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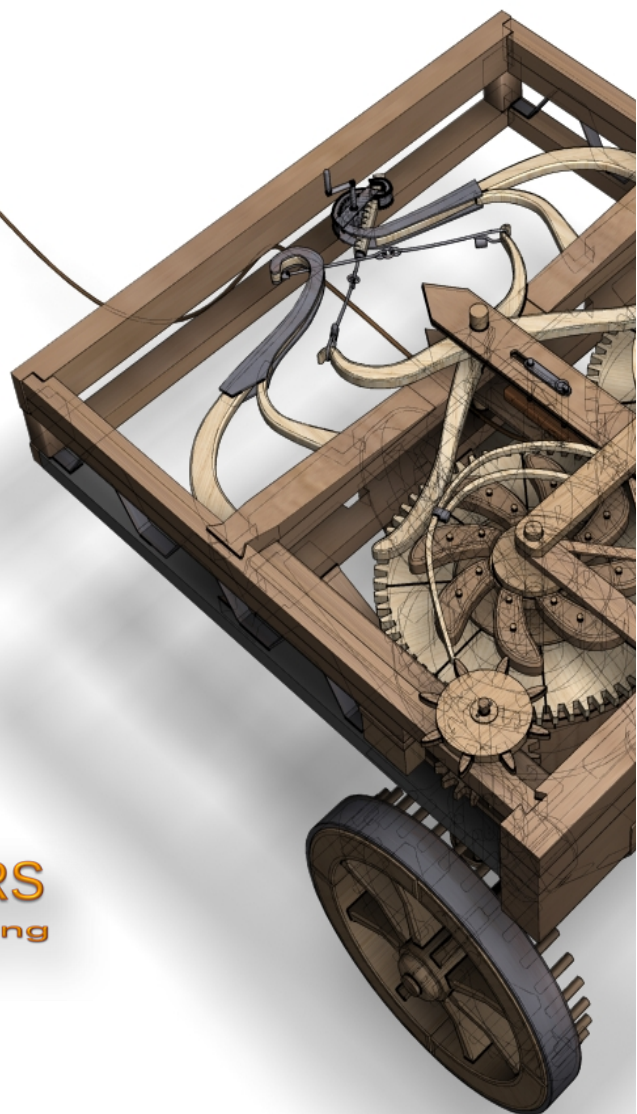
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## The Development of a Business-Processes Model for the Quality Management System in the Hotels

Sergey Sergeevich SKOBKIN

Department of hotel and tourism business, Plekhanov Russian  
University of Economics, Moscow, Russia  
[skobkin.s@yandex.ru](mailto:skobkin.s@yandex.ru)

Andrey Pavlovich KOVALTCHUK

Department of hotel and tourism business, Plekhanov Russian  
University of Economics, Moscow, Russia  
[Kovaltchuk.AP@rea.ru](mailto:Kovaltchuk.AP@rea.ru), [AndrKow@inbox.ru](mailto:AndrKow@inbox.ru)

Yana Andreevna BELAVINA

Department of hotel and tourism business,  
Plekhanov Russian University of Economics, Moscow, Russia  
[miss.agapuli4ka@yandex.ru](mailto:miss.agapuli4ka@yandex.ru)

Gleb Vadimovich KALITA

Department of hotel and tourism business,  
Plekhanov Russian University of Economics, Moscow, Russia  
[gkalita92@mail.ru](mailto:gkalita92@mail.ru)

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### Abstract:

*The current study seeks to extend our understanding of service quality by assessing a model of QMS that includes technical quality and functional qualities, as well as business processes, which should be modernized through the its development. The authors conducted a survey of representatives of the hotel business community located in Moscow (3-5-star hotels) and its clients to assess the most significant business processes, in terms of their impact on the quality of hotel services. As the study showed, representatives of the hotel business community support the division of business processes into four groups: key business processes; supporting business processes business management processes and business development processes, each of which has its own distinctive features.*

