

Focus on Efficiency and Simplicity

Problem Solving Methods & Tools in Tourism

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Group Director of Quality Management
Danubius Hotels Group

IAQ World Quality Forum



Danubius Hotels Group

- Since 1972
- 45 hotels in 5 European countries
- Quality Management System since 2006
- Including 12 elements

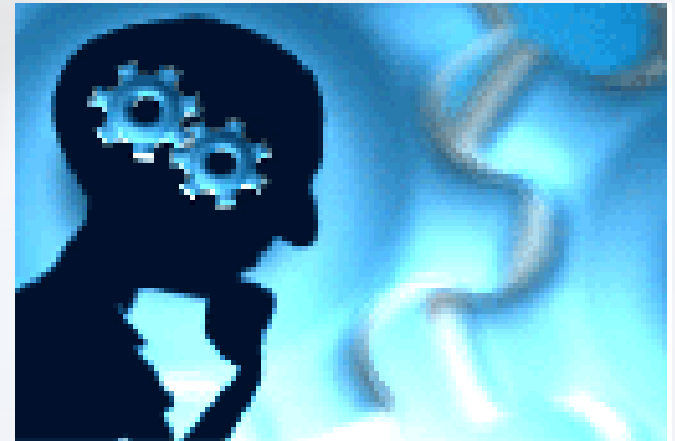


What is „Quality”?

Quality = Satisfaction of the Parties Concerned

Who are the „Parties Concerned”?

- The Guests
- Our Employees
- Our Contracted Partners



The importance of Quality has increased!

Reasons:

- More competitors in most of the businesses
- Quality has technical & human reserves
- It is not definitely cost-related
- **AND:** the Guest makes his/her decision by Price and Quality

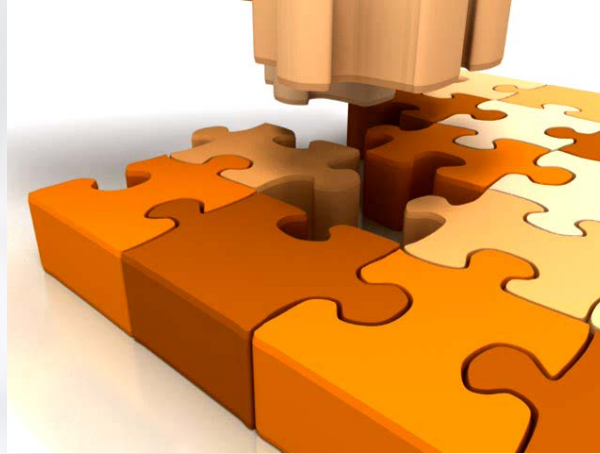
Management Systems **and** Best Practices

- Selecting the most useful experience
- Using simple and effective methods & tools



Quality Management System

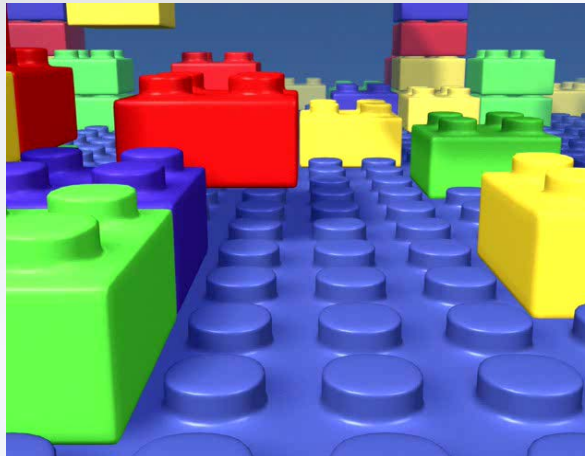
**1. Working out
& launching**



2. Operating



3. Development



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Mission & Vision

**Launching and
Developing Operation
& Service Standards**

**Quality related
Online Info System**

**Brands
Brand Standards**

**Self Audits - based
on the Standards**

**Quality Management
Methods & Tools**

**Cross Audits –
based on the
Standards**

**Guest Satisfaction
online comments**

**Quality Audits –
short version**

Quality Ambassadors

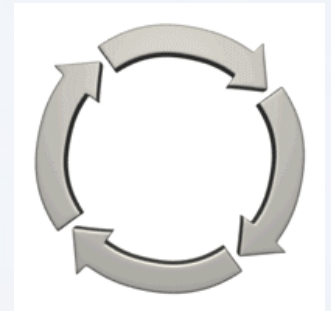
**Mystery Guest Visits
& Test Calls**

**Guest
Questionnaires
Paper & Online**



Problem Solving

1. Recognize the problems
2. Analyse the problems
3. Understand the reasons of the problems
4. Limit the reasons of the problems
5. Reduce the number of problems and
6. Solve the problems with proper methods and tools
7. Check and repeat the process



