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Methodological Approaches to the Formation of the Quality Management System for Hotels in Russian Federation

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ABSTRACT

The purpose of this article is to develop managerial methods of effective hotel operation in order to improve competitiveness on the basis of quality management. The current economic situation is characterized by significant changes in the behavior of the world markets, which entails the need to adapt to the new situation. In this situation, one of the necessary conditions for the formation of positive dynamics of the development of hospitality industry in Russian Federation is the creation and implementation of the quality management system (QMS) for hotels, which is the aim of this research work. Authors propose to achieve this goal by solving following tasks: (i) To improve management activities of enterprises in hospitality industry in order to increase their competitiveness; (ii) to develop QMS, which can serve as a basis of appropriate management model of enterprises in hospitality industry; (iii) to propose effective quality control methods in hotel operations. An important role in this context is given to effective management, which ensures the necessary conditions for the formation of services that represent value to the consumer.

Keywords: Hotel Management, Quality Management System, Effective Hotel Operation
JEL Classifications: L15, M1

1. INTRODUCTION

The basis of well-being and competitiveness of enterprises in hospitality industry is the efficient management of the processes of formation and delivery of services. It is due to the proper organization of these processes which insure quality service to customers and strengthen the company's competitive position in the market, which in turn helps to increase the value of its assets.

Service quality has been a frequently studied topic in the literature. Efforts to understand and identify service quality have been undertaken in the last decades. A topic of particular interest in service quality research is the issue of measurement. Following the introduction of the SERVQUAL instrument (Parasuraman et al., 1985), many scholars have attempted to replicate and refute its structure and conceptualization (Carman, 1990; Cronin and Taylor, 1992; Teas, 1993). Much of the research to date has focused on measuring service quality using the SERVQUAL instrument. Subsequently, research on the instrument has been widely cited in the marketing literature and its use in industry has become quite widespread (Brown et al., 1993).

Nevertheless, there is a general perspective that service quality is a multidimensional or multi-attribute construct (Cronin and Taylor, 1992; Gronroos, 1990; Parasuraman et al., 1985, 1988). That is, while the contemporary studies on service quality seemingly focused on the process of service delivery, additional aspects to be considered have already been suggested.

The conducted study of Kang and James (2004) found that functional quality had a stronger influence on image and overall service quality relative to technical quality. Future research should consider the differential influence of functional and technical qualities with respect to different service offerings.

Currently, the Russian tourist market is experiencing a decline in investment activity. Attempts to maximize quantitative characters overshadow the qualitative approach to strategic analysis and

planning of development strategies. This explains the decrease in the market value of assets of enterprises, as well as a high level of closures and bankruptcies, especially among the catering and tourist companies (Pantyushin and Andreev, 2016; Dedusenko, 2015).

In this situation, one of the necessary conditions for the formation of positive dynamics of development of hospitality industry in the Russian Federation, in our view, is the development and implementation of quality management system (QMS). The significance of this approach is supported by the new requirements to the representatives of the hospitality industry in Russia: All hotels in cities, hosting the football matches of the World Cup in 2018, must pass an official classification and obtain a certificate of receipt of the "star" category. The expected result of the classification is to bring the quality and the cost of hotel services to the same standard.

New rules now apply to absolutely all market participants, from luxury hotels to small hostels. At the same time there is a possibility of a tax relief to accredited hotel facilities. Meanwhile hotels, which did not comply with the conditions of the classification, will lose the right to provide accommodation services, and prior to undergoing classification either will be closed or obliged to pay penalties (Skobkin and Belavina, 2015).

An important factor is the fact that most foreign companies, which are operating in Russia, use their own quality standards is an integral part of corporate operation (Kovalchuk and Evstigneev, 2014). For example, one of the world leaders in the hospitality industry - The hotel chain Hilton emphasizes that in addition to other advantages of its international network, it has introduced a QMS according to ISO 9001, as well as a number of internal control quality standards.

