

The Keys to Success: Simplicity and Efficiency

Quality Management Methods & Tools in Tourism

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Danubius Hotels Group



20 minutes

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Thoughts for Today:

- **What is Quality in Tourism?**
- **Management Systems vs. Best Practise**
- **A Good Example – Danubius Hotels Group**
- **Methods & Tools – Simplicity & Efficiency**
- **Gaps & Traps**
- **Awards - Motivations**
- **Which way to go**

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Quality = Satisfaction of the Parties Concerned

Who are the „Parties Concerned“?

- **Our Guests**
- **Our Employees**
- **Our Contracted Partners**



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Importance of Quality Increased!

- Reasons:
- More and more and more Competitors
- Technical & human reserves
- Not definitely cost-related
- **AND:** The Guest makes his/her decision by Price and Quality



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~~Management Systems
vs.
Best Practices?~~

**Management System
AND
Best Practices**

**Using Simple and Effective
Methods & Tools**



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A Good Example...

Danubius Hotels Group
Owning & operating 45 hotels
in 5 European countries





IN THE HEART OF EUROPE

Hotels: 22 in Hungary, 8 Czech Republic, 6 Slovakia, 3 Romania, 1 UK



Quality Management System



Quality Management System

1. Working out & launching



2. Operating



3. Developing



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Quality Management

1. Mission & Vision
2. Launching and developing Standard Check Lists
3. Self Audits - DOSS based
4. Cross Audits – DOSS based
5. Quality Audits (short version)
6. Guest Questionnaire System
7. Mystery Guest Visits
8. Quality Ambassadors of DH Group
9. Guest Satisfaction Measurements and Surveys
10. Quality Management Methods & Tools
11. Brands – Brand Standards
12. Standard Circular Letters

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Mission & Vision

**Where are we NOW ?
and
Where do we go ?**

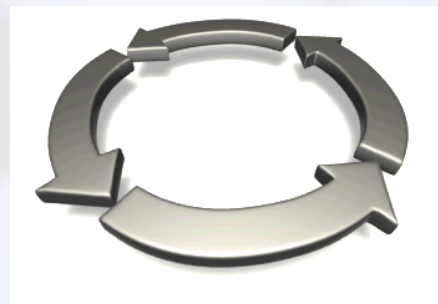


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Launching Danubius Operation & Service Standard (DOSS) Check Lists

- Sales & Marketing
- Rooms Division
- HR & Training
- Food & Beverage
- D.Q.C.
- Maintenance
- IT
- Health Spa
- Premier Fitness
- Emporium
- Animation
- Safety, Security & Risk Management

Σ 12 fields



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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

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The Structure of the DOSS Standard

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

Self Audits DOSS Based

Main features:

- Four-monthly audits (3 audits/year)
- Supervised by GM + Quality Ambassador
- Worked out by Department Heads
- Results sent to DH Head Office
- Main Goal: continuous development



Improvement of Standard Check Lists

Each year in November

- Comments from the hotels
- Team Leaders' proposals
- Mystery Guest Visit experiences
- Actual changes, trends
- Modifications, deletions
- Other corrections
- Translations

Cross Audits & Cross Auditors

- **Standard Based**
- **Method: Cross evaluation of the hotels**
- **Once a year in all the branded hotels**
- **Worked out by certain employees:**
 - **Managers of the hotels**
 - **Managers of Danubius Head Office**
 - **Quality Ambassadors**
- **One-day training in 1st quarter of the year**
- **Action plan follows the Cross Audit**

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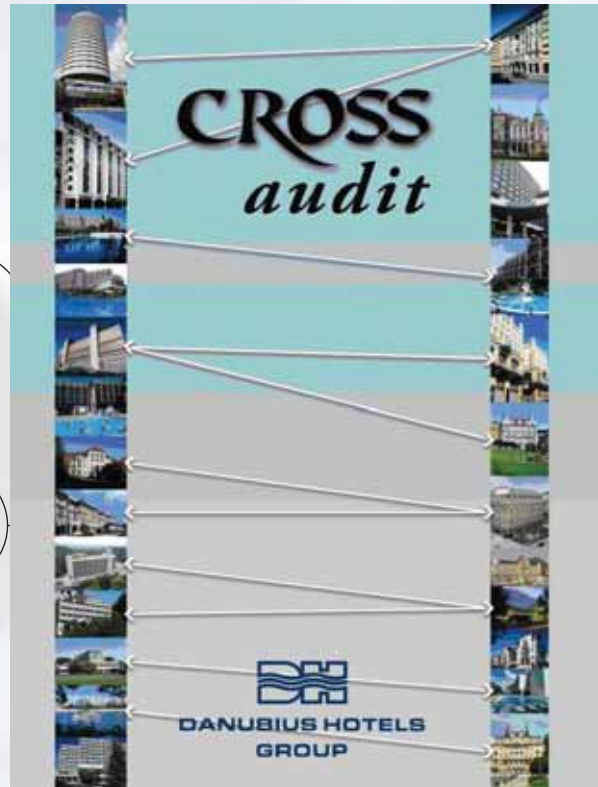