**Keywords:** quality management system; business-processes; hotel; standards; survey; hotel business community

**JEL Classification:** H12; Z32

## Introduction

In modern conditions of increased competition and globalization of business Russian hotel industry is committed to ensure the quality of services to its clients. The quality of services in the hotels is largely determined today by the compliance with modern standards and the introduction of quality management system, which is based on the requirements of ISO 9001/2000. In order to meet the expectations of clients at the hotel, the quality management system (QMS) must be developed, documented, implemented and functioning so that to meet all demands of guests. To do this, the classic model of hotel management should be modernized through the development, detailed documentation and implementation of relevant business processes.

The relevance and practical significance of the research topic is determined by the fact that the important factor in the development of domestic hotel enterprises is the need to introduce QMS and the subsequent modernization of business processes that can improve the quality of customer service. The main goal of this article is to develop practical recommendations for improving business processes at hotels in Russia Federation. To achieve this goal, the authors formulated and solved the task of study and the systematization of research experience of scientists, experts in this field of management.

## 1. Methodology

During the research, the authors have used the following cognitive methods: theoretical (analysis, aggregation) and empirical (observation, comparison), system approach and expert assessment. Each of these methods and their combinations has been applied in accordance with their functional capabilities, therefore the reached conclusions and recommendations should be trusted naturally.

## 2. Case study

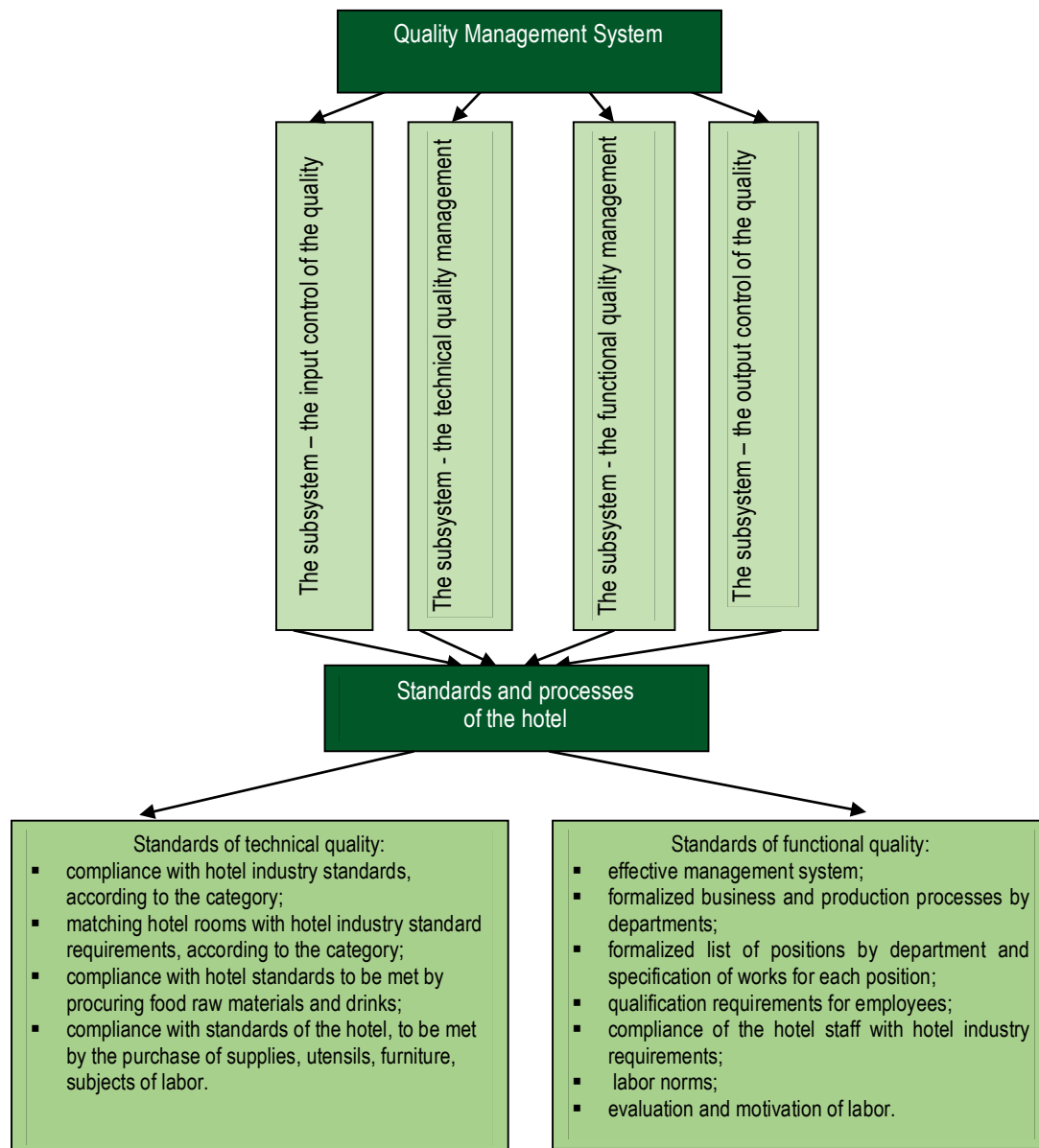
The current study seeks to extend our understanding of service quality by assessing a model of QMS that includes technical quality and functional qualities, part of which are formalized business processes in the hotel (Figure 1).

