



HRB Expert Conference
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PRODUCTIVITATE – CALITATE - RENTABILITATE: rolul noilor tehnologii in industria hoteliera

Prof. Dr. Ray F. IUNIUS
Director General Adjunct
ECOLE HOTELIERE LAUSANNE



QVO VADIS HOSPITALITY?

"The S.T.E.E.P drivers of the future"

S: SOCIAL

- IMBATRANIREA SOCIETATII;
- INDIVIDUALISM: VACANTE PT. SINGLES
- O NOUA STRUCTURA FAMILIALA;
- CONSTIENTIZAREA FACTORULUI DE SANATATE;
- NOI VALORI: ECOLOGIE, ETICA, VALORI SOCIALE, etc;
- DECLINUL CLASEI DE MIJLOC;
- DIMINUAREA TIMPULUI LIBER.

QVO VADIS HOSPITALITY?

"The S.T.E.E.P drivers of the future"

T: TEHNOLOGIC

- DEMOCRATIZAREA INFORMATIILOR: REZERVARI..
- TRANSPORT: MAI MULT, MAI REPEDE, MAI IEFTIN..
- NOI MOTOARE DE CAUTARE: *GOOGLE EARTH, GPS MAPS..*
- IDENTIFICARE CLIENT IN TIMP SI SPATIU..
- "EXTREM ENGINEERING"*: NOI DESTINATII..
- TEHNOLOGIILE PROTECTIEI SI CONTROLULUI MEDIULUI..

QVO VADIS HOSPITALITY?

"The S.T.E.E.P drivers of the future"

E: ECONOMIC

- PRESIUNE MARITA ASUPRA COPETITIVITATII;
- "BOOMING ASIA"*; PUTEREA MIGREAZA SPRE EST;
- POLARIZAREA CERERII: *"CHEAP/ LUX"*;
- PRESIUNEA ASUPRA VALORII ADAUGATE;
- SFARSITUL IND. MANUFACTURIERE IN VEST;
- VULNERABILITATE CRESCUTA IN PIETELE FINANCIARE.

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E: ECOLOGIC

- CRESTEREA VALORII "NATURII VIRGINE";
- SCHIMBARI MAJORE ALE ZONELOR CLIMATERICE;
- SFARSITUL REZERVELOR DE PETROL;
- TRAFICUL DEVINE..TORTURA;
- PATURA DE OZON CONTINUA SA SE DEGRADEZE.

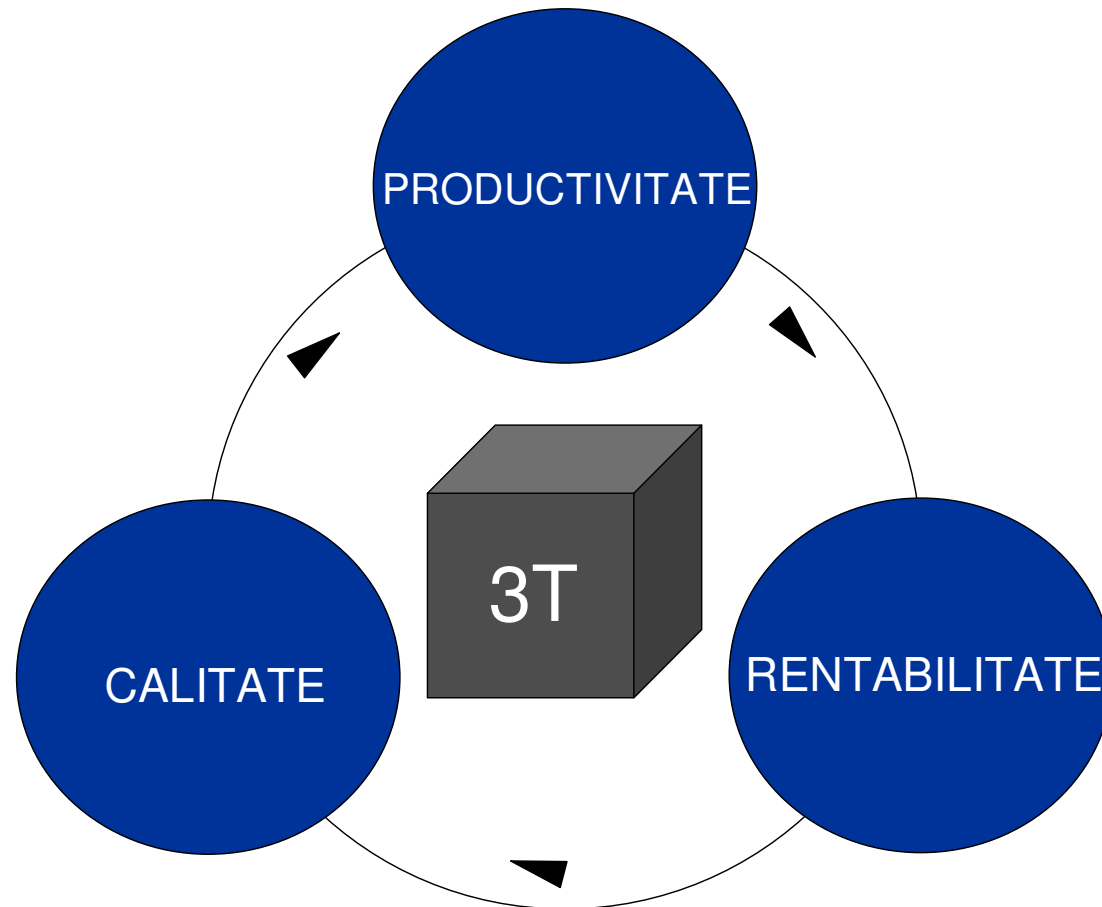
QVO VADIS HOSPITALITY?