**Cross Auditor
Team 2011**



Cross Auditors' Handbook

**Cross Audit =
THE BEST EVER
MANAGER
TRAINING !**



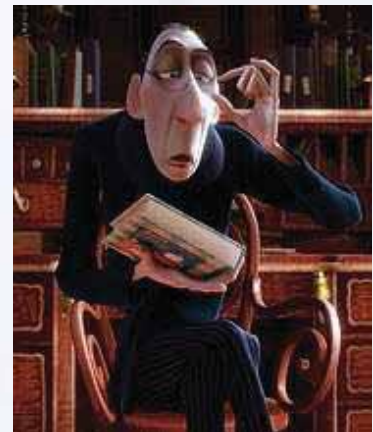
Quality Audits



Short version of the Standards

Main goals:

- One-day operational audits
- Comparing different project proposals



Guest Questionnaire System

- Both Paper and Internet based
- 4 types:
 - Hotel
 - F&B
 - Conference
 - Health – Spa
- Data input in the hotels
- Automatic data processing and statistics
- Limited access with passwords

2007: 4,9%
 2008: 7,4%
 2009: 6,8%
 2010: 5,0%

Comments !



GUEST QUESTIONNAIRE – HOTEL SERVICES

Dear guest, your opinion on our services is of utmost importance to us, therefore we kindly ask you to take a few moments and fill in our questionnaire. Your feedback will help us improve our services and adapt them according to your suggestions and wishes. Thank you very much for your help.

Date of your visit:		Length of stay: nights	
Name:		Room number:	

How did you hear about our hotel?		* ⇄ ☒
<input type="checkbox"/> from an acquaintance	<input type="checkbox"/> from advertising	
<input type="checkbox"/> from a travel agency or catalogue	<input type="checkbox"/> from the Internet	
other:		

Purpose of your visit:				
<input type="checkbox"/> business	<input type="checkbox"/> conference	<input type="checkbox"/> sightseeing	<input type="checkbox"/> relaxation/wellness	<input type="checkbox"/> health
other:				

How do you rate...	low ⊖	average ⊖ ⊕	high ⊕
Arrival & welcome at the hotel	⊖	⊖ ⊕	⊕
Check in procedure	⊖	⊖ ⊕	⊕
Friendliness of reception/concierge staff	⊖	⊖ ⊕	⊕
Atmosphere and peace and quiet of your room	⊖	⊖ ⊕	⊕
Cleanliness of the room and bathroom	⊖	⊖ ⊕	⊕
Technical conditions/thermostat control of the room	⊖	⊖ ⊕	⊕
Room service and minibar content	⊖	⊖ ⊕	⊕
Atmosphere/cleanliness of public areas	⊖	⊖ ⊕	⊕
Standard of restaurant services	⊖	⊖ ⊕	⊕
Quality of food & beverages served	⊖	⊖ ⊕	⊕
Choice and quality of breakfast	⊖	⊖ ⊕	⊕
Services of the coffee shop and the bar	⊖	⊖ ⊕	⊕
Banqueting services and function rooms	⊖	⊖ ⊕	⊕
Service, quality and cleanliness of the Spa, Fitness and Wellness centre	⊖	⊖ ⊕	⊕
Check-out procedure	⊖	⊖ ⊕	⊕

Would you recommend our hotel to friends/family?	<input type="checkbox"/> yes	<input type="checkbox"/> no
--	------------------------------	-----------------------------


Do you have any other comments, which may help us improve our service, the product we offer or our marketing efforts?

Thank you for your kind help and assistance.

If you would like to receive an answer to your comments or would like to be updated regularly with special offers and information, please attach your business card or give us your contact details & e-mail address!

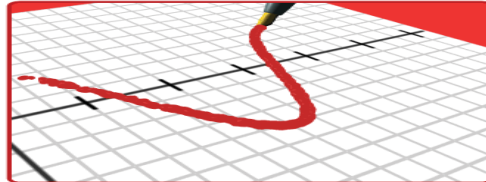
Address:

Phone: e-mail:


 DANUBIUS HOTELS GROUP

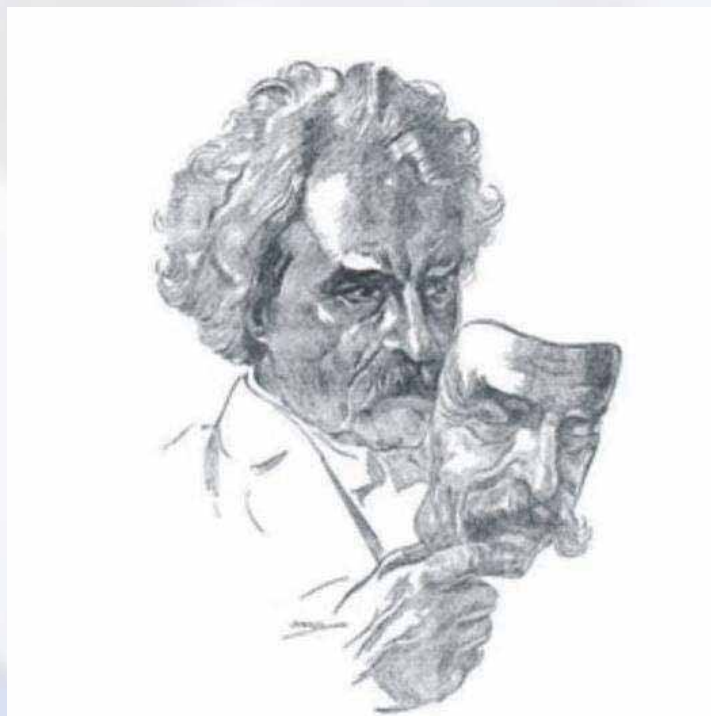
Average Satisfaction Index by Guest Questionnaires: 2008-2010

2008		2009		2010	
• January	86,32%	• January	88,10%	• January	88,55%
• February	85,70%	• February	89,23%	• February	89,08%
• March	86,23%	• March	88,22%	• March	89,55%
• April	86,11%	• April	87,35%	• April	89,00%
• May	86,32%	• May	87,63%	• May	82,76%
• June	86,71%	• June	87,77%	• June	87,14%
• July	85,74%	• July	87,57%	• July	87,09%
• August	85,56%	• August	87,93%	• August	89,98%
• September	86,81%	• September	88,93%	• September	90,70%
• October	87,12%	• October	88,10%	• October	88,12%
• November	87,18%	• November	87,93%	• November	89,31%
• December	86,13%	• December	88,35%	• December	89,84%
• Year	86,35%	• Year	88,08%	• Year	88,48%



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Mystery Guest Visits



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Reports

- Hotel Report CHECK LIST
- Spa Report CHECK LIST
- Digital Report
- Invoice Report



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Mystery Guest Visits – Year 2010

Reservation:	75,7%
Exterior:	78,4%
Bell Staff:	84,1%
Check In:	75,5%
Check Out:	82,9%
Guest Room:	83,6%
Room Technical:	76,9%
Guest Bathroom:	87,9%
Housekeeping – daily service:	77,0%
Public Area:	88,6%
Hall – Lobby area:	88,9%
Elevators:	85,1%
Corridors, Staircases:	84,6%
Public Restrooms:	93,8%
Retail Outlet:	61,2%
Wake-up call:	92,1%



Mystery Guest Visit – Year 2010

Food & Beverage

Room Service:	77,6%
Breakfast:	78,5%
Brasserie - lunch:	73,9%
Restaurant - dinner:	82,2%
Bar/Lounge:	87,9%







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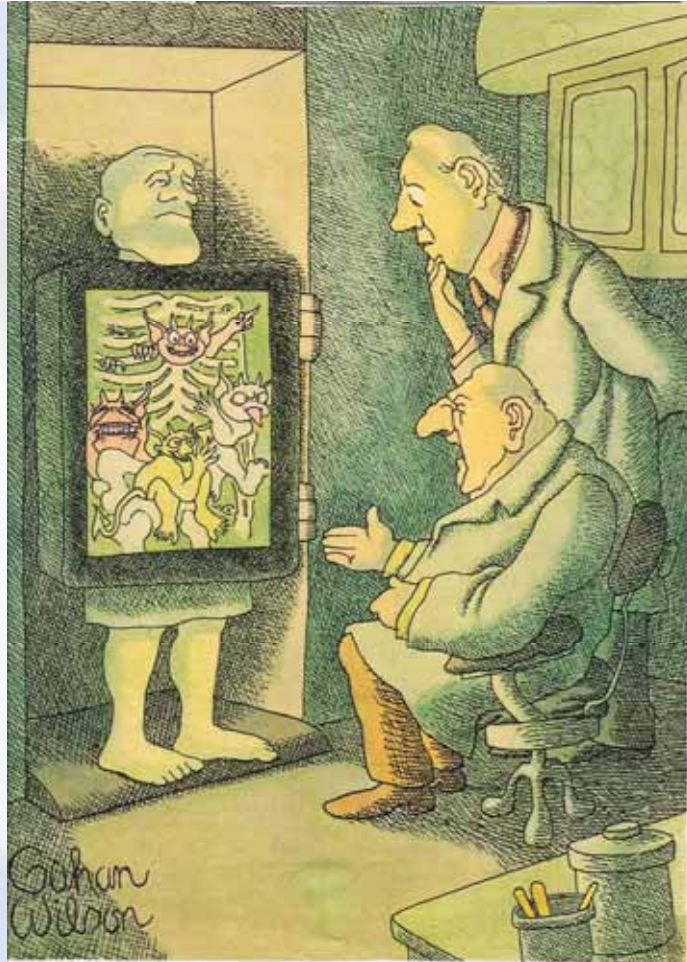
Action Plan

Follow up

Trainings,

trainings, &

trainings...



**Investment
into
Quality**

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Quality Ambassadors

- **Not a separate scope of activity**
- **QA has his/her own job in the Hotel**
- **Coordinates quality related tasks**
- **Reports to GM and DH Head Office**
- **Co-operation with DH Head Office and all Quality Ambassadors**



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Quality Ambassadors' Handbook



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Guest Satisfaction: measuring and evaluating

- Asking the Guests
- Guest Relations Managers
- Guest Meetings
- Employees in contact with the Guests



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Quality Management - other Systems, Methods and Tools in the Tourism

In use:

- TQM
- PDCA
- Quality Circles
- Benchmarking

to be implemented:

- The Gap Model
- BPR
- Balanced Scorecards

to be prepared for future use:

- EFQM
- Lean

to be considered:

- ISO
- Six Sigma

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Quality Costs

To be regularly measured and
analysed !



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Benchmarking: comparing our hotels to our competitors

To be checked and measured:

Is our hotel better, worse or different, focusing

- 1. Business Strategy**
- 2. Exterior**
- 3. Service Quality**
- 4. Value for Price**
- 5. Sales methods & tools**

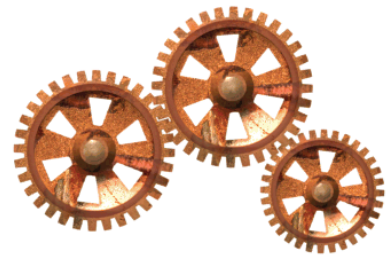


Visit your old and new Competitors!!!

**Quality =
Satisfaction of the Parties Concerned**



Quality = Process Management





Standardized classification in 12 European countries:

Founders:

- Austria
- Czech Republik
- Germany
- Hungary
- Netherlands
- Switzerland
- Sweden

Joined:

- Norway
- Estonia
- Latvia
- Lithuania
- Luxembourg

Hungarian Tourism Quality Award

Hotels: 750 criteria

Restaurants: 293 criteria

Self-audit

+ Mystery Guest Visit

+ Main audit

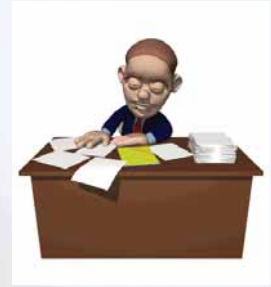
2005 – 2010

77 hotels

17 restaurants



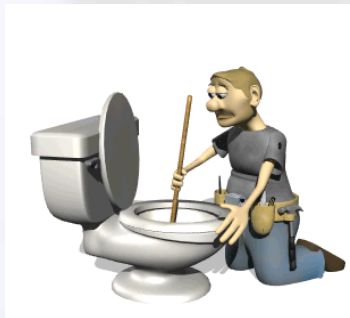
**If you hear it...
... you forget it.**



**If you see
it...**

**... you may
remember.**

**If you do it
yourself...**



**...You will
UNDERSTAND!**

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Which Way to Go ?

Standards/Regulations/Controls



Improved Quality of Life

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**Thank you for your
Attention!**

THANK YOU

Questions

