know how the consumers view them and also for organizations to position or reposition themselves distinctively to help them gain a competitive advantage in the market place. As explained earlier in this research work, an organization can either position as offering a lower price of quality products as compared to the competitors in the market, thereby giving such

organization a competitive edge, or they can position as producing or offering higher quality products or services of higher prices than its competitors, this will also help the organization to gain a competitive edge if the consumers view the higher quality products or services worthy of the higher price they have to pay to enjoy them. IKEA is a typical example of a company that is enjoying competitive advantage based on its positioning of lower prices than its competitors. IKEA produces products that the consumers view as quality at lower prices; an organization will not enjoy or achieve a competitive edge if the consumers do not think the products or services are not quality enough, they would rather patronize the competitors and pay higher price. Therefore any organization that wants to achieve a competitive advantage by positioning as offering lower prices than its competitor must ensure that consumers view their products or services quality enough to patronize.

Apple is another organization that enjoys competitive advantage in its operating industry by providing products of higher services and quality to the consumers. They charge higher than the competitors for their products but also ensure their consumers get value for money by purchasing their products. Value for money is an important concept organizations must understand from the consumers' point of view. Value for money is the consumer's perception of the goods or services that they receive. A consumer can attest to value for money when they feel that they have received an item that was worth the price that they paid for it.

Positioning of an organization should not only focus on if to position as offering lower prices than the competitors or offering better or higher services with higher prices than the competitors, it is also important for organizations to understand the factors surrounding the customer's decision to enjoy value for money. Several factors go into the customers' decisions, including price, quality, and product or service suitability. A good and strategic positioning will give an organization a competitive advantage in the market, either by offering lower prices or distinctive services at higher prices than the competitors; but it is also important that the management of organizations understand the importance of value for money to the consumers. An organization that offers lower prices than the competitors will not achieve a competitive advantage if the consumers don't see value in purchasing its products. For example, I would rather pay more for a beverage than pay less for a similar one that has bad image in the industry, or pay more for a television set than purchasing a television set known to be of lower quality. In this case, the organization that offers lower price for beverage with a bad image and the organization that offers lower price for television set with poor quality will not achieve or enjoy a competitive advantage. This is also same for an organization that aims to achieve

competitive advantage by providing distinctive products or services, if consumers don't think there is more value to be enjoyed in comparison to the additional price paid to buy their products over the competitors, such organization cannot achieve competitive advantage. For example, I would not pay more for a mobile phone if personally I don't think there is more value to be enjoyed when I use the phone.

It is possible for a consumer to feel a product does not offer enough value for money spent and another consumer should feel otherwise. Therefore it is important that organizations conduct a comprehensive and quality research into the market and industry they choose to operate, their target market, how their resources can best serve this target market, before establishing a positioning strategy. Also organizations that plan to reposition to achieve competitive advantage must conduct a comprehensive and quality research into the market and industry, understand their core competences, their strengths and weaknesses before they proceed on repositioning. This will help the organization to better understand the market and how they can reposition to achieve their aim of achieving competitive advantage.

4. PROCESS FOR REPOSITIONING IN THE HOTEL INDUSTRY TO ACQUIRE COMPETITIVE ADVANTAGES

One cannot emphasize enough the importance of involving the whole department and component of an organization in the process of implementing a new strategy. The management of the hotel must make their guests, patrons, and employees aware of the plans and excited by the prospect of a "new and improved" hotel. Interest and support is vital to the success of this always disruptive process. Forewarn every one of upcoming inconveniences, tell the customers and employees how certain changes-in-progress will negatively affect them in the short term (for instance, conversion to a new computerized guest history) and, of course, sell them on the ultimate benefit to them, in the long run.

Absolutely crucial to achieving the new position is proper, thorough, and appropriate training of all hotel staff to deliver this new product and provide the attendant services. Considerable money, time, and other resources will have been lost if this crucial step is bypassed or only partially executed, therefore, the management must carry the employees along, explain the positioning process to these employees, and train them appropriately on how to effectively and efficiently administer the added services.

The management should also perform a thorough and unbiased cost-benefit analysis in order to make an informed "go-no-go" decision. It is important that they do not go forward just because significant costs have already been invested in the research and planning process; if

the management discovers that this process will yield no profit or increase in wealth of the hotel, then they must stop this process without thinking about how much money spent already.