"The S.T.E.E.P drivers of the future"

P: POLITIC

- INCERTITUDINI CRESCANDE RESTRICTIONEAZA TURISMUL;
- MASURI CONTRA TERORISMULUI AFECTAND TURSIMUL;
- “TREZIREA” CHINEI CA DESTINATIE TURISTICA;
- SCADEREA INCREDERII IN POLITICI;
- DEZINTEGRAREA VALORILOR CULTURALE,
DIMNUAREA IMPORTANTEI ACESTORA, IMPACTUL INTRE
CULTURI VOR AFECTA PIATA TURISTICA.

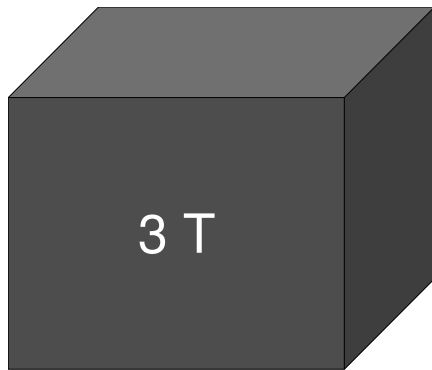
PRIMA TRIADA: PRODUCTIVITATE – RENTABILITATE - CALITATE





Department	Tasks and Concepts
Front Desk	Guest-registration status, room-key distribution, communications with guests, concierge-type information awareness, customer complaints
Maintenance and Engineering	Electrical and environmental systems, equipment operation, safety procedures and emergency plans, facility information, purchasing
Housekeeping	Room turnover procedures, laundry, equipment operation, chemical use, sanitation information, security precautions and policies, hotel services
Management and personnel	Work scheduling, employee benefits, merit programs, disciplinary procedures, time management, corporate culture, goal setting, affirmative-action training programs, safety and rules and regulations (OSHA standards), general accounting and auditing
Food Service	Food production, equipment use, recipe standardization, menu development, food-safety and sanitation procedures, mixology, wine selection and service, table service, personal hygiene, catering management, purchasing, storage, and inventory management
Sales and Marketing	Sales calls, strategic marketing plans, special events, discounting, guest services, VIP procedures