The notion of a business process orientation system (BPO) was proposed thirty years ago by Porter (1985), who introduced the concept of interaction between chain participants and a horizontal organizational structure as the main basis of functioning a firm. Davenport and Short also believed that orientation to processes is an essential component of the success of an enterprise. They argued that in the process of reorganizing the company, five basic steps are necessary: developing the right understanding of business and key processes, identifying processes that need improvement, redesigning them, assessing the effectiveness of existing processes, identifying IT levers to influence these processes (Davenport and Short 1990).

The methodological basis for the development of QMS in a hotel is the concept of technical and functional quality as dependent variables on the magnitude of the total quality (Gronroos 1982, 1990). Gronroos defined two dimensions of service quality, the technical aspect ("what" the service is provided) and the functional aspect ("how" the service is provided). Technical quality is the state of inanimate objects that surround the client in a hotel. For example, the customer gets satisfaction from the quality of the hotel room, pleasant lighting, interior (Skobkin, Belavina and Kalita 2017). The check-in at the hotel is the business process of functional quality providing a consumer with services, during which the client interacts with employees of the hotel and go through many stages. For example, the client while entering to the hotel receives a greeting from the doorman, is accompanied to the front desk by a bellboy, registers and then is escorted to his room. Excellent functional quality can improve the impression of a room that does not quite meet customer expectations. Conversely, if the functional quality is poor, even a beautiful room in the hotel will not be able to correct the feeling of dissatisfaction that has arisen with the client.



