Project Meeting in Varna
18.04. – 25.04.2015

Service Quality in the Hospitality Sector:
Standards, Improvement Opportunities and Tools

Prof. Dr. Wolfgang Fuchs
Head of department for Hospitality Management
Business Administration with Tourism and Hospitality II
Part A: Service Quality

Part B: Objective and Subjective Standards

Part C: Improvement Opportunities and Tools

Part D: References
Part A: Service Quality
Part A: Service quality

Definition of Service

“We always put our customers first.”

1. Etymology of the term „to serve“
   - Serving as honor
   - Serving as stigma

2. Definition
   - problem-solving-function
   - “face to face“-interaction
   - exchange „service for money“
Definition of „high contact“- service

1. The service product is multidimensional (time, place, atmosphere) and hence its quality is in the eye of the beholder.
2. The direct worker is part of the service product.
3. Demand for the service is often instantaneous and hence cannot be stored.
4. Because production is generally customer initiated, an optimal balance between service system demand and resources is difficult to achieve.
5. Changes in the capacity of the system affect the nature of the service product.
6. The production schedule has a direct, personal effect on the customer.
7. Only part of the service can be kept in inventory.
8. Verbal skills and knowledge of policy are usually required of the service worker.
9. Wage payments must usually be related to labour hours spent rather than output.
10. It is assumed that service system capacity is at its long run level when the system first opens.
11. A service system malfunction will have an immediate, direct effect on the customer.
12. The location of the service system modifies its value to the customer.

Q.: Chase 1999; http://1.bp.blogspot.com

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Part A: Service Quality

Defining Quality Guest Service

- Consistency in service
- Focusing on serving the guest
- Guests defining quality and value
- Efficency in service

Exceeding guest’s expectations

- Commitment from the top of the organization
- Knowledgeable employees
- Processes that allow service to continually improve
### TANGIBLES

- [Image](#)
- [Image](#)
- [Image](#)
- [Image](#)

### INTANGIBLES

- [Image](#)
- [Image](#)
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Service quality
“…many establishments are perceived as high quality by consumers who have never visited them. Satisfaction in contrast, is purely experimental.“

versus

Customer satisfaction
“… perceived service quality is a form of attitude, a long-run overall evaluation, whereas satisfaction is a transaction-specific measure.“
Part A: Service Quality

Customer Satisfaction

Notion of the hotel, experiences

Expected performance

Perceived performance

Agreement?

Hotel rating, recommendation, regular guests, confidence

Q.: Fritsch/Sigmund 2013; http://previews.123rf.com

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Part B: Standards
Part B: Standards

Objective and Subjective Standards

- **Objective** Standards:
  - Hotel classification (e.g., Hotelstars Union)
  - Restaurant critic (e.g., Guide Michelin)

- **Subjective** Standards:
  - Personal recommendation (e.g., Hotel rating portals)

**Evaluation criteria**
## Hotelstars Union - harmonised hotel classification for Europe

<table>
<thead>
<tr>
<th>Members</th>
<th>Internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Association of Hotels, Restaurants and Cafés of the Grand Duchy of Luxembourg (HORESCA)</td>
<td><a href="http://www.horesca.lu">www.horesca.lu</a></td>
</tr>
<tr>
<td>Austrian Professional Hotel Association</td>
<td><a href="http://www.hotelsterne.at">www.hotelsterne.at</a></td>
</tr>
<tr>
<td>Czech Association of Hotels and Restaurants (AHRCR)</td>
<td><a href="http://www.hotelstars.cz">www.hotelstars.cz</a></td>
</tr>
<tr>
<td>Estonian Hotel and Restaurant Association (EHRA)</td>
<td><a href="http://www.ehrl.ee">www.ehrl.ee</a></td>
</tr>
<tr>
<td>German Hotel and Restaurant Association (DEHOGA Bundesverband)</td>
<td><a href="http://www.hotelsterne.de">www.hotelsterne.de</a></td>
</tr>
<tr>
<td>Hungarian Hotel &amp; Restaurant Association (HHRA)</td>
<td><a href="http://www.hah.hu">www.hah.hu</a></td>
</tr>
<tr>
<td>Association of Hotels and Restaurants of Latvia (AHRL)</td>
<td><a href="http://www.lvra.lv">www.lvra.lv</a></td>
</tr>
<tr>
<td>Lithuanian Association of Hotels and Restaurants (LVRA)</td>
<td><a href="http://www.lvra.it">www.lvra.it</a></td>
</tr>
<tr>
<td>Royal Dutch Hotel Association</td>
<td><a href="http://www.hotelsterren.nl">www.hotelsterren.nl</a></td>
</tr>
<tr>
<td>Visita - Swedish Hospitality Industry</td>
<td><a href="http://www.hotelsinsweden.com">www.hotelsinsweden.com</a></td>
</tr>
<tr>
<td>Swiss Hotel Association - hotellerjesuisse</td>
<td><a href="http://www.hotelsterne.ch">www.hotelsterne.ch</a></td>
</tr>
<tr>
<td>MHRA – Malta Hotels &amp; Restaurant Association</td>
<td><a href="http://www.mhra.org.mt">www.mhra.org.mt</a></td>
</tr>
<tr>
<td>Hellenic Chamber of Hotels</td>
<td><a href="http://www.grhotels.gr">www.grhotels.gr</a></td>
</tr>
<tr>
<td>Association for the hotel, restaurant and tourism industry in Denmark</td>
<td><a href="http://www.horesta.dk">www.horesta.dk</a></td>
</tr>
<tr>
<td>Horeca Vlaanderen</td>
<td><a href="http://www.fedhorecavlaanderen.be">www.fedhorecavlaanderen.be</a></td>
</tr>
</tbody>
</table>