A II-A TRIADA: TIMP – TRAINING - TEHNOLOGIE



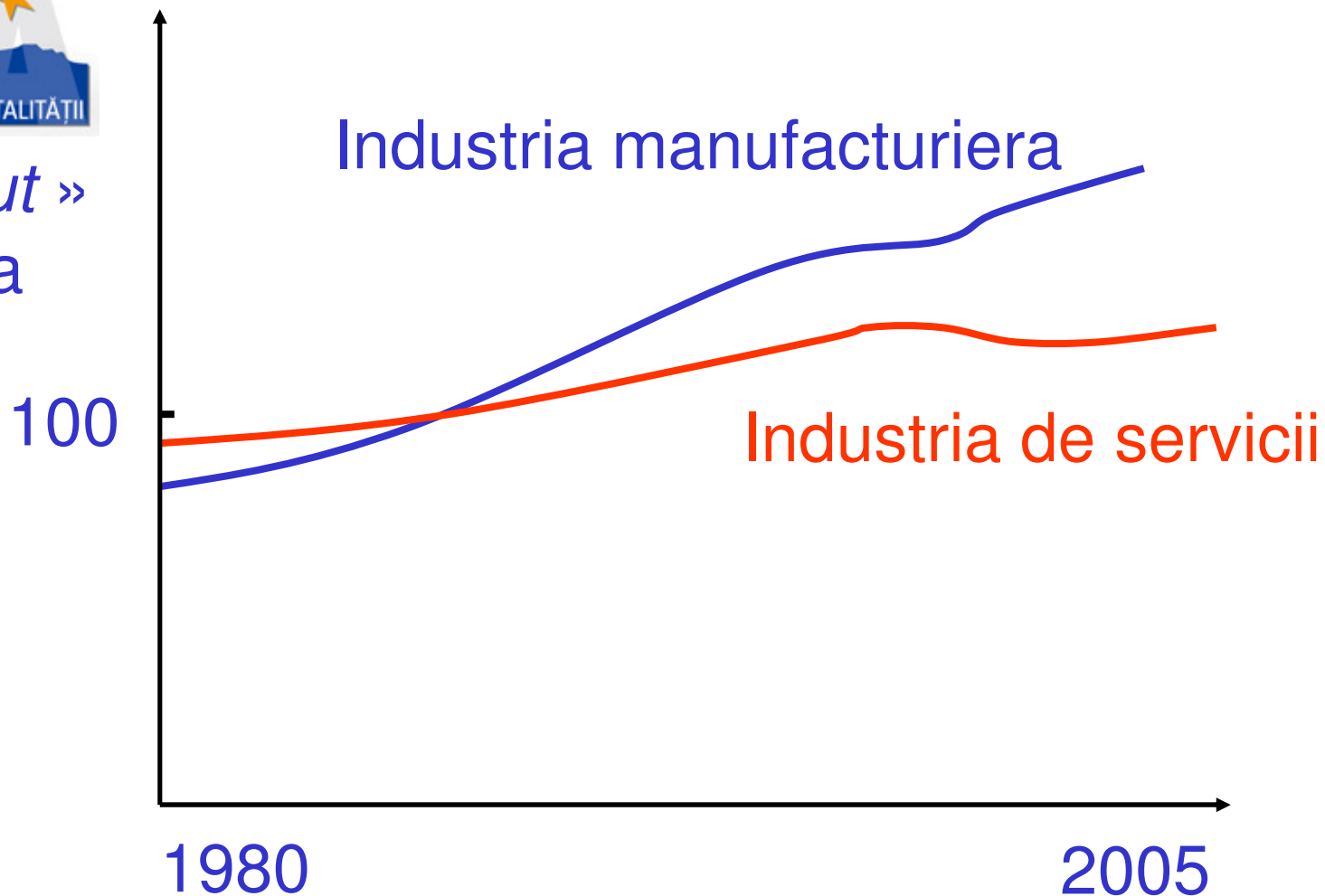
- **TIMPUL**: masura a productivitatii, calitatii si rentabilitatii
- **TRAININGUL**: motor de baza in industria hoteliera
- **TEHNOLOGIILE**: diferenta de competitivitate

PRODUCTIVITATE IN INDUSTRIA HOTELIERA?

- Ce este productivitatea?
- Cum este ea definita de hotelieri?
- Care sunt masurile productivitatii?
- Care e perceptia hotelierilor asupra productivitatii?
- Ce relatie exista in triada P-C-R?

PRODUCTIVITATEA IN SERVICII

« *Output* »
pe ora



PRODUCTIVITATEA IN SERVICII

Average Annual Labor Productivity Growth Rate*

Line of Trade	1987-1993	1994-2000
Department stores	1,53	2,73
Food stores	1,47	1,70
Apparel and accessory stores	1,68	5,13
Radio, television and electronic stores	7,90	4,07
Computer and computer software stores	18,83	19,50
Commercial banks	2,57	3,03
Hotel and motels	1,07	1,00
Average nonfarm business sector	1,30	1,17

Source: U.S. Department of Labour

* Labor Productivity was measured as sales per employee.