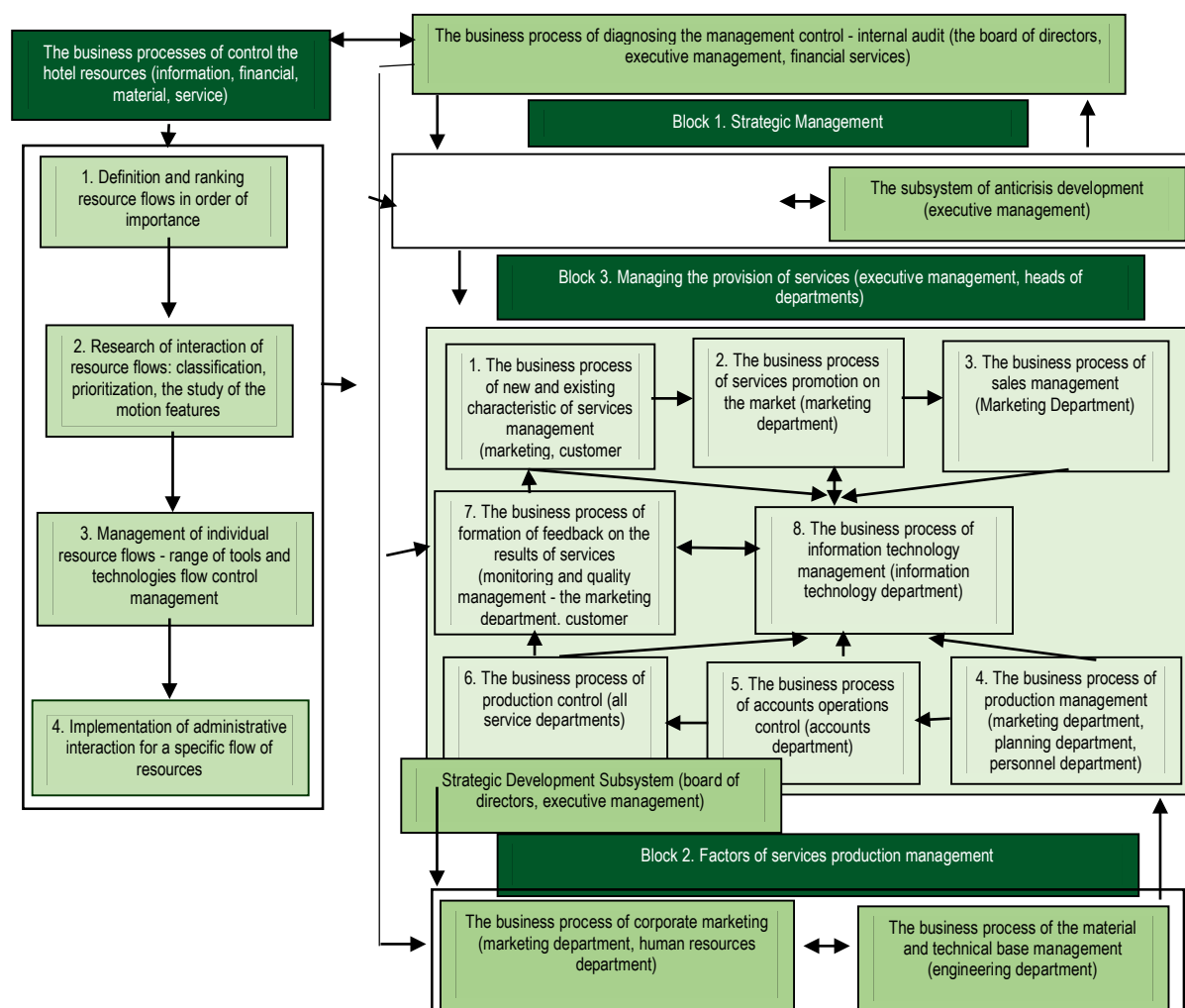
Figure 1. The quality management system model in the hotel



Source: provided by the authors

Many authors have consistently investigated the idea of organizing business processes (Anderson 2007, Hammer and Stanton 1999, Champi 2011, Crosetto and Macazaga 2005, Draljacia 2007, Weske 2012). They offered a new look at the structure of the company - the process. The focus was on the company's business processes that determine the quality of the product. They believed that the classical functional organizational structure may not present the true picture about how the company operates. It is therefore necessary to undertake some work to identify business processes, and effective management of the enterprise to implement the relevant principles and approaches system-based management of business processes (BPMS). In addition, they proposed that the formation of process-oriented enterprise must occur through a transformation of the functional organizational structure to a process structure. We must note that the process approach to the management of the hotel today requires multifunctionality from the staff, see Figure 2.

