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Executive summary:

This report details my time working as an intern at Michlifen Resort and Golf. There are two key sections to this report. Information on Michlifen Resort and Golf, its operating environment, and the tourism industry is provided in the first section. Additionally, it describes the Ifrane region and how well it works as a tourist destination. The company's business activities and services are then displayed.

The second part of this report describes the business problem I had to address. The business problem consisted of improving the internal communication strategy that Michlifen is holding. The purpose behind undertaking such a problem is to improve relationships between superiors and subordinates, and to guarantee that the information and data reach out to the employees in a correct manner. By observing the work environment and the communication tools used, I was able to bring some position changes and solutions to the environment that were appreciated by employees and my supervisor at Michlifen Resort & Golf.

Acknowledgements:

I want to convey my sincere appreciation to Mr. My Hicham Maftouh, the organization's director of human resources, for giving me the chance to do an internship there. He helped me grow and develop in an atmosphere that was made possible by his patience and direction.

I owe a great deal of gratitude to the staff members who have supported me greatly during my internship and professional career. I want to express my gratitude for their tolerance and consideration. They spent a lot of time explaining the inner workings and practical aspects of the industry to me, and I want to thank them for that.

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Part I:

The business environment

Ifrane region, sometimes known as "Little Switzerland," has a lot to offer tourists, including a wide range of scenery, lakes, and rivers, as well as a pleasant temperature. Due to its abundant natural beauty, it is a popular destination for tourists who like trekking, wild boar hunting, and fishing in its lakes. The national park of Ifrane or the park of the lakes, which spans more than 500 km and has the biggest cedar forest in Morocco, may be visited year-round. The Ifrane region is popular in the summer with hikers, horseback riders, mountain bikers, and fishers for trout and crayfish. Hunters are the only people that venture through the woodlands in the fall to look for wildlife (hare, wild boars, partridges). Ifrane is also the starting point for several worthwhile excursions, including those to the imperial capitals of Fez and Meknes, the Circuit of the Lakes, Vittel Spring and Virgin Waterfall, Cedar Road, Volubilis Ruins, and the Largest Archaeological Site in Morocco. Al Akhawayn University in Ifrane, one of Morocco's most esteemed universities, is in the small town.

The Tourism sector

After fuels and chemicals, tourism is now the third-largest export industry in the world, surpassing both food and automotive products (Rasool et al., 2021). The Moroccan economy depends heavily on tourism since it generates new jobs, promotes economic and social development, and brings in foreign currency. According to an article published in Morocco World News: In April, Moroccan tourism brought in MAD 14.62 billion (\$1.5 billion), more than double the MAD 6.54 billion (\$668 million) brought in in the same month of 2021.

Tourism accounts for 7% of Moroccan economic activity and employs over 500,000 people. Morocco has one of Africa's most developed tourism markets, owing to its proximity to Europe, a diverse range of landscapes and attractions, year-round warm weather in parts of the country, and a more stable political and security environment than some of its regional competitors (*Aamari , O. n.d.*). According to the 2019 Travel Risk Map, Morocco is as safe as most European countries, including the United States and Canada, and thus has a low risk level. It is the only country in North Africa that has maintained a low risk level over the last three years. The most popular hotel destinations are Agadir and Marrakech. Several construction projects are underway to try to increase the number of hotel rooms, and the Vision 2020 goal is to increase room capacity while also encouraging people to stay longer by building resorts and luxury accommodations (*Morocco tourism and Hotel Market Report, growth 2022 - 27*).

The Covid-19 crisis, which has resulted in a total lockdown and a ban on all international travel since March, has reduced many workers' income, limiting their holiday budget. The majority of Moroccan hotels are also more tailored to the needs of foreign tourists. Domestic tourism accounts for 30% of hotel arrivals, and 1 million Moroccans travel abroad each year (*Morocco tourism and Hotel Market Report, growth 2022 - 27*).

Morocco was named Africa's top golf destination by the World Golf Awards Organization in 2015 and 2017. In 2015, IAGTO named Marrakech the best golf destination in Africa and the Gulf region. In 2020, the Samanah Golf Club in Marrakech will host the second Professional Golf Association TOUR Champions tournament. The tournament will be the first PGA Tour event in Africa. Although golf is a significant industry in Morocco, it is still emerging as a driving force in the Kingdom's tourism. Morocco's new OMNT campaign aims to push the country to the forefront of global golf tourism (*Morgan Hekking - Morocco World News*).