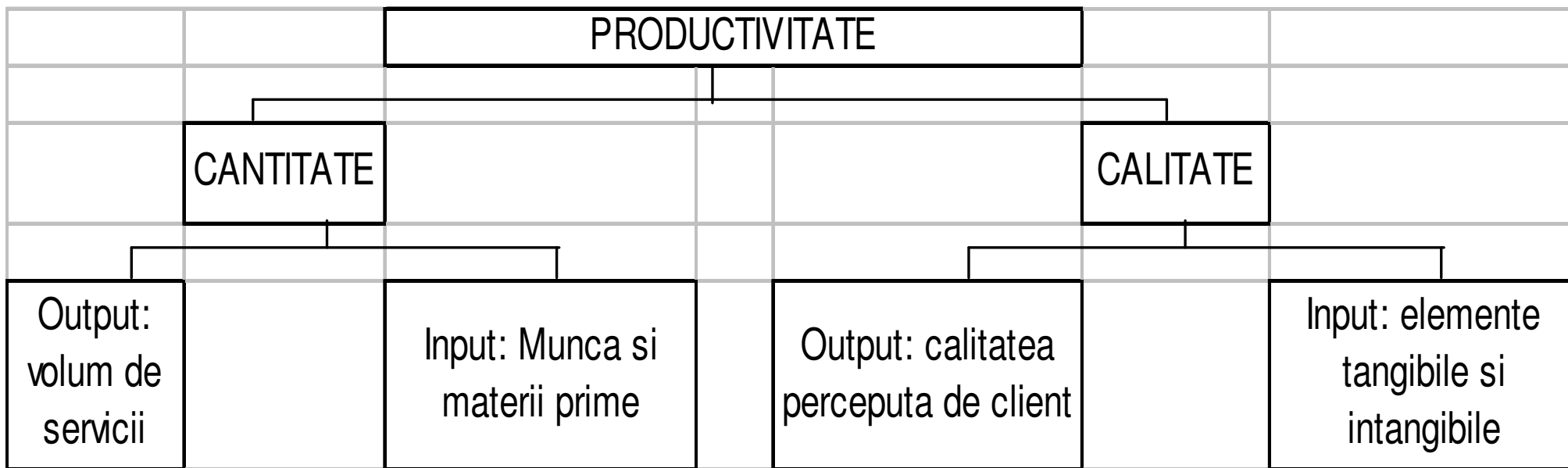
PRODUCTIVITATEA, CUM O MASURAM?

In general, productivitatea poate fi definita ca relatia dintre outputul (rezultatul) unui sistem de productie (de bunuri sau servicii) si inputul (resursele) utilizat.