Figure 2. The management system of the hotel based on the structure of business processes



Source: provided by the authors

Thus, instead of the traditional departments of the hotel enterprise, such as human resources, accounting, marketing, operation, the process commands come, that perform all the activities required to implement a particular task. One of the important and at the same time complex tasks of modern management in the hospitality industry is the design of the optimal structure of the company, which is able to realize the strategic goals of the organization. By "structure" in this case we understand not only and not so much the organizational structure, but the interrelation of all types of activities, which are carried out at the hotel. After all, the result of the business activity will directly depend on how smoothly the work inside the hotel will continue. According to Davenport and Short, a business process is "a structured, measurable set of activities designed to produce a specific output for a particular customer or market." (Davenport and Short 1990). Another comprehensive definition about cross-functional business processes are given by BPR experts Hammer and Champy. They focused on the external dimension of a business process, pointing out that "it is a set of activities that use one or more input and produce outputs at the same time creating value for consumers." (Hammer and Champy 1993).

The main objective of the proposed system is the formation of administrative structure of business processes on various levels of management. It includes all existing management tools and allows to structure administrative impact, helping to increase revenue and profitability, expanding the range of services and improve the quality of service.



This management system allows interacting with the environment most effectively, to allocate the company's resources more productively and effectively and direct efforts of employees, in order to achieve objectives of the hotel with the highest efficiency. The system clarifies the place and responsibility of each department in the hotel and enhances the effectiveness of their interaction.

As the diagram shows, the management system is a collection of impacts of subsystems, each of which is a business process responsible for managing a specific area, and in conjunction with one another - the whole system. The practice shows that the most effective formation and distribution of resources are achieved via the impact on the relevant resources flows. Therefore, when designing the management system as a base, we selected logistics system to control all flows hotel resources. Influencing thus, for each element of control, this mechanism contributes to a correct managerial decision, and in the complex - a rational policy to improve the quality of services.

### 3. Results

Evaluation of the importance of the business processes of the organization, in our opinion, can be formed from a comprehensive analysis of groups of business processes, based on their specifics, expert opinion, criteria of importance and effectiveness. The authors conducted a survey of representatives of the hotel business community located in Moscow (3-5-star hotels) and its clients to assess the most significant business processes, in terms of their impact on the quality of hotel services. The results of the survey are presented in Table 1.

Survey participants were asked the question: "Are the following business processes form the basis for the creation of the quality management system in the hotel?". Each positive response was evaluated on a scale from 1 to 9 points. Data from survey indicate that the most significant are the processes of hotel guest's registration and accommodation, preparation of meals and beverages, hotel service, marketing management. Data of the process of registration and accommodation can be improved in details, for example, by allocating sub processes, such as meeting the guest, handling reservations or preparing the accounting documents. These detailed data can be used in 2nd round of evaluation, with task that customers can participate in optimization of business processes directly.

Table 1. Assess the importance of the influence of business processes on the quality of the facilities

Name of the business process	Criterion of "process importance"	
	Clients	Participants
Key business processes		
Registration and accommodation of guests	9	5
Preparation of food and drinks	9	5
Guests entertaining	7	7
Service at the hotel	9	7
Supporting business processes		
Administrative and business support	7	7
Security	7	9
Legal support	5	7
Information support	5	7
Business management processes		
Planning	3	9
Marketing management	9	9
Human resources management	7	9
Financial management	7	7
Business development processes		
New product investment project	3	9
Investment project in the construction sight	7	9
Investment project X	7	9
Investment project Y	7	9

Source: provided by the authors

The criterion of "process importance" consists of the following components:

▪ *Expert evaluation.* Evaluation of the importance of business processes on the basis of expert opinion occupies an important place in the formation of the final evaluation of the process. The opinions of the company's employees, clients, and consultants are a useful source of information for management when planning the optimization of business processes (Miers 2005). When preparing the assessment, the management of the hotel should differentiate the experts by the groups of participations:

- 1<sup>st</sup> group - hotel guests,
- 2<sup>nd</sup> group is the remaining participants in the processes.