Operation & Service Standards

- Why Standards?
- Benefits of the Hotel Chains
- Good old check lists...
- Which areas to cover?
- Specifications vs. GM's decisions

Chapter	Number of descriptions					
	1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6
1. Front & Marketing	438	399	1027	200	200	100
2. Rooms Division	438	448	481	481	481	481
3. HR & Training	88	88	88	88	88	88
4. F&B	130	130	130	130	130	130
5. HR	130	130	130	130	130	130
6. Maintenance	130	130	130	130	130	130
7. Health Spa	130	130	130	130	130	130
8. Finance & Accounting	130	130	130	130	130	130
9. Information	130	130	130	130	130	130
10. Security	130	130	130	130	130	130
11. Safety, Security & Risk	130	130	130	130	130	130
Total	2188	2423	2794	2651	2650	2650



Standards are checked with:

1. Hotel self-audits
2. Cross audits
3. Quality audits
4. Guest Questionnaires
5. Mystery Guest Visits & Test Calls



Effective tools

- **Mystery check – look into the mirror**
- **Quality Ambassadors – „right men in the right place”**
- **Measuring Guest satisfaction – only statistics?**
- **Handling of complaints – facing the facts?**
- **Paper and online handbooks for daily use**
- **Trainings – significant elements of the process**



New Challenges – Online Reviews and Reputation Management



International Support – Hotelstars Union

HOTELSTARS
NETHERLANDS • SWEDEN • SWITZERLAND

Standardized/identical classification in 13 European countries:

Founders:

Austria
Czech Republic
Germany
Hungary
Netherlands
Switzerland
Sweden

Joined:

Estonia
Latvia
Lithuania
Luxembourg
Malta
Belgium

Methods & Tools

- currently applied – TQM, PDCA, Quality Circles, Benchmarking
- to be implemented – Lean, GAP, BPR, EFQM
- to be considered – ISO, Six Sigma

Awards & Motivations

- measuring the facts





**Thank you for your
Attention!**

Questions

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The Structure of the Standard

Danubius Operation & Service Standard Check Lists								
Chapter		Number of descriptions:						Version 2015
		Version 1.1	Version 1.2	Version 1.3	Version 1.4	Version 1.5	Version 1.6	
1	Sales & Marketing	309	320	322	328	326	326	326
2	Rooms Division	426	446	481	490	468	465	467
3	HR & Training	88	90	87	92	87	87	87
4	F&B	482	516	570	555	549	546	541
5	DQC	170	149	116	150	149	149	140
6	Maintenance	250	242	242	88	89	89	89
7	IT	80	77	76	76	76	76	76
8	Health Spa	170	177	249	265	264	262	290
9	Premier Fitness	138	135	175	176	191	186	188
10	Emporium	27	28	29	29	29	34	35
11	Animation	55	55	55	55	55	55	55
12	Safety, Security & Risk Management	199	188	394	377	375	375	374
Total		2394	2423	2796	2681	2658	2650	2668

Check Lists

Advantages of the check lists:

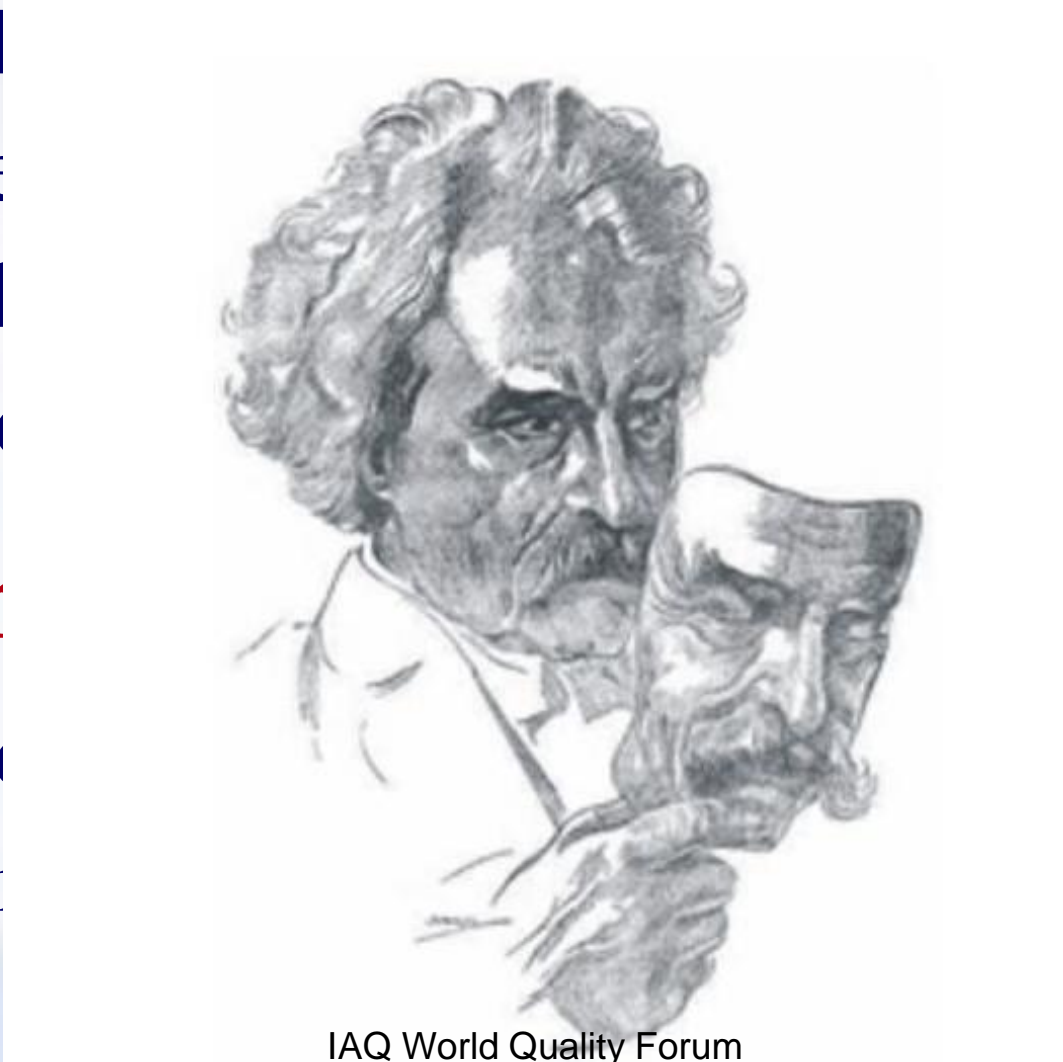
- Objective & straight forward
- Work can be planned better
- Audit is continuous
- Less prejudice against this method
- Retain the work process
- Easy filing and information retrieval
- Results are comparable, changes & trends are measurable



Mystery Guest Visit Check



- Hotel
- Spa Res
- Digital
- Invoice



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DANUBIUS HOTELS GROUP

Danubius Szállásüzemeltető és Szolgáltató Zártkörűen Működő Részvénytársaság
Központ: 1027 PÜSKI 2. emelet Kálvária utca 10-10/7 PÜSKI • Cégjegyzék: Cg. 01-10-001120

09503966

SZÁMLA • INVOICE • RECHNUNG

Danubius Hotel Margitsziget, 1138 Budapest, Margitsziget
899-47-300, fax: 899-488-889-88, Adress: 1138 PÜSKI 2. emelet
Bankszámlaszám: 11600001202142010111-323200000 Számla keltetve: OCT05,07
Bankszámlaszám: 001857900 Teljesítés dátuma: OCT05,07

NO	FOODR	CEH	226	001203
USA				
OCT05_07	2	1	9AA	BB
OCT05	ROOM	226	EUR	189,00*
OCT05	IFR/Local	226	EUR	3,47*
OCT05	MISLA INT.	TAXTY	166,03	6000*
OCT05	LIBBY	BARF	1922/12	120*
OCT05	LIBBY	BARF	1926/12	1200*
OCT05	Styop	200	1	15500*
OCT05	PLATAM	REST.FOOD	1926/13	15014*
OCT05	PLATAM	REST.BEV.	1926/13	1200*
OCT05	LIBBY	BARF	1949/12	1200*
OCT05	LIBBY	BARF	1949/12	1200*
OCT05	TRAFALGAL	226	EUR	3,47*
OCT05	ROOM	226	EUR	189,00*
OCT05	KAVELLA	BEVERAGE	2027/11	1200*
OCT05	KAVELLA	FOOD	2027/11	1750*
OCT05	MISLA INT.	TAXTY	166,03	6000*
OCT05	LIBBY	BARF	2076/12	1200*
OCT05	LIBBY	BARF	2076/12	1200*
OCT05	PLATAM	REST.BEV.	2086/13	1929*
OCT05	PLATAM	REST.FOOD	2086/13	1929*
OCT05	ROOM	SECV.BEV.	2096/14	1200*
OCT05	ROOM	SECV.FOOD	2096/14	1200*

1 példány

CAVE: A számítógépes adatok alapján készült dokumentum!
CNY amounts printed by the system are used!
Für vom Kassensystem generierte Beträge keine gültig!

- ## Mystery
- Individ
 - Confe



**Quality Ambassadors'
Team 2015**



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