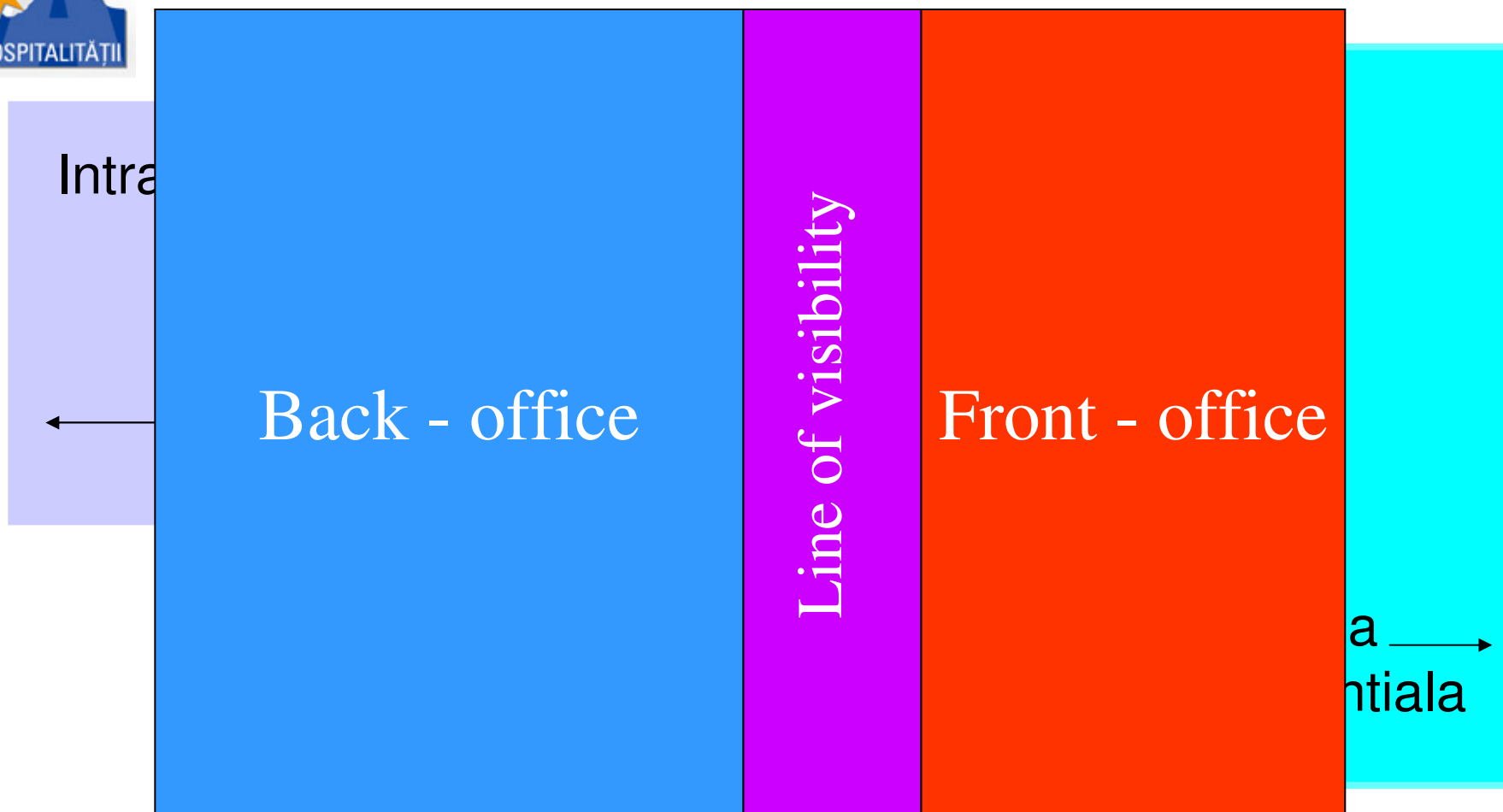
$$\text{PRODUCTIVITATE} = \frac{\text{OUTPUT}}{\text{INPUT(S)}}$$

UNDE E CALITATEA IN ACEASTA RELATIE??