In another well-known company - Ritz Carlton there is about 25% of the time of each employee is devoted to resolve quality issues. The reason is that the main idea of the quality system was the development and implementation of the mechanism of delegation of responsibility to staff. In fact, employees are allocated with responsibility to solve quality problems immediately (within its competence), but not when it finds the superior manager. Continuing the work to further improve services, Ritz Carlton has adopted the program of "Six Sigma." This program is a management concept, which implies the achievement of a high level of quality, which allows no more than three errors per million transactions. Of course, such a system involves some risk for managers, but at the same time, it forces management to search for skills development, as well as to impart skills of employees to corporate standards (Tymoshenko et al., 2011; 2015).

Quality programs, applied in practice in hospitality industry, are varied. Each has its advantages and disadvantages, but experts point out that the company, which will not develop their own quality programs will be forced to leave the hotel business in 7-9 years.

2. METHODOLOGICAL FRAMEWORK

The methodological basis of the development of the QMS in the hotel is the concept of technical and functional quality as the dependent variables of the overall quality (Gronroos, 1984, 1990). Gronroos (1984) identified two service quality dimensions, the technical aspect ("what" service is provided) and the functional aspect ("how" the service is provided).

Technical quality is a state of inanimate objects that surround the client at the hotel. For example, a customer gets satisfaction from the quality of rooms at the hotel, pleasant lighting, interior, food at the restaurant, etc. Functional quality - is the process of interaction with the employees in the hotel at the time of service. For example, the customer gets satisfaction from the quality of service: A greeting from the doorman at the door, quick registration and settlement in the reception service, escort to the room, luggage delivery and etc. (Skobkin, 2002).

It should be noted meanwhile, that the functional quality may fill some drawbacks of technical quality. However, if functional quality is poor, even the beautiful room in the hotel cannot change the guest feeling of disappointment and frustration.

In addition, there are social and ethical aspects of quality - it is the responsibility of the hotel in the provision of services, when specific conditions of property management exclude the possibility of harm or pose a threat to life and health of customers. Hotel owners have long paid attention to the favorable direction, which is created a clean ecological environment for its customers. In particular, they seek to use natural materials instead of synthetics for interiors, fabrics for bedding made of natural silk and cotton, reducing the use of potent and harmful cleaning agents, etc. These actions may not immediately affect the sense of satisfaction of clients, but they are important, because in the long term focus on the care of the person and can prevent unwanted situations (Belyanskiy et al., 2009).

3. FINDINGS

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 input and output control, Figure 1.

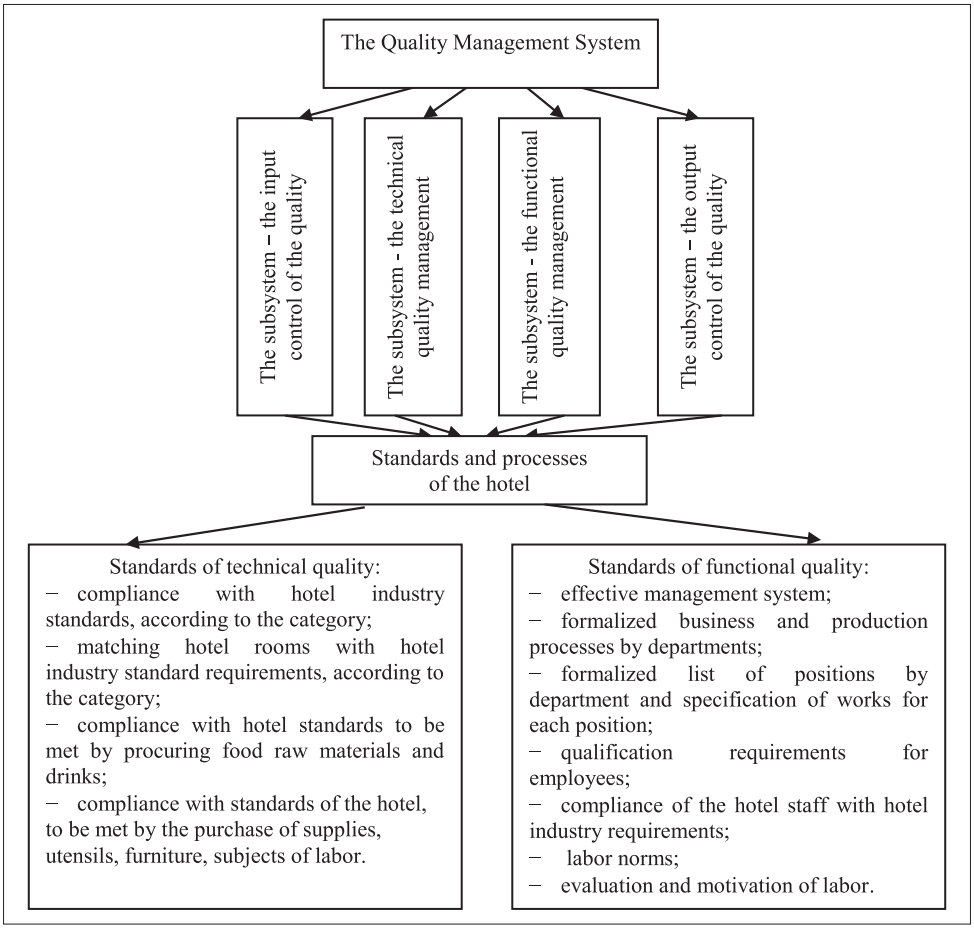
The proposed composition of the QMS consists of.