5. STEPS IN REPOSITIONING IN THE HOTEL INDUSTRY TO ACQUIRE COMPETITIVE ADVANTAGES

5.1 Improve the Quality of Services Provided

Service quality cannot be over emphasized in the hotel industry, one of the major attributes that keeps customers loyal to a hotel is the quality of the services these customers receive from the hotel. A hotel might have a very nice structure and design and this might attract customers, but the designs and structures will not be enough to keep these customers loyal to the hotel. Generally, humans like to be treated politely and feel respected, the management should invest more in improving the quality of services they provide; they should focus on training the employees and create a feedback system where employees can learn about their performance and also where they need to make improvement in order to provide better services to the customers; this training should also be done periodically in order to re-emphasize the importance of providing consistent quality services. Some of the services most customers complain about are: internet service; maintenance culture; quality food services at a price that is a good value for money; well equipped business spaces (especially for business customers). Research has shown that hotels users, especially those that plan to stay for days, will visit a hotel that will give them comfort and mostly feeling of home. If the management can ensure they provide consistently quality network service to the customers, this will give them edge over its competitors that do not consistently provide quality network service.

Process of Improving the Quality of Services

Understand customers' expectations: It is not surprising that the basis of improving quality is also the starting point for effective customer relationship management. The delivery of superior quality begins with a solid understanding of customers' expectations. Hotels must make great effort to understand the consumers in the market, their needs and expectations. This will help the hotel to provide better services and also working towards meeting the customers' expectations. Although customers' expectations can be difficult to fully meet them, the management can work towards improving their services and be consistent in providing these services.

Translate expectations into quality standards: Understanding the customers' expectations is one thing, but organizations must work hard to be able to translate

these expectations into quality products or services. It is important that the management hotels understands that conducting research to know customers' expectations is not enough, the management must work hard towards translating these expectations into quality standards. In an industry where customers' satisfaction is the basis of competition, the management must always keep updated about what the customers want and expect, and keep working hard to meet them better than the competitors.

Uphold quality standards: Consistency in product and service quality is very important to the success of any organization, the best quality standards are of little use if they are not delivered accurately and consistently. It is also important that hotels understand this concept, 'it is always about consistency', especially in the hospitality industry. It does not matter how good the service a customer received in the past, if the same customer is treated badly on another occasion, the customer will feel disappointed and might not visit the hotel again if the management and employees does not properly handle the incident.

Don't overpromise: It goes without saying that customers will be disappointed if an organization fails to deliver on its promises. The key is to create realistic customer expectations for what can and cannot be delivered. The management of the hotel must ensure that they don't overpromise to the customers on their website. Most customers believe many hotels do not completely deliver on the services promised on their website. Misleading the customers can cause a great deal of damage, from the customers getting disappointed to feeling angry about being deceived. Such customer will most likely not return to the hotel, and worse still, such customer might decide to go on social media and spread negative news about the hotel, which will be a very bad situation for the hotel as information spreads far on social media these days. Therefore the hotel must be honest with its customers about the services that can be provided for the customers and also provide updated information to the customers on their website, it is important that the customers have complete trust for the hotel.

5.2 Appearances do Matter

There is a popular statement 'do not judge a book by its cover', however, the hotel industry is one of the few instances where presentation really does matter. It is important to note that it does not matter how high the level of service a hotel provides, if the appearances are bad, the customers will most likely not patronize such hotel. In the hotel industry, polished presentation is vital to success, everything about the property will be evaluated through photographs and reviews from customers before a guest even decides to purchase a room. If the rooms look out of date, lobby is dirty or the restaurant looks cramped, guests will make an initial judgment about the property that will not be in the favor of the hotel. The same applies

to the hotel staff too; they must look professional and presentable because they are integral part of the property.