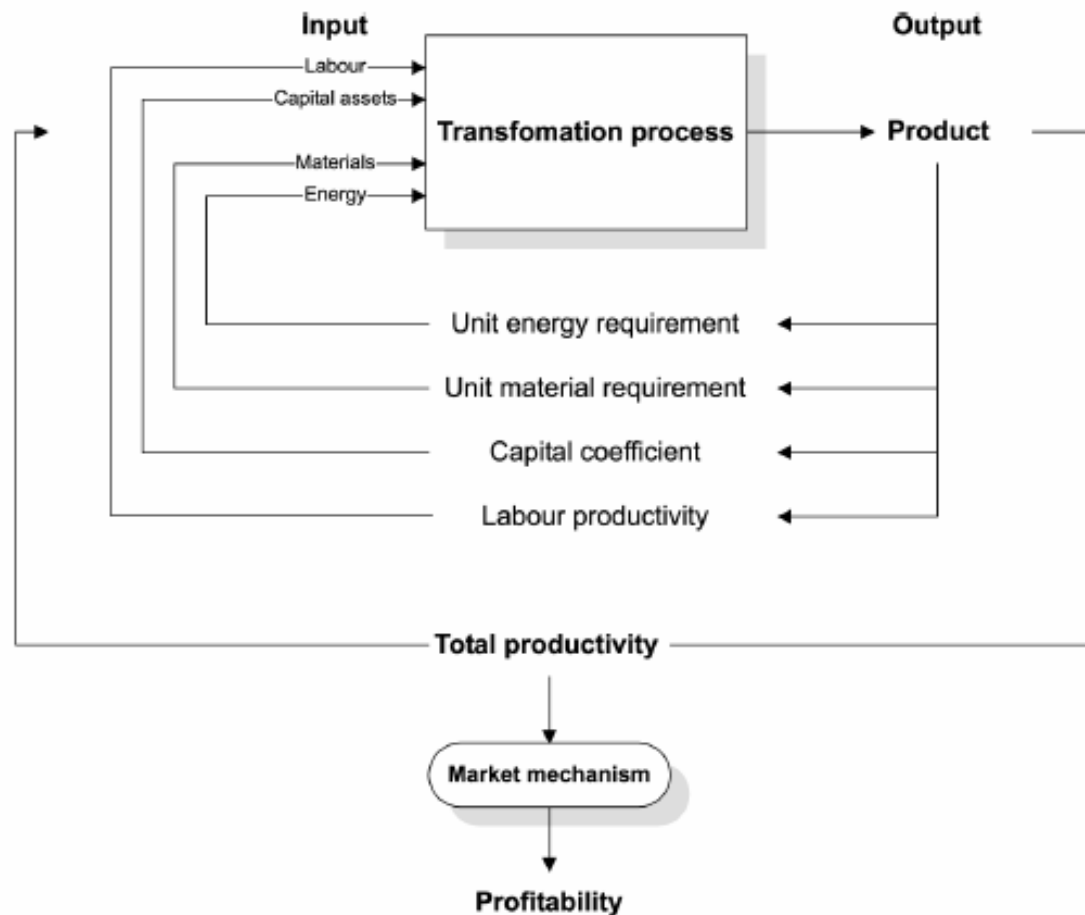
PRODUCTIVITATE SI CALITATE



PRODUCTIVITATE SI CALITATE

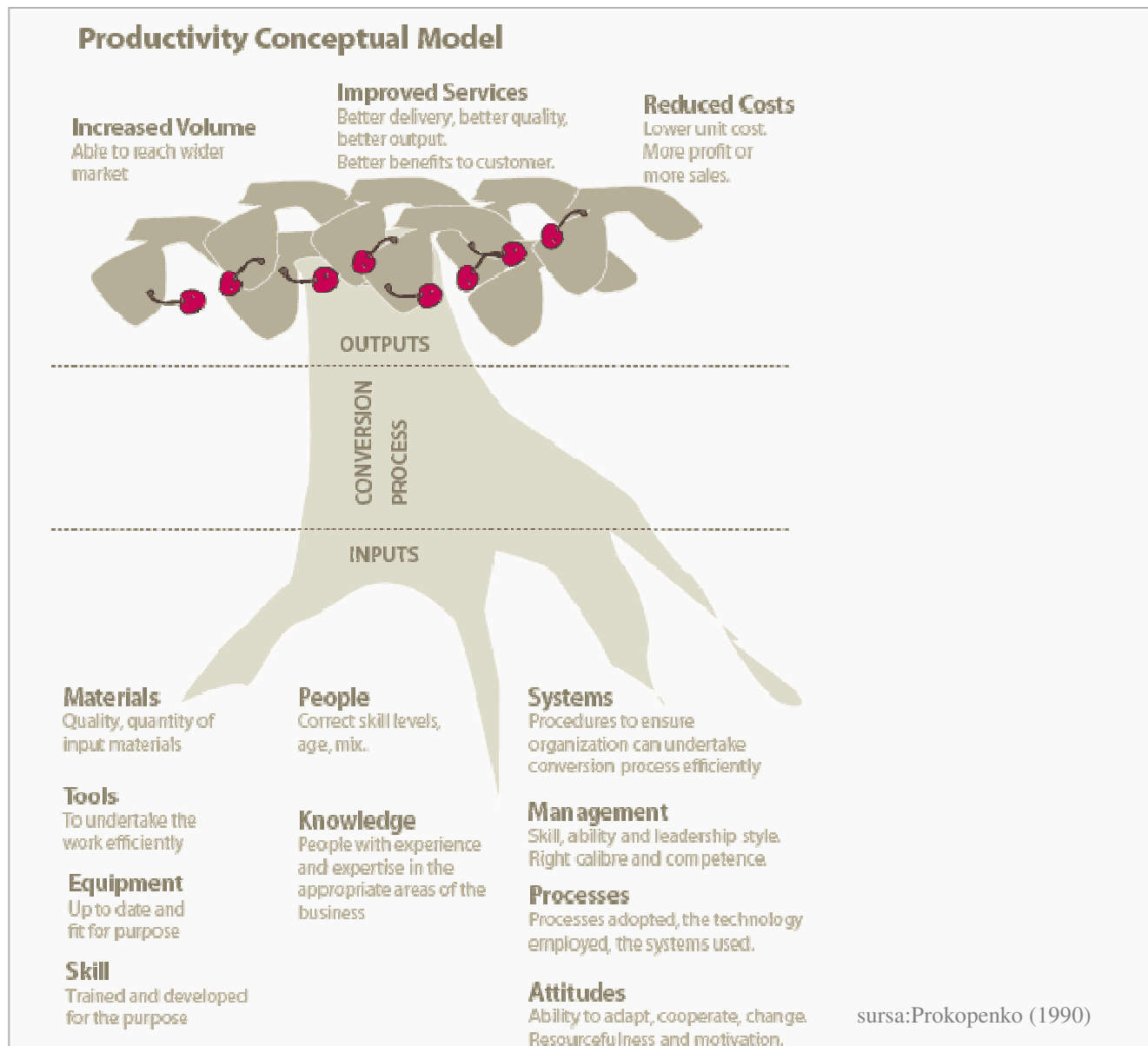


SISTEMUL DE PRODUCERE A SERVICIILOR



Source: Modified from Kurosawa (1991)

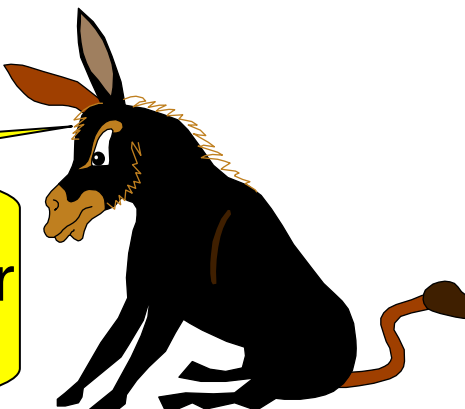
PRODUCTIVITATEA, UN CONCEPT..



E CALITATEA RENTABILA?