3.1. The Subsystem - The Input Quality Control of Products and Service Deliveries

The input quality control means developing the system with suppliers of products and services for the hotel business. These standards require the active cooperation between partners, taking into account the availability of statistical methods of quality control at suppliers, compliance with quality indicators for goods and services of QMS standards in the hotel.

An effective measure is the inclusion in the contract delivery requirements of an audit by the third party, i.e., quality certification vendor. In special cases, it is advisable to conduct an audit of the customer itself (second party audit), to pay special attention of the supplier to key QMS elements of the hotel. The system of cooperation with the supplier should be flexible.

Figure 1: The quality management system model in the hotel*



*Source: Skobkin (2010). Strategy of the enterprise in the industry of hospitality and tourism. Moscow: Magistr; INFRA-M. p260-288

3.2. The Subsystem - The Technical Quality Management

The technical quality management means bringing the hotel with the compliance with national standards in hospitality industry.

For this purpose, the management conducts a technical survey of the hotel (buildings and grounds, residential, public and office space, technological equipment, inventory equipment, consumables, etc.) for their compliance with the recommendations of national standard. Identified technical deviations from the recommendations are eliminated.

As a result of this work, documentation is compiled with registry "the hotel passport," in which all main technical characteristics of the hotel as well all indicators of technical performance are kept. Materials passing the accreditation system are also stored in this registry. For newly designed facilities recommendation are taken into account in the specifications for the design. Project documentation for the completion of construction of the hotel is also stored in the registry "The hotel passport." The task for the management of the hotel is to maintain a technical quality to its corporate technical conditions, to the national standard and QMS requirements.

3.3. The Subsystem - The Functional Quality Management

Implementation of the functional quality includes the development of the following standards.