Q.: [www.hotelstars.eu](http://www.hotelstars.eu) (Stand: 03/2015)
**Excerpt of the catalogue of criteria**

<table>
<thead>
<tr>
<th>★</th>
<th>★★★</th>
<th>★★★★</th>
<th>★★★★★</th>
<th>★★★★★★</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 100 % of the rooms with shower/WC or bath tub/WC</td>
<td>• Breakfast buffet</td>
<td>• Reception opened 14 hours, accessible by phone 24 hours from inside and outside</td>
<td>• Reception opened 16 hours, accessible by phone 24 hours from inside and outside</td>
<td>• Reception opened 24 hours, multilingual staff</td>
</tr>
<tr>
<td>• Daily room cleaning</td>
<td>• Reading light next to the bed</td>
<td>• bilingual staff</td>
<td>• Lobby with seats and beverage service, hotelbar</td>
<td>• Valet parking service</td>
</tr>
<tr>
<td>• 100 % of the rooms with TV together with remote control</td>
<td>• Internet access in the room or in the public area</td>
<td>• Lounge suite at the reception, luggage service on demand</td>
<td>• Breakfast buffet or breakfast menu via room service</td>
<td>• Concierge, page boy</td>
</tr>
<tr>
<td>• Table and chair</td>
<td>• Payment via card</td>
<td>• Beverage offer in the room</td>
<td>• Minibar or 16 hours beverages via room service</td>
<td>• Personalized greeting for each guest with flowers or a present in the room</td>
</tr>
<tr>
<td>• Soap or body wash at the wash basin</td>
<td>• Body wash or shower gel at the shower/bath tub</td>
<td>• Telephone in the room</td>
<td>• Upholstered chair/couch with side table</td>
<td>• Minibar and food and beverage offer via room service during 24 hours</td>
</tr>
<tr>
<td>• Bath towels</td>
<td>• Linen shelves</td>
<td>• hair-dryer, cleansing tissue</td>
<td>• Bath robe and slippers on demand</td>
<td>• Internet-PC in the room on demand</td>
</tr>
<tr>
<td>• Reception service</td>
<td>• Offer of sanitary products (e.g. toothbrush, toothpaste, shaving kit)</td>
<td>• Dressing mirror, adequate place or rack to put the luggage/suitcase</td>
<td>• Ironing service (return within 1 h), shoe polish service</td>
<td>• Safe in the room</td>
</tr>
<tr>
<td>• Public telephone for guests</td>
<td></td>
<td>• Systematic complaint management system</td>
<td></td>
<td>• Ironing service</td>
</tr>
<tr>
<td>• Extended breakfast</td>
<td></td>
<td></td>
<td></td>
<td>• Mystery guesting</td>
</tr>
<tr>
<td>• Beverage offer in the hotel</td>
<td></td>
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</tr>
</tbody>
</table>
Theoretical background: Certification intermediaries

Assessment process:
- Qualification
- Anonymity
- Assessment criteria
- Number of samples
- Potential judgement biases
MICHELIN-Stars (Germany)

Q.: Michelin 2014

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Hotel rating portals

Example: Tripadvisor

“Everything is great except for the relaxed attitude to smoking in public.”

Reviewed 1 week ago

Lovely, smart room. Location right in the centre of Varna. Staff very helpful. No need to worry about parking the car as the bell boy took the car and parked it in their underground car park. Excellent lunch in the Red Canape restaurant as it was quiet and relaxing. The food was great. We would stay there again. We didn’t have a drink in their smart bar as people were smoking inside which made it a very unpleasant atmosphere. It is a pity that these people have no consideration for non-smokers. My husband is asthmatic and cannot sit in a smoke-filled room.

Room Tip: Rooms on the third floor maybe more expensive - delux - but worth it for the extra space.

“Why allow smoking?”

Reviewed 1 week ago

This is a FIRST CLASS Hotel, resturant, and bar. There is a notice that clearly states that soiming is strictly prohibited, (an this is the law in Bulgaria) it is impossible to use the bar if you are a non smoker. Nobody seems to care about the no smoking law. This spoils waht is possibly the best hotel in varna.

Room Tip: Great locatin, with free wi-fi and free underground parking. See more room tips

Q.: http://www.tripadvisor.co.uk/
Do you agree with the following statement: „I read online hotel ratings before I choose the hotel?“

Part B: Standards

Focus 3: Personal Recommendation


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Indicators for the choice of hotel

Which aspects influence the choice of hotel of leisure travellers?

- Personal recommendation: 74% (2014), 67% (2008)
- Ratings in online portals: 52% (2014), 26% (2008)
- Certificates of the hotel: 27% (2014), 10% (2008)
- Brand name of the hotel: 16% (2014), 29% (2008)
Part C: Improvement Opportunities and Tools
Part C: Improvement Opportunities and Tools

Service Culture

Service Blueprint

Management of Waiting Time

Complaint Management

Critical Incident Technique

Mystery Check

→ Presentation of different tools in Workshop C tomorrow…
Part D: References
List of Literature & further reading


Fritsch, A./Sigmund, H. 2013: Hotel Bewertungen richtig nutzen. Stuttgart: Matthaes


Internet sources:
www.hotelstars.eu
http://www.tripadvisor.co.uk/

Image sources:
http://1.bp.blogspot.com
http://kerrydarksky.com
https://clborah.files.wordpress.com
http://doubletree3.hilton.com
http://www.regenthotels.com
http://www.journeyetc.com
http://previews.123rf.com
http://selbst-management.biz
https://www.varta-guide.de
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http://www.der-feinschmecker-shop.de
http://restaurant.michelin.de
http://ecx.images-amazon.com