The company's business activities

The Palace Michlifen has selected a site of the most privileged to share its reputation, Ifrane, and its captivating appeal. Ifrane is in the Middle Atlas and is placed at a height of 1650 feet. It has established an inevitable position between the two imperial towns of Meknes and Fez and has welcomed notable individuals since its founding in 1973 (<https://www.michlifen.com/en/legal-notices.html>). Nowadays, Michlifen Resort and Golf has up to 500 employees. At the Palace Michlifen, you will discover tranquility and comfort in an ambiance that is snug and opulent but also infused with ease and conviviality. All the furnishings are clothed in wood, have sophisticated and delicate finishes, are adorned with embroidered textiles, and are furnished with ancient antiques.

Organizational structure :

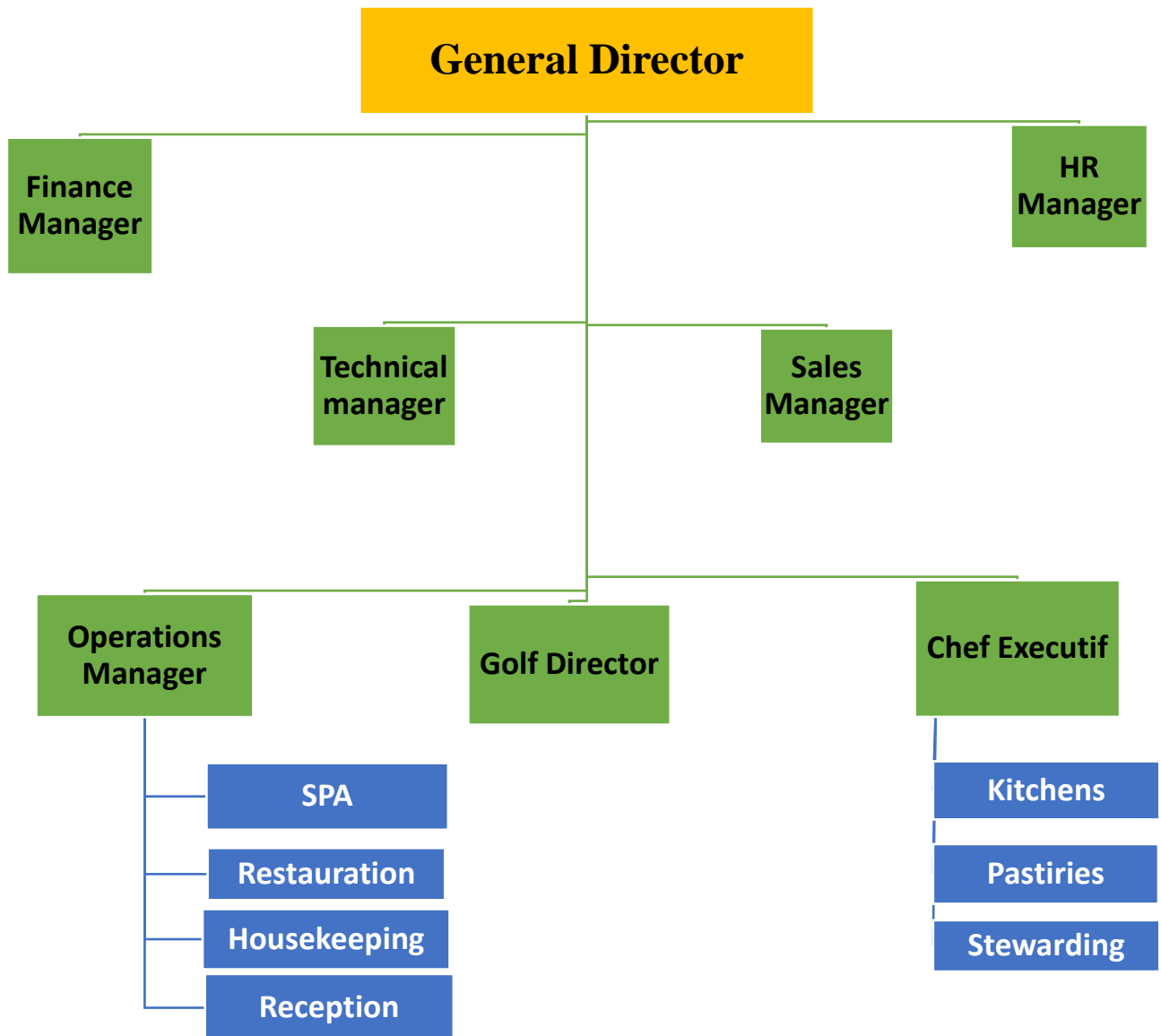


Figure 1: the structure of the Michlifen Resort & Golf

The Cedray

An open kitchen where diners can watch the chefs while preparing their meals. It is an authentic French fine dining restaurant. Tastes that the chef lightheartedly and harmoniously sets to music.

Cedray is known for its meals that includes fish and crabs. The ingredients are superior in quality, and the meals are elegant and tasty.



Picture 1: the open kitchen view in the Cedray

The Oriental:

Like the exquisite Riads, the floor is composed of marble tiles that are individually encircled by a mosaic, and the fireplace is large and bordered by traditional mosaics. The timber coffered ceilings are also meticulously painted by hand. The classic seats are upholstered in plush velvet, the tablecloths are embroidered organza, and the silverware is pure silver, just like in the lovely Riads! Simply holding the card is an invitation to visit Morocco, Jordan, and Lebanon. For meats that have been patiently marinated, it is a symphony of spices, including cardamom, saffron, cinnamon, white chili pepper, sumac, and cloves, as well as candied fruits like dates, lemons, and figs. All Moroccan cuisine is represented. Crazy fragrant, salty, and sweet!

[\(https://www.michlifen.com/en/\)](https://www.michlifen.com/en/)



Picture 2: the fireplace in the Oriental

The Chalet:

Depending on the season, the chalet may be enjoyed on the spacious patio or in its cozy interior space. Lunchtime fare prepared by the sun, the chalet is the ideal location for a delectable and healthy break! The Chalet is an excellent location to savor the sweet and savory cooked breakfast buffet items. Without mentioning typical Moroccan cuisine, Harira is the best among soups. In addition to yogurts, jams, fruit festivals from the area—carrot juice or cucumber, pastries.



Picture 3: the Chalet restaurant

The Club House:

Similar to the hotel, the Club House is a flawless example of how simple architectural lines and materials can coexist with the setting's magnificence. The Club House is notable for its aesthetic thanks to its volcanic stone walls, Oregon wood cladding, green tiled roofing, and beech interiors. It is perfectly situated in the Golf between holes 9 and 18!



Picture 4: the club house

SPA & Fitness

The SPA of Michlifien resort & golf, an exceptional spa at altitude with an area of 3500 m2, opens from 9:00 to 21:00 It is composed of:

- 2 conventional hammams
- 7 treatment cabins

- SPA VIP suite
- 1 relaxation area
- Room of Hairdressing
- Nail work
- Coaching, bodybuilding, cardio, and fitness room
- Weight and cardio room
- Indoor heated pool, jacuzzi
- Sauna
- 5 cabins for balneotherapy

Part II:

The business problem

Michlifen is a very well-known hotel in the region due to its reputation and communication strategies. However, lately managers have recognized that their internal and external communication strategies should be improved. Because Michlifen is following a vertical structure as presented in figure 1. They have a top down management structure. The top managers decide on standards for sales, marketing, customer service, and other areas and transmit those decisions to intermediate management. Middle managers provide tasks to staff members and explain procedures and objectives. Work is completed by employees, who then submit it for approval to higher and intermediate management. So, communication is very crucial and in the case of Michlifen they have a very weak communication strategy. Moreover, this weak communication strategy can lead to misunderstanding between the managers and the employees, tasks will not be done as they need to be done, which will affect productivity and

performance of the Hotel. If employees do not have open lines of communication with one another and with management, and do not feel heard, their loyalty and commitment to the organization may suffer. This may result in a higher turnover rate. A cohesive, open culture cannot exist if trust is lacking.

Methodology

To analyze this problem, I decided to have a tour with the manager to make some observations and see the work environment and how leaders or managers communicate with employees. As we know communication can be verbal, or non-verbal through different networks. That is why I was making sure to know how information goes from the managers to employees and try to decide if it is proper and if the information is understood correctly. Besides that, I thought of analyzing the employee turnover ratio, and to know the reasons behind it, if it is high or low, to see if communication is included. However, I was not able to access any data. All I had was to make observations and informal conversations with different employees.