3.3.1. The standard - effective management system

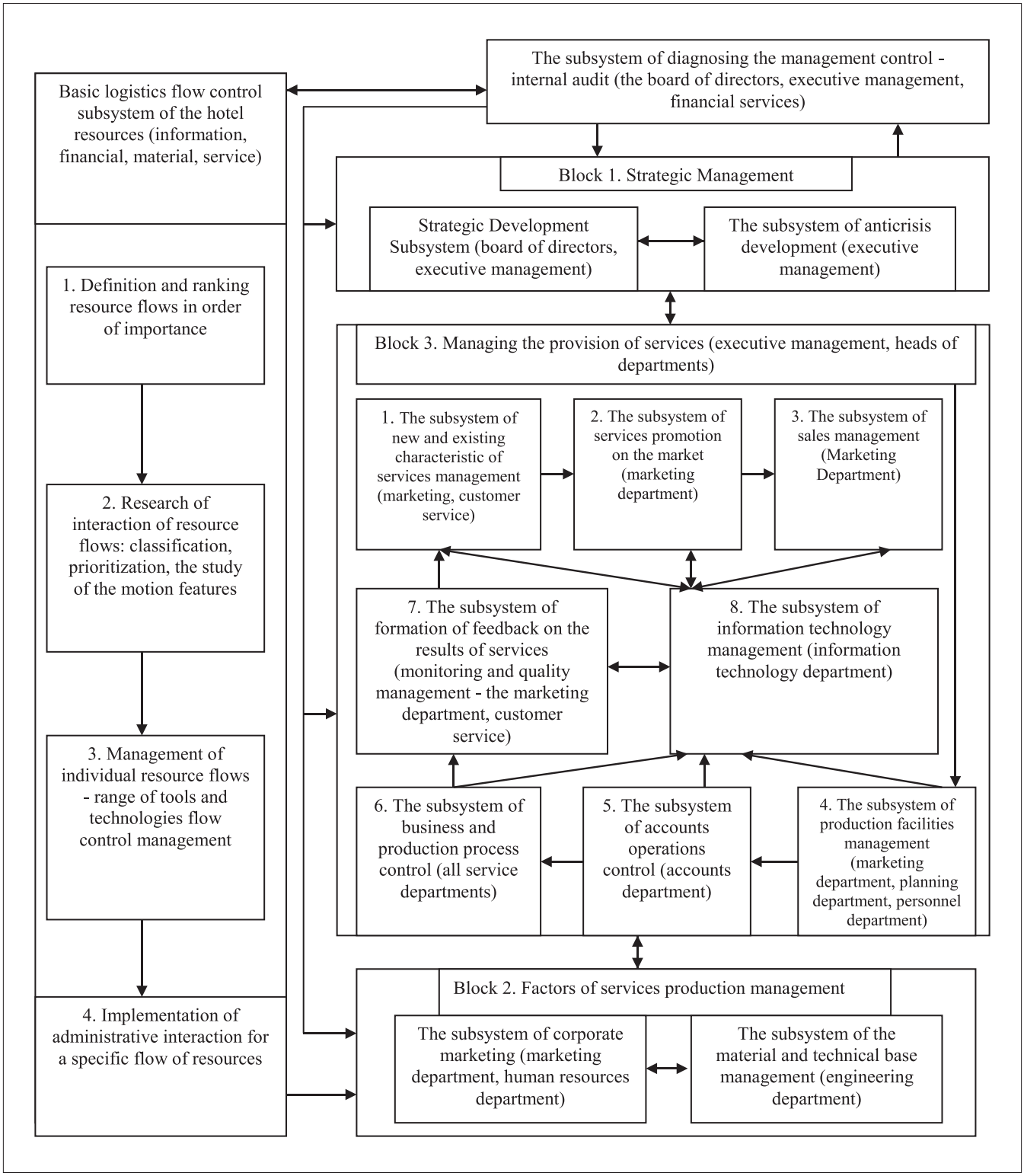
The task of formation of management system is to create such a management model that best meet goals of the hotel enterprise and expectation of customers. This system includes all existing management tools and allows to structure administrative impact, helping to increase revenue and profitability, expanding the range of services and improve the quality of service Figure 2 (Skobkin, 2002).

The proposed 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 organization with the highest efficiency. The system functionally clarifies the place and responsibility of each department in the hotel and enhances the effectiveness of their interaction.

The main objective of the proposed system is the administrative structuring effect on the various levels of management to ensure the quality of services, profitability and sustained growth of the hotel enterprise with the optimal use of all available resources.

As the diagram shows, the management system is a collection of impacts of subsystems, each of which is responsible for managing a specific area, and in conjunction with one another - the whole

Figure 2: The model of hotel management system



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 decisions, and in the complex - A rational policy to improve the quality of services.