ONE unhappy customer
will tell at least NINE others

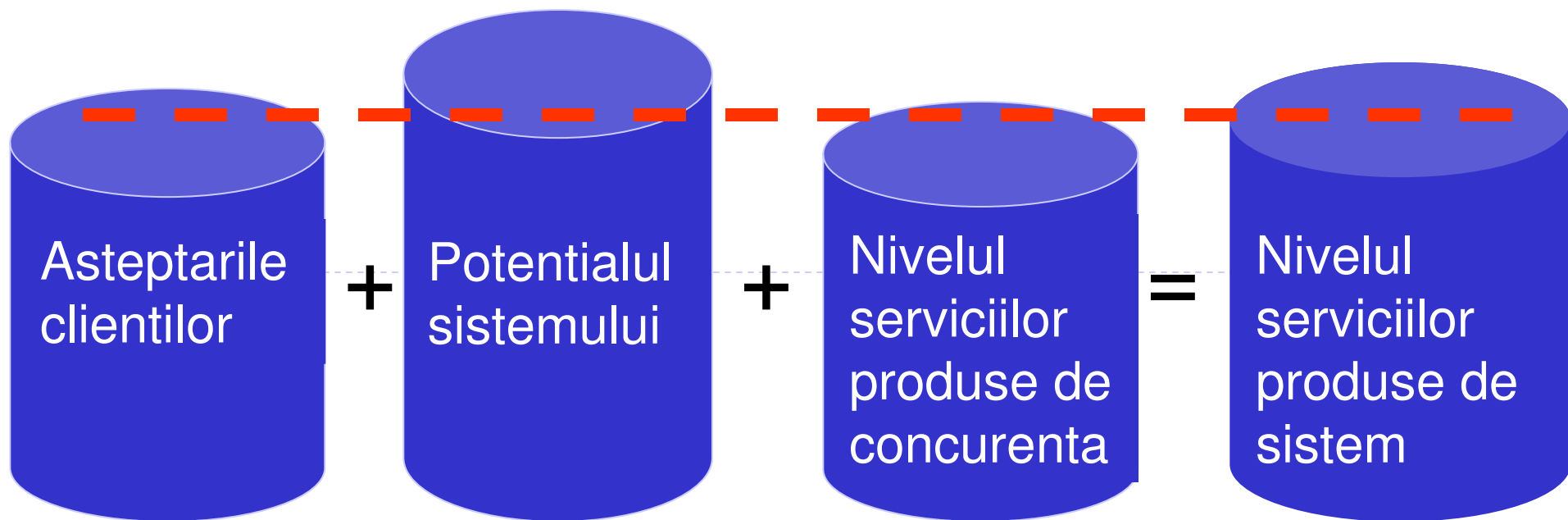


It takes five times as much effort,
time and money to attract a new customer
as it does to keep an existing one



96 % of dissatisfied customers never complain
BUT
90% of them will never return

CALITATEA, CUM O MASURAM?