Concerning the observations, I tried to pay attention to the visual communication, verbal communication and written communication. The walls and windows are all crowded with flyers, memos, and written rules. Concerning the verbal communication, I realized that they communicate in way that the manager gives the order and the employee need to fulfil it without discussing nor trying to understand. There is no relationship or communication between the managers and employees. They have a superior inferior relationship. In addition, that the communication it just from one side, we can say that the employee does not have the right to discuss what it is ordered, he/she needs just to do it.

For the interview (mainly informal discussions), I chose to have quick conversations with random people from different departments because I was not permitted to conduct a survey nor formal interviews. The table bellow represents the number of employees I talked to from each department:

| Department | Number of employees asked |
|----------------------------|---------------------------|
| Human Resources Department | 4 |
| Finance Department | 6 |
| Restauration Department | 3 |
| SPA Department | 4 |
| Steward Department | 2 |
| House keeping Department | 7 |

Table 1: the number of people I had talked to from each department

As seen in the table1, I have a sample of 26 employees, a number of 2 to 7 employees from each department. I have asked questions as the following:

What is the mission of the company?

What is the vision of the company?

What are the short-term goals of the company?

Are the orders you take from your managers clear or not?

What are the means used to communicate with each other or between you are your managers?

What do you think about the flyers in your work environment?

Are you able to read and understand the message behind them?

Are you happy with your relationship with your manager?

Do you feel motivated to work at Michlifen Resort & Golf?

Those were some examples of the questions I have asked the employees in order to know if the means of the communication Michlifen is using are effective or not.

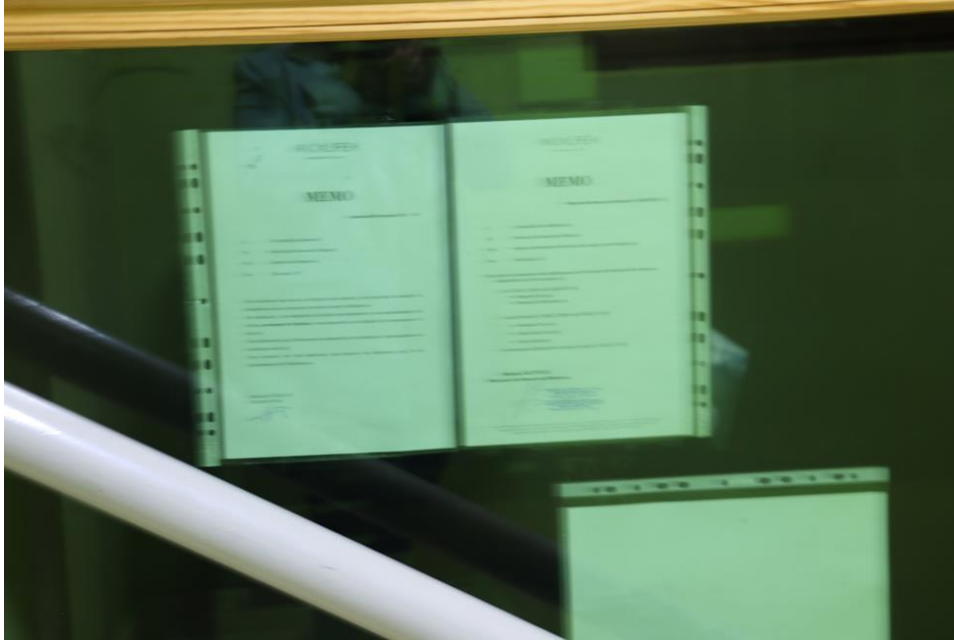
Analysis and Conclusions

From observing the work environment, having many conversations with my supervisor, and conducting my interview, I found that employees are not satisfied with the communication strategy used by the administration of Michlifen Resort and Golf. I have done several informal interviews with employees because I did not have access to the information I asked for. The interviews had as their main goal to know if employees were getting the information correctly, if they were satisfied with the communication strategy used, and what they recommended to improve it. I chose one to seven employees from each department, which gave me a sample of 26 employees.

The results prove that Michlifen has a hierarchical management style. Which means communication and information and orders are taking a top downstream. In addition, Michlifen uses different means of communication that can be placed under three types of communication, which are verbal communication, written communication, and visual communication.