3.3.2. The standard - formalized business and production processes by departments

Normative description of business and production processes (technological procedures) is performed for each department of the hotel. In the process Step by step procedures of basic operations are described for each unit, particular attention is drawn to the coordination of activities at the joints with other departments of

the hotel. Description of business and production processes is a normative document that establishes the rules of responsibility of managers of divisions. Formal descriptions of the business and production processes are filed with the register "Quality Manual" (Kobyak and Skobkin, 2008).

3.3.3. The standard - formalized list of positions by department and specification of works for each position

The authors have developed this list to meet the requirements for hotels of 5- and 4-stars categories, taking into account peculiarities of the organization of labor and management, as well as their rights and responsibilities in the hotel. They can serve as a basis for the development of internal organizational and administrative documents of job descriptions, qualifications and contain a specific list of job duties of employees.

When designing job duties for employees in the hotel of other categories it is essential to update the list of works, which are peculiar to the corresponding positions in specific organizational and management and working conditions. Formalized list of positions by department and specification of works for each position are filed with the register "Quality Manual."

3.3.4. The standard - qualification requirements for education on the basic positions of employees in the hotel

Established qualification requirements for professional education of employees are based on the specific conditions of work in the hotel enterprise. Qualification requirements allow for reasonable and rational division and organization of labor, proper selection, placement and use of personnel, the unity in determining the duties of employees of the hotel and imposed on them the qualification requirements, consolidation of liability rules in the labor contracts. The scheme of implementation of qualification standard is as follows: The normative description of the responsibilities of each position → qualification requirements to professional education → job description → employment contract (Popov and Nicholskaya, 2013). Formalized qualification requirements are filed with the register "Quality Manual."

3.3.5. The standard - labor norms (production norms, the number of employees)

Labor norms are set by major category of working professions (maids, cooks, waiters, etc.), whose work suits itself to standardization. "The photograph of a working day" is created at each position, in which stages of manufacturing process are timed on the level of the average worker productivity (Ilyina and Litvinenko, 2013). Mathematical methods are applied in order to determine the labor productivity norms. Formalized norms of productivity are filed with the register "Quality Manual."

3.3.6. The standard - evaluation and motivation of labor

Standards in the field of material rewards of employees allow determining the measure of labor and the amount of payment. The optimal proportions in wages of varying complexity and differentiation system of pay are put into the base of this standard. This approach ensures that the wages correspond to its quality indicators. Standard allows creating a fair remuneration.

Formalized standards of evaluation and motivation are combined in the register "Quality Manual."

3.4. The Subsystem - The Output Control of the Quality

The output quality control includes both the control over the quality of services provided and the control of efficiency of work of distributors (aggregators of hotel bookings).

4. DISCUSSION

The operational check of a new or revision of existed QMS plays an important role in the development of a system. According to the survey, verification of the quality system are carried out both by the hotel itself, or an external organization. The program (checklist) of this audit is prepared beforehand, which specifies the reason for such a check, the unit of the hotel for a check, the content of a check, as well as regulations. The initial data of quality check must be agreed by management of the hotel. Usually data include those that are presented in Table 1.

QMS evaluation procedure includes monitoring the perception of services by consumers, internal audit, monitoring and evaluation processes, services and data analysis (Kozlov, 2015). The main criteria for evaluating the effectiveness of QMS performance are:

- Stability of the quality of services and their perception by the consumer;
- An increase in profits as a result of improving the quality of services;
- Reduction of costs to ensure services quality.