5.3 Build Strong Relationship With Customers

Timothy R. Pearson, in his book 'the old rules of marketing are dead' explains the importance of customer relationship; he says in the process of repositioning, organizations must reinvent the relationship with their customers so that the experience itself has value. He discusses further that, how organizations interact with prospects and customers determines how these organizations are perceived, and this concept of customers' perception is the main purpose of positioning or repositioning. Hotels must always work on building good relationship with their customers, one way they can do this is by promoting customers' trust in them; Calonus (1988) emphasized that an integral element of the relationship marketing approach is the promise concept. He argued that the responsibilities of marketing do not only, or predominantly, include giving promises and thus persuading customers as passive counterparts in the marketplace to act in a given way, but also in keeping promises, which maintains and enhances evolving relationship.

Another way is by creating good communication with the customers; communications in the context of customer relationship is the ability to provide timely and trustworthy information. Customers tend to be more loyal when there is an effective communication between an organization and its customers, this will also help to improve the relationship between the organization and the customer. Hotels can also build strong relationship with the customers by their conflict handling method. Sometimes people do not really get angry by a conflict, they tend to get angrier by the reaction or the way the situation is handled; if handled properly, the customer might because of that be more loyal to the hotel.

5.4 Create a Healthy Relationship With the Employees

In the service industry, customers do not only have emotional connection with the company or its services, they also have connection (good or bad) with the brand's personnel or customer service representatives. Employees are important asset of an organization, because the success or failure of an organization depends upon its employee as much as it depends upon its strategies and policies. Employees become more important in the hospitality industry and their quality and effective performances are more important because they are having direct interaction with the customers and they are responsible for satisfying the customers, not the organizations strategies. As it is important to create a healthy and strong relationship with the customers, it is even more important to create a strong and healthy relationship with the employees. It is important that the management of hotel create a

working environment that keeps the employees happy; a happy employee is more likely to provide a better service than an unhappy one. The management must have an effective communication with its employees; any new information must first be communicated to the employees, the management should treat the employees as part of the organization, involve them in the policy making and treat them also with love and care.

CONCLUSION

For any organization operating in a particular industry, competition is inevitable because it is central to the success or failure of such organization. Organizations thrive to occupy a favorable position in its operating industry, they analyze and evaluate the market and its available resources and formulate a strategy that will support their vision on positioning in the market. By strategically positioning themselves, they configure their resources and competences in order to gain a competitive advantage.

One of the major goals of business strategies is to ensure better operational efficiency and achieve competitive advantage. Organizations implement the repositioning strategy in order to be a better competitor in the market. Repositioning strategy is an important strategy that can help an organization to not just survive in its operating market but to also be a better competitor. However, it does not matter how good a strategy might be, if an organization does not possess the right resources to successfully implement such strategy, the most economic decision to make is not to implement such strategy; repositioning strategy can help an organization to be a better competitor if the organization possesses the right resources to successfully implement the strategy, otherwise it might turn out to be a disastrous step for such organization.

Organizations can acquire competitive advantages by implementing repositioning strategy; however it is important that in the process of implementing this strategy, the organization must ensure that it does not deviate from its core. In the process of repositioning, organizations must only work to build on its core business and not moving away from it; the management must do its best to evolve its brand to meet up with the changes of the environment, especially technological environment. Management of organizations must also understand that employees are one of most important agent in repositioning, they are the most important resources of an organization; therefore it is important that they are actively carried along in the process of repositioning. The employees should be informed in detail about the strategy and the benefits to them and the organization; the feeling of being part of the process and understanding the purpose and benefits, will keep them motivated in the process of implementing the strategy.

Repositioning strategy is an important strategy an organization should carefully and effectively consider when the organization plans to occupy a better position in its operating market and achieve competitive advantage over its competitors. Repositioning strategy is even more important in today's business environment, where the business environment often changes, especially the technological environment, and the competition becomes more intense each year. Every organization thrive to stay updated about these changes and provide better services to the customer, therefore any organization that plans to ensure the continuity viability of the company as a going-concern and also to achieve competitive advantage in the market, must work towards occupying a strategic position and also when the need arises implement a repositioning strategy to ensure that they remain competitive in their operating market.

Finally, it is important that the management of organizations understand that repositioning strategy is not required to fix every problem; sometimes the causes of poor performance or poor returns might be an internal situation like poor employee performance, lack of an effective training program, lack of effective motivational system, poor communication system in the organization and so on. The management of hotels must understand this and ensure they investigate critically and uncover the underlying causes of these problems before deciding if implementing repositioning strategy is needed or not.

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