

Focus on Efficiency and Simplicity

Problem Solving Methods & Tools in the Tourism

Presentation of Mr. Tamás Mezey

World Quality Forum "Quality for Future of the World"

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(ABSTRACT)

1. What is Quality in Tourism?

- **Satisfaction of the parties concerned**
- **Who are they? Our Guests, our Employees and our contracted Partners**
- **Importance of “quality” has increased: more competitors, price & quality based decisions of the Guests**

2. Management Systems vs. Best Practices

- **Picking the experiences which matter the most**

3. Operation & Service Standards

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

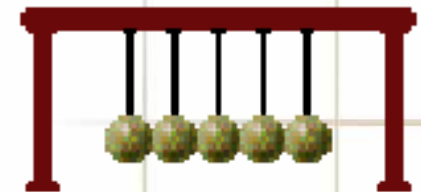
4. A Good Example – Danubius Hotels Group

- **Mission & Vision**
- **Operation & Service Standards**
- **Standard based self audits & cross audits**

Focus on Efficiency and Simplicity

Problem Solving Methods & Tools in Tourism

Presented by Tamás Mezey, Hungary
Group Director of Quality Management
Danubius Hotels Group



20 minutes

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

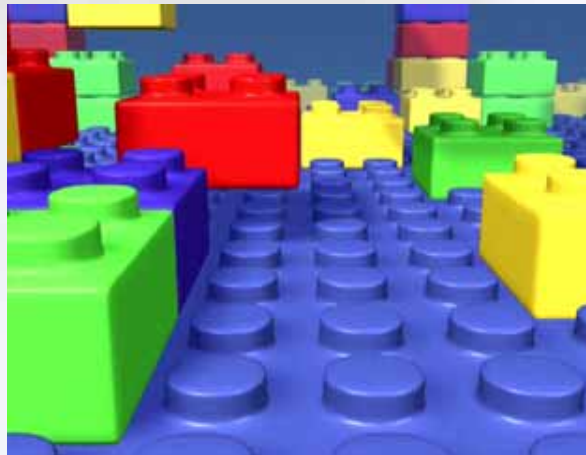
**1. Working out
& launching**



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

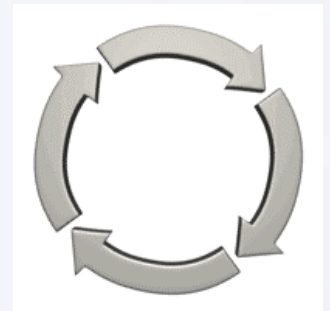
**Mystery Guest
Visits & Test
Calls**

**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



Resort Operation & Service Standard Check Lists			
Area	Number of Receptionists		Number of Rooms
	Standard	Actual	
Front Desk	10	10	100
Guest Services	5	5	100
Concierge	3	3	100
Housekeeping	20	20	100
Food & Beverage	15	15	100
Spa & Wellness	8	8	100
Pool & Recreation	6	6	100
Security	4	4	100
Maintenance	7	7	100
IT	2	2	100
Training	1	1	100
Marketing	3	3	100
Finance	2	2	100
HR	1	1	100
Legal	1	1	100
Compliance	1	1	100
Quality Assurance	1	1	100
Customer Satisfaction	1	1	100
Operational Efficiency	1	1	100
Employee Satisfaction	1	1	100
Environmental Sustainability	1	1	100
Community Relations	1	1	100
Brand Reputation	1	1	100
Overall Performance	100	100	100



Checking by:

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



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



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**





**Quality Ambassadors'
Team 2015**



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New Challenges – Online Reviews and Reputation Management

- Who can I trust?
- Do more reviews generate higher guest satisfaction scores?
- Post-stay e-mails – consider the experience shared

Do not forget about the GUEST!



HOTELSTARS

AUSTRIA • CZECH REPUBLIC • GERMANY • HUNGARY
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