Accounting and cost analysis of quality assurance can be very helpful in assessing the effectiveness of the QMS. Proper and timely (preferably in a stage of process planning) selection of

Table 1: Initial data for quality system assessment

For the analysis of policy and quality objectives	Sales volume, market conditions, information about changing conditions and security and fire protection requirements, certification of hotel services
For the analysis of the structure and extent of the quality system implementation	The results of internal audits of the quality system, the results of an audit conducted for the certification of national quality standards and its inspection control
For the analysis the quality of services	Data of violations in the process of providing services, the analysis of the nature and significance of the infringements, data on the number of complaints
For analysis of the production processes	Indicators of stability of processes of formation of services, deviations from the established indicators of technological processes
For the general economic analysis	Factors causing changes in profit from QMS performance

QMS: Quality management system

cost items can be identified only if the enterprise management accounting will allow to analyze how effectively QMS is created. Accounting the cost of quality will help to assess whether conditions of processes improve, whether the costs of production reduce, whether rework production falls, whether the quality of services improves for consumers on major indices (characteristics) and finally increased business efficiency is achieved (Nicholskaya and Belavina, 2014).

Quality costs generally fall into two broad categories: The cost of compliance and the cost of a mismatch (Figure 3).

The cost of compliance is the cost of nonconforming service does not appear. They include the costs of research, prevention and reduction of risks or non-compliance defect and the cost control, i.e., the identification and confirmation of the achieved level of quality.

The cost of non-compliance is the cost of correcting inconsistencies in the case of a specified quality level, which has not been reached. They include internal costs associated with correcting inconsistencies of service before its delivery to the customer, and external costs incurred by the organization in correcting inconsistencies after the products are delivered to the consumer.

Various methods can be used to assess the effectiveness of the QMS, including the self-assessment system and method proposed by Robert Kaplan and David Norton - the balanced score card (BSC) (Belyanskiy and Miloradov, 2013).

BSC is consistent with the requirements of the ISO standards. Basic ways and means are determined to achieve the desired values of the indicator for each projection of the overall effectiveness of the organization. BSC covers the most important aspects of the enterprise: The consumer, economic, and financial innovation. It allows to link strategy to operational business. A particularly important area of application of BSC is the process management to increase the value of companies (Gareev, 2014).

BSC helps to translate the planning process at the level of operational management and can be used at many different levels. At the heart of the construction of the BSC there are three basic principles: The causal relationships, factors of achievement, the relationship with financial performance. BSC provides the opportunity to develop indicators to measure the effectiveness and efficiency of process control (Sorokina, 2010).

The essence of the evaluation is that the basis of any quality award criteria has its specific weight or score. Criteria with a low rating mark those areas of the enterprise that need improvement (Dedusenko, 2013).

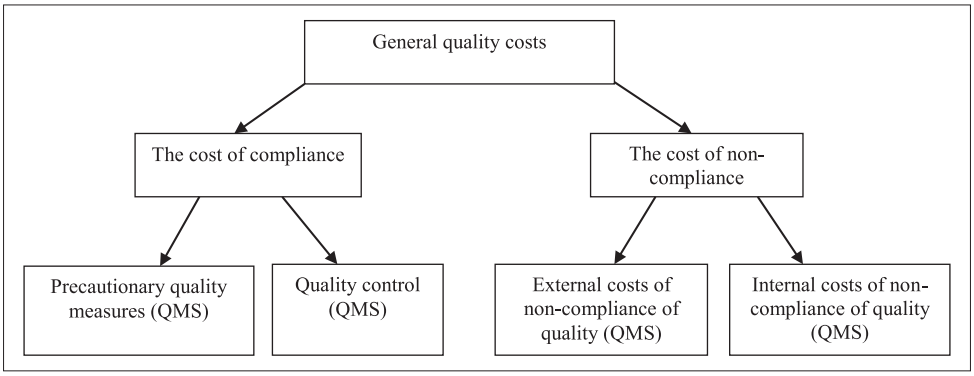
In the process of evaluation of the QMS special attention is drawn to the following questions:

- Policy and quality objectives;
- The organizational structure, including staffing and resources;
- The quality and consistency of services;
- The structure and the degree of implementation of the quality system, the presence of "The hotel passport" and "Quality manual," certifications for the provision of services and their compliance with industry standards;
- Organization and control of the implementation of new services;
- Characteristics of suppliers, subcontractors and the input control of consumables and purchased products, food raw materials;
- Level of technological support of services;
- Availability of described technological processes and other normative documents on quality issues in units of the hotel;
- Operational control of services and acceptance of the finished product (readiness of hotel rooms to accommodate customers, compliance with the accepted standards of food, etc.);
- Consumer reviews of the product quality;

Evaluating the effectiveness of the QMS based on the client's level of satisfaction can be great demand for independent hotels. The authors propose to carry out the on-line analysis of the following areas:

- Assessment of customer opinions using the feedback system through the issuing like/dislike for services rendered;
- Assessment of the level of satisfaction by analyzing admission tips from customers for services rendered.