Evaluation of the hotel's customers is not only measure of the quality, but an important marketing instrument to identify clients' needs. Based on this, the company's management receives a signal about the directions of process reengineering, with the aim of maximizing customer satisfaction and expanding demand (Andersen 2008).

Process participants can also provide useful information that could be used to reorganize the business environment in the enterprise, which would improve the efficiency of business processes in the hotel. In addition, it is possible to determine the perception of the work performed by the staff, which can be the subject of discussion at subsequent trainings and meetings. In this case, it should be taken into account that each expert has a subjective vision of the situation due to his experience, qualifications, etc. For this reason, expert judgment is useful in combination with other methods of analysis (Eliferov 2011).

▪ *Internal evaluation according to performance criteria.* Internal assessment of business processes using performance criteria is an important component of the overall assessment, which can be used by the company's management to optimize processes later.

The following criteria are used to evaluate business processes at the hotel:

- efficiency (sales volume);
- cost of the business process;
- duration of the business process;
- quality of the business process (% of defects, complaints, repeat customers, customer satisfaction, etc.);
- the fragmentation of the business process (organizational complexity);
- the number of outputs of the business process (Tkachenko 2011).

As an example, Table 2 presents the evaluation of the business process "Check-out of the guest":

Table 2. Example of evaluation of the business process "Check-out of the guest"

Business process	Values of business process evaluation criteria					Final indicator of importance
	Effectiveness	Costs	Duration	Quality	Fragmentation	
	The bill is paid	Cost of the process	Implementation time	Guest satisfaction, quality standards compliance	The complexity of the structure	
Check-out of the guest	Yes/No	Wages, printing, cash transaction s, electricity	6 minutes	Low/ Medium/ High	15 flowcharts, 2 performers, outputs 2, fragmentation of 13.3%	Customers/ participants/ internal evaluation/ company objectives

Source: provided by the authors

Authors conducted a correlation analysis in order to establish a link between the hotel category and the impact of business processes on the quality of service. Thus, the Pearson correlation coefficient was calculated by the statistical data processing method, which measures the tightness of the relationship between two or more variables. As a result of this analysis, the following indicators were obtained (Table 3).

Table 3. Results of the correlation analysis of the relationship between the hotel category and the impact of business processes on the quality of service

No.	The number of questionnaires	Hotel Category (x)	The result of the survey (y)	Xy	x2	y2
1	Hotel 1	4	8	32	16	64
2	Hotel 2	3	8	24	9	64
3	Hotel 3	4	9	36	16	81
4	Hotel 4	4	9	36	16	81
5	Hotel 5	4	7	28	16	49
6	Hotel 6	3	10	30	9	100
7	Hotel 7	4	8	32	16	64
8	Hotel 8	3	9	27	9	81
9	Hotel 9	4	10	40	16	100
10	Hotel 10	5	9	45	25	81
11	Hotel 11	4	9	36	16	81
12	Hotel 12	5	10	50	25	100
13	Hotel 13	4	6	24	16	36
14	Hotel 14	4	7	28	16	49
15	Hotel 15	4	8	32	16	64
16	Hotel 16	3	5	15	9	25
17	Hotel 17	3	6	18	9	36
18	Hotel 18	3	7	21	9	49
19	Hotel 19	3	5	15	9	25
20	Hotel 20	3	6	18	9	36
21	Hotel 21	3	7	21	9	49
22	Hotel 22	3	7	21	9	49
23	Hotel 23	3	5	15	9	25
24	Hotel 24	3	6	18	9	36
25	Hotel 25	3	5	15	9	25
26	Hotel 26	3	6	18	9	36
27	Hotel 27	3	7	21	9	49
28	Hotel 28	5	10	50	25	100
29	Hotel 29	4	8	32	16	64
30	Hotel 30	4	6	24	16	36
TOTAL:	n	Ex	Ey	Exy	Ex2	Ey2
	30	108	223	822	402	1735

Source: provided by the authors

The following indicators are marked in this table: x - category of the hotel; y is the result of the survey; xy, x2, y2, Ex, Ey, Exy, Ex2 and Ey2 are the indicators used to calculate the Pearson correlation coefficient. Using the Pearson correlation formula, we get:  $r = 0.71$

We used generally accepted criteria to assess the tightness or strength of the correlation relationship. According to these criteria the absolute values of  $r_{xy} < 0.3$  indicates a weak connection, the values of  $r_{xy}$  from 0.3 to 0.7 shows the connection of medium tightness, the values of  $r_{xy} > 0.7$  - about strong relationship (Gubin and Ostashkov 2007).