Verbal communication can be determined by the orders that supervisors give to employees. Written communication can be illustrated in emails and discussion in a WhatsApp

group that includes all employees for general announcements, in addition to memos that are usually found in the walls or the entrance to the human resources office, as shown below:



Picture 5: Memos Michlifen is using to communicate news to employees

So, these means of communication are not meant for every employee except the verbal communication that comes in the form of orders and instructions, because there are some illiterate employees in some department that are not able to write or read. So, we can say that the methods used are not 100% effective and target all employees.

Due to the weak communication channels between the four departments, Michlifen's vertical organizational structure creates several communication issues. Michlifen may also have resource duplication because a manager is required for each department as it is illustrated in figure 1. Additionally, most work processes are centralized, which may hinder overall effectiveness and inventiveness. The degree of centralization and the distance between managers and their staff members are both exceptionally large. Organizations under the leadership of

visionary managers perform better. So, I suggested that Michlifen must create a plan for visionary leadership. As a result, the workplace culture would be encouraged to be more respectful and transparent. From my observations I realized that the mission, vision, and the goals of the company are not stated anywhere, and from the conversations that were done with employees, not a single one have an idea about the mission or the vision of the company; especially, employees in the operations stage do not know what the company wants to achieve. That is why Michlifen managers should also be aware of the significance of communicating the company's vision, the goals of their divisions, and their management style. Managers that are true leaders have more productive teams. According to what we have studied in management courses, people with strong leadership qualities promote the highest organizational performance by encouraging their colleagues to work better and achieve their company's goals.


Recommendations:

First, after having observed the work environment, I have recommended many changes that are represented as follows:

Changements à prendre en considération


❖ **L'entrée :**

- Panneau de salutation (expression motivante)
- Exemple de design



Download from Dreamstime.com

- Panneau a direction (spécifiant le positionnement des salles au sein du couloire),
- Exemples des designs



❖ **La salle d'attente :**

- Changement de décoration
- Positionnement des fauteuils
- Ajouté un panneau indiquant la mission de l'hôtel
- Afficher une présentation de l'hôtel dans le téléviseur

❖ **La salle de formation :**

- Une petite bibliothèque
- Motivation (fiches, illustration, expressions motivantes)
- La mission et les objectifs de l'hôtel a court et la long terme)

❖ **Couloire :**

- Changer les fiches
- Mieux d'avoir des versions en arabe
- Design des signes des bureaux



End of document ■

Picture 6: first recommendations

There are many types of communication: verbal communication and non-verbal communication. I recommend that we target employees using both. After making the observations, I have agreed with the manager of the human resource department on having an internal and external communication strategy. The following illustration shows what we have agreed on:

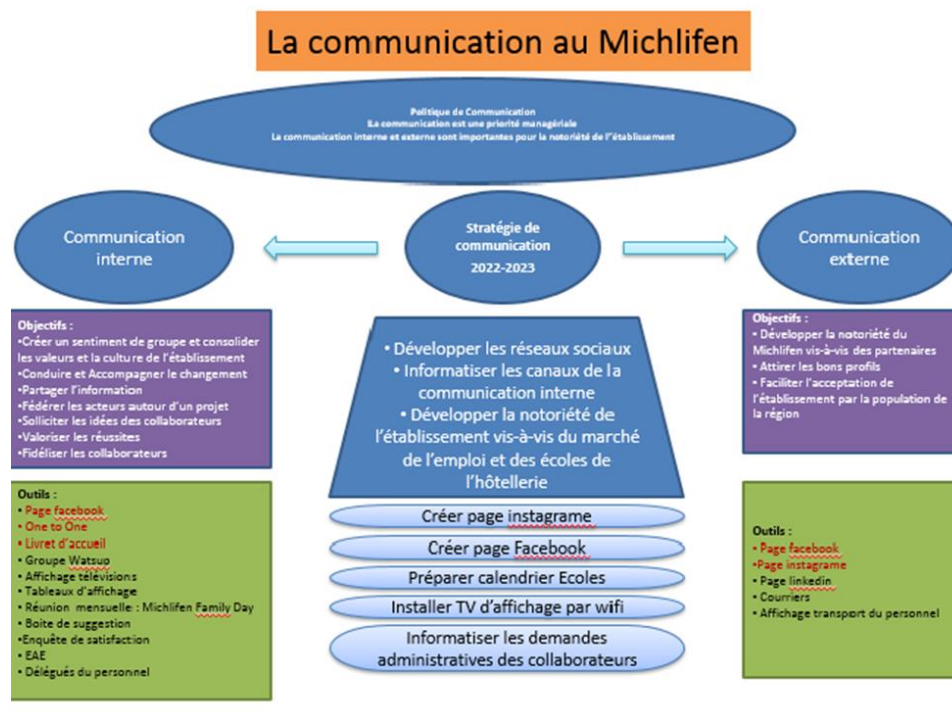


figure 2: internal and external communication strategy proposed

After creating this schema, I recommended that we target all types of communication to send information to employees. I decided to start with the welcoming expression that we agreed would be at the entry of the building. I recommended that we use four languages to write our expressions because not all employees can read and understand the same language. The design I recommended, and which was accepted, is the following:



Picture 7: design of the salutation panel

I have also recommended that we add a diagram showing the position of any office the employees can need while accomplishing their jobs. This is especially for new commers. The design we agreed on is the following:

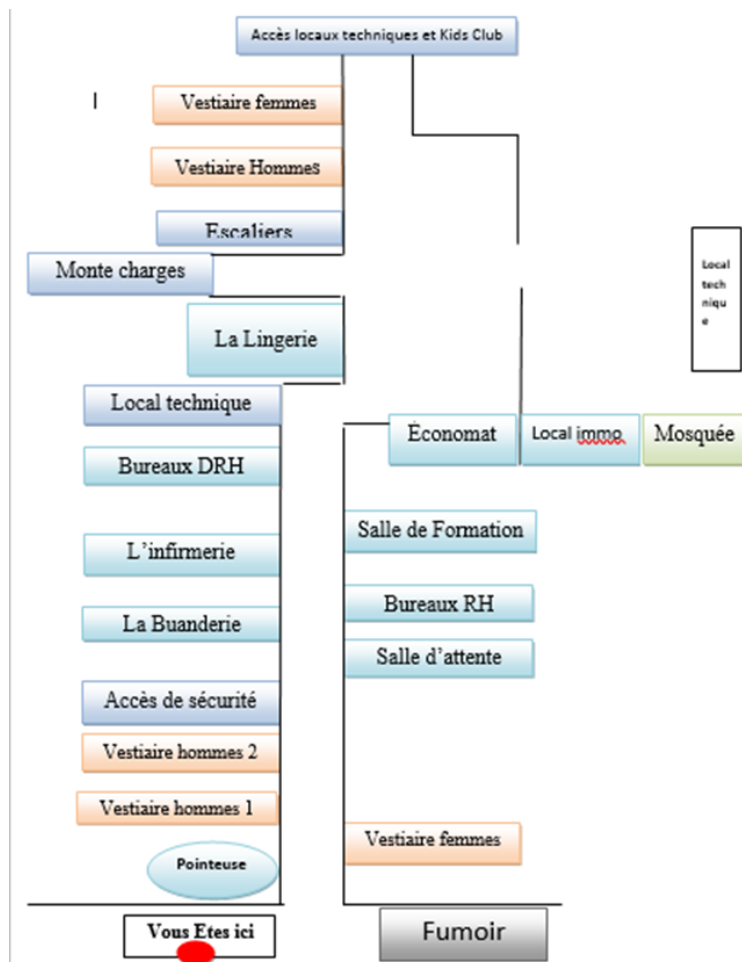


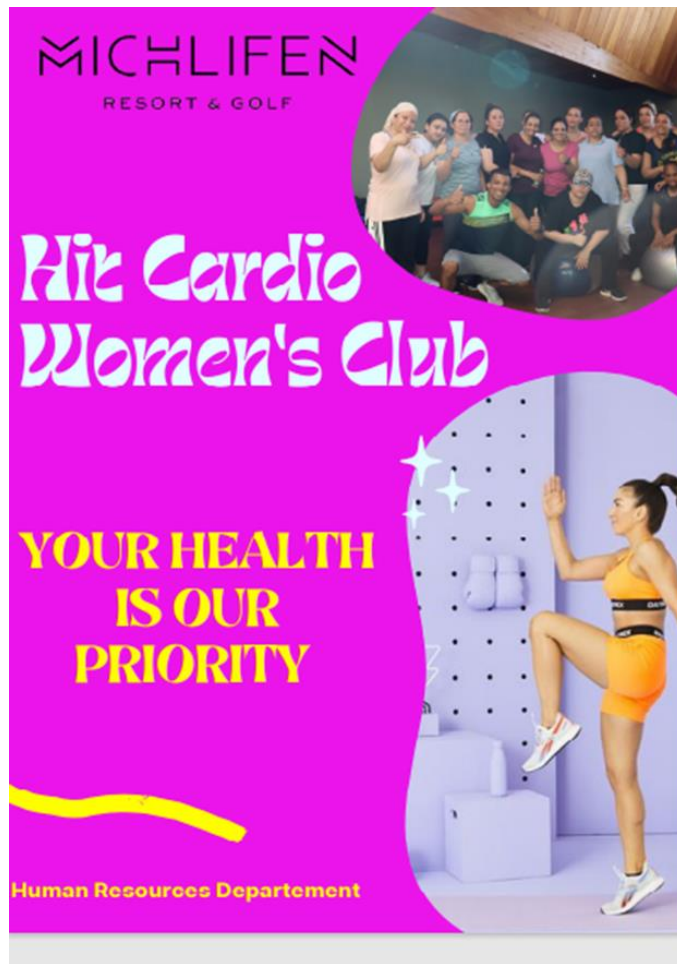
figure 3: the diagram of the human resources department

Then I moved to the waiting room I recommended that the mission and vision of the hotel be presented, so that new customers and candidates coming to interview get an idea about the hotel and what it is aiming for. In addition, I recommended that they add more information about the hotel, such as the activities and events that it organizes. The following document is an example of what I have recommended:

| Contenus de téléviseur dans la salle d'attente | |
|--|--|
| ➤ Vidéo publicitaire de l'hôtel | ○ Choisir 3 ou 4 qualités importantes |
| ○ Vidéo variable sur le site | ○ Serviable, souriant, actif |
| ➤ Activités courantes ou bien principales de l'hôtel | ➤ Information sur les réseaux sociaux |
| ○ Cardio pour les employés | ○ Les sites de l'hôtel sur les réseaux sociaux |
| ○ Compétition du Tajine | ○ Facebook, Instagram, LinkedIn |
| ○ ...etc. | ○ ...etc |
| ➤ Les postes valables | |
| ○ Offre de travail | |
| ➤ Les majors bénéfiques de vos employés | |
| ○ Nutrition | |
| ○ ...etc. | |
| ➤ Présentation des personnels | |
| ○ Chefs des départements | |
| ○ Admin de RH | |
| ○ ...etc. | |
| ➤ Qualités principales de vos employés | |

Figure 4: recommendations for the waiting room

Motivation is another way to communicate with employees. We have discussed many ideas, and we agreed on having two activities to motivate employees and create an environment to make superiors closer to their employees and team members. The first activity was to organize a cardio workout session for all female employees, and I have designed the flyer for this activity so that it is represented as follows:



Picture 8: the flyer for the cardio sessions

The second activity is to organize a cooking competition specializing in Moroccan Tajine. The activity has been implemented successfully. And the objective behind it was to strengthen and build relationships between employees from different departments, also, to build relationships between managers and their teams and other employees. I oversaw the design of the certificates for winners and the design was as below:





Picture 9: certificates for the Tajine competition

Difficulties and personal objectives:

The major difficulty I have faced is a lack of information. At first, I did not know who to ask for information, and employees were not helpful; each one was concerned only about his or her tasks. In addition, my supervisor was always busy, so the work was going slowly. I always prepare the work and wait about a week to get feedback on my work. Concerning my personal objectives, I am planning to work on the maximum number of changes and make my recommendations real while making their work environment better

Conclusion:

Internships are essential for getting a sense of the market and applying what we've learned in the classroom to real-world situations. Also, it is important in order to gain new skills and capabilities. From my experience, I got in touch with different people in the work

environment and I was in touch with different levels of the company structure. I talked to employees, first-line managers, and department managers. I worked in the human resources department, especially in communication, which is crucial for the success of my company. In brief, it was a great experience as my first internship at a hotel. I learned many things about hotel management and the structure of their different departments.

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