Figure 3: Classification of quality costs



The first direction requires the creation of a mobile application that allows evaluating the quality of services rendered to the guest, from the stage of accommodation and finishing with additional services, for example, cleaning of personal items. In addition, such a system can function not only through the mobile application, but using a special form available on the official website of the hotel. The meaning of this connection lies in the fact that the hotel management could continuously monitor the level of satisfaction of customer services rendered by the hotel. Moreover, this model allows evaluating an efficiency of specific department and a particular employee of the hotel. In this case it is possible to conduct a comparative analysis in the time hindsight with respect to each employee, and in comparison with the departments as a whole.

The second direction is to analyze the level of customer satisfaction through the receipt of a tip by hotel staff. The highest point of customer satisfaction is the desire to tip hotel staff for services provided. However, this feeling motivates the client to move into the category of regular customers and recommend this service to others. To this end, the management of the hotel needs to study the issue of creating a special current account, where each guest could transfer any amount of money as a tip for services rendered by an employee of the hotel enterprise. Technically, this can be realized by the partner bank of the hotel, which would administrate a day by day operation. Also, it is necessary to recommend the regulatory receiving a tip the staff in cash format and recommend customers to use the service of non-cash tips. As a result, the hotel company's management may just see what specific employee or department receive the highest degree of gratitude for the quality of services they provide to the client.

To assess the functioning of this system, in our view, could approach the standard model of multiple linear regression equation having the form:

$Y=a_0+a_1x_1+a_2x_2+\ldots+a_nx_n$,

Where Y-income;

a_n - Valuated index;

x - Weighting factor.

Based on the above proposed method of consumer assessment of level of service, this equation may include qualitative characteristics obtained as a result of the scoring with the help of like/dislike functional elements. The quantitative interpretation, they will look like:

a = (1 (like); 0 (dislike))

Example, containing data of user responses to questions in a mobile application, is presented in Table 2:

The following is a correlation and regression analysis of the initial data (Model 1, Model 2):

Model 1

Least square method			
Dependent variable: "Revenue"			
Valuated index	Coefficient	Statistical error	t-statistics
a_1	7666.54	10343.8	0.7412
a_2	10763.6	4426.13	2.432
a_3	3929.78	12027.9	0.3267
a_4	3737.73	10197.1	0.3665
a_5	3555.49	9349.03	0.3803
R-squared=0.926206			
The critical value of t=2.57058			

Critical F (5, 3)=14.8848, current=7.530763

Model 2

Test of multicollinearity
The minimum possible value=1.0
Values>10.0 may indicate the presence of multicollinearity
a_1: 3.250
a_2: 2.500
a_3: 4.500
a_4: 4.500
a_5: 3.467

Analysis of the initial data showed no correlation or multicollinearity between the studied parameters. We should pay an attention to the low value of the criteria F- and t-statistics (below the critical value), which indicates the lack of importance of the corresponding elements in the overall quality of the system. Thanks to positive reviews among the most profitable customer groups, the most significant among the estimated performance is "a2".

The proposed approach assessment of quality can also be used universally for the preparation of sales forecasts based on feedback from customers (Model 3):

Model 3: Sales forecast

Client	Operating profit	Forecast	Statistical error
1	17567.00	17434.27	10154.002
2	21233.00	21365.73	10154.002
3	11223.00	13720.29	9664.361
4	9563.00	17463.88	10064.009
5	15783.00	6766.21	9181.638
6	24243.00	22994.36	10734.692
7	16234.00	10697.67	8981.287
8	20324.00	19075.36	10734.692

It is necessary to make a reservation, that the forecast sales values were formed under the condition of re-arrival customers, who participated in the survey and a constant quality level.