Thus, a strong direct link has been identified between the category of the hotel enterprise and the demand for QMS and business processes. It follows that the higher the category of the hotel, the stronger its need for the organizational structure of the QMS and its business processes.

As the study showed, representatives of the hotel business community support the division of business processes into four groups, each of which has its own distinctive features.

1. The key business processes group consists of the following: processes that create value-added cost to the product that produces the hotel; processes that create a product of value to the external customer; the processes, with the direct aim of which is the income. Key business processes: registration and accommodation of guests, preparation of food and beverages and serve them to the table, entertainment of guests, *etc.* (Rother 2008, Hammer 2011).
2. Supporting business processes are necessary for the hotel to exist. The participants of the supporting processes are usually the departments and employees of the hotel, which are called internal clients when describing the processes. Supporting business processes include administrative and economic support, security, legal support, personnel selection, maintenance of hotel buildings and equipment, logistic, management information, sales of services.
3. Business management processes are the processes, the direct purpose of which is to manage the activities of a hotel company. They are not in interest for an external client, but they allow the hotel to be managed, ensuring its survival, competitiveness and regulate its current activities. The business management processes in the hotel include: planning, management of marketing, finance, personnel.
4. Business development processes represent investment activities of a hotel company, where efforts are made today, and the results will be obtained in future. Basically, these business processes are investment projects that are executed once. Investment project is the justification of economic feasibility, scope and timing of direct investment in a certain facility, including design estimates, developed in accordance with applicable standards (Kovaltchuk 2016).

Each group of processes is closely related to the rest and differences arise in the level of their application and responsibility.

## Conclusion

Concluding the topic, we note that various theoretical and practical methods known to the world science in the management of hotel services quality are considered in this study. Analysis of domestic and foreign scientific works allowed the authors to conclude that the level of quality of hotel services today is largely determined by the effectiveness of the organizational structure of the hotel and the QMS based on modernized business processes.

Within the framework of the developed methodology, the importance of certain business processes of the hotel has been assessed in terms of their impact on the quality of services. The obtained results can also be used as a basis for analyzing the efficiency of using the potential of certain business processes, as well as for analyzing the competitiveness of hotel enterprises in general.

Another important result of this study is the survey data among the hotel business community in Moscow, indicating the relevance of the topic and the interest in the development of this scientific direction. In particular, as a result of the performed correlation analysis, a strong relationship was found between the category of the hotel company and the presence of a QMS based on the process approach in the hotel. This conclusion was confirmed by calculations of the Pearson correlation coefficient  $r = 0.71$ .

At the same time, it was found that the strongest influence on consumers' assessment of service quality has the processes of registration and accommodation, preparation of meals and beverages, hotel service, marketing management. It should be noted that within the framework of the survey, representatives of the industry almost unanimously expressed the need to develop strategic elements in the implementation of the process approach to the development of the hotel enterprise, which fully corresponds to the conclusions of the authors of the study on the need to introduce QMS in hotels which should be based on modernized business processes to improve their competitiveness.