Given the findings of the significance of the evaluated elements of the system, the final regression equation is as follows:

Y=+18319,4*a2

In this example, the variable "income" depends positively on "a2." Therefore, by increasing the "a2" in the conventional unit, revenue increased by 18319.4 units. Other indicators on the results of the study showed a low importance that signals the need for

Table 2: Initial data for the QMS effectiveness assessment model*

Client	Revenue, Y	Condition of a guest room			Service at the reception desk	
		a_1 The quality of cleaning	a_2 Service-ability of equipment	a_3 Availability of facilities	a_4 Appearance of the employee	a_5 Service culture
1	17567	1	0	1	1	1
2	21233	1	1	0	0	0
3	11223	0	0	1	1	1
4	9563	0	1	1	1	1
5	15783	0	0	1	1	1
6	24243	1	1	0	1	0
7	16234	0	1	0	0	0
8	20324	0	1	1	0	1

*Source: Compiled by authors

increased attention to the relevant elements of the company's quality system.

Assessing the level of correlation between the values of Y and a, we can define service elements that have had the greatest impact on the overall amount of money spent by a customer during the study period. Analytical data obtained through the illustrated approach, in our opinion, can be claimed by different services of enterprises in hospitality industry in order to improve the company's image and increase its revenues.

Formed on the basis of regression analysis model, in our opinion, it can be claimed by different services to enhance the company's image and increase its revenues. As a result of these inspections an adjustment of system is carried out in order to eliminate the identified deficiencies and to ensure smooth functioning of QMS.

Improvement of QMS, as a rule, provides:

- Carrying out changes in the organization of work;
- The introduction of more efficient and technologically advanced methods of maintenance of organization;
- Use of new forms and methods of personnel motivation;
- Intensifying marketing and promotional activities;
- The development of new services;
- Closer cooperation with suppliers of raw materials and equipment;
- Adjustments of regulations of QMS to be presented in the "Quality manual."

Improving the quality of the system as a result of internal audits and self-assessment of the enterprise is an indispensable condition for the effective functioning of the system in a changing environment.

5. CONCLUSSION AND RECOMMENDATIONS

The ongoing processes of tourism and hospitality in the Russian Federation stimulate the search for ideas and development programs necessary for its formation among the leading markets of the world that can function effectively in an ever-changing environment.

In these circumstances, one of ways to develop the functioning and strengthening of the competitive capacity of enterprises in hospitality industry is to improve the quality of services.

The QMS, as well as methodical approaches to improve the quality of hotel service are proposed in this article.

It was established that the QMS performs structural functions within the hotel management and built on the basis of technical and functional quality standards by which are responsible for supervising the observance of the effective course of development of the enterprise.

The main indicators to enhance the functioning of the hotel enterprise, through the use of QMS, can be considered the following:

- Improvement of the quality of products/services, coming to the end user;
- Reduction of the quality costs;
- Timely fulfillment of obligations to customers;
- Saving of financial resources by reducing the number of errors in the stages of development of new products;
- Continuous improvement of customer satisfaction, therefore the volume of sales, profits and competitiveness of the company.

An obligatory condition for maintaining the QMS in accordance with the requirements of the economic strategy of the company is its monitoring and evaluation. This article illustrates the procedure, and provides methods for checking the existing QMS.

Anticipated trends in the development of the Russian consumer market are the increase of the company responsible for production of substandard goods and services. It is not excluded in expectations that in Russian business practices will be introduced mandatory return of substandard products to the manufacturer. This fact is an important prerequisite for raising the issue of the formation of the system of mandatory compliance to quality standards in tourism and hospitality industry. This is dictated by the importance of this procedure, as well as global trends, and therefore, we believe that the creation of The QMS will not only improve the quality of a single enterprise, but also strengthen the principles of the hotel business in this market.

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