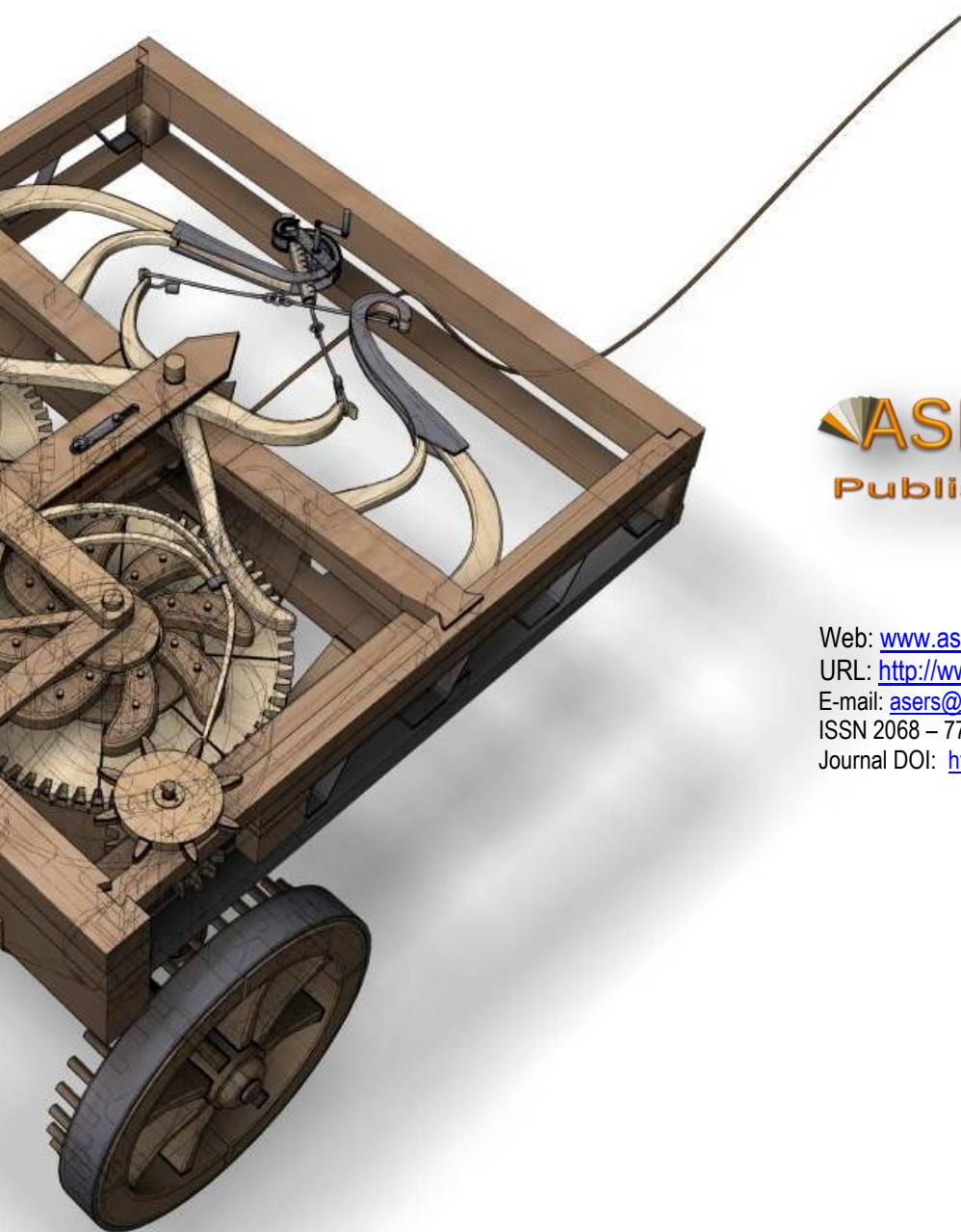
The results of the study are of practical importance as it allows us to develop a methodology, which can be used in quality management of hotel services. The presented methodology of complex analysis of business processes can be used in the hospitality industry to improve the quality of the business environment of the hotels.

The proposed methodology of assessment of business processes can be used by the hospitality industry enterprises to optimize business processes that will result, in our opinion, the qualitative growth in various segments of the industry, in conditions of high competition, the existed investment capacity of companies and their increasing presence in the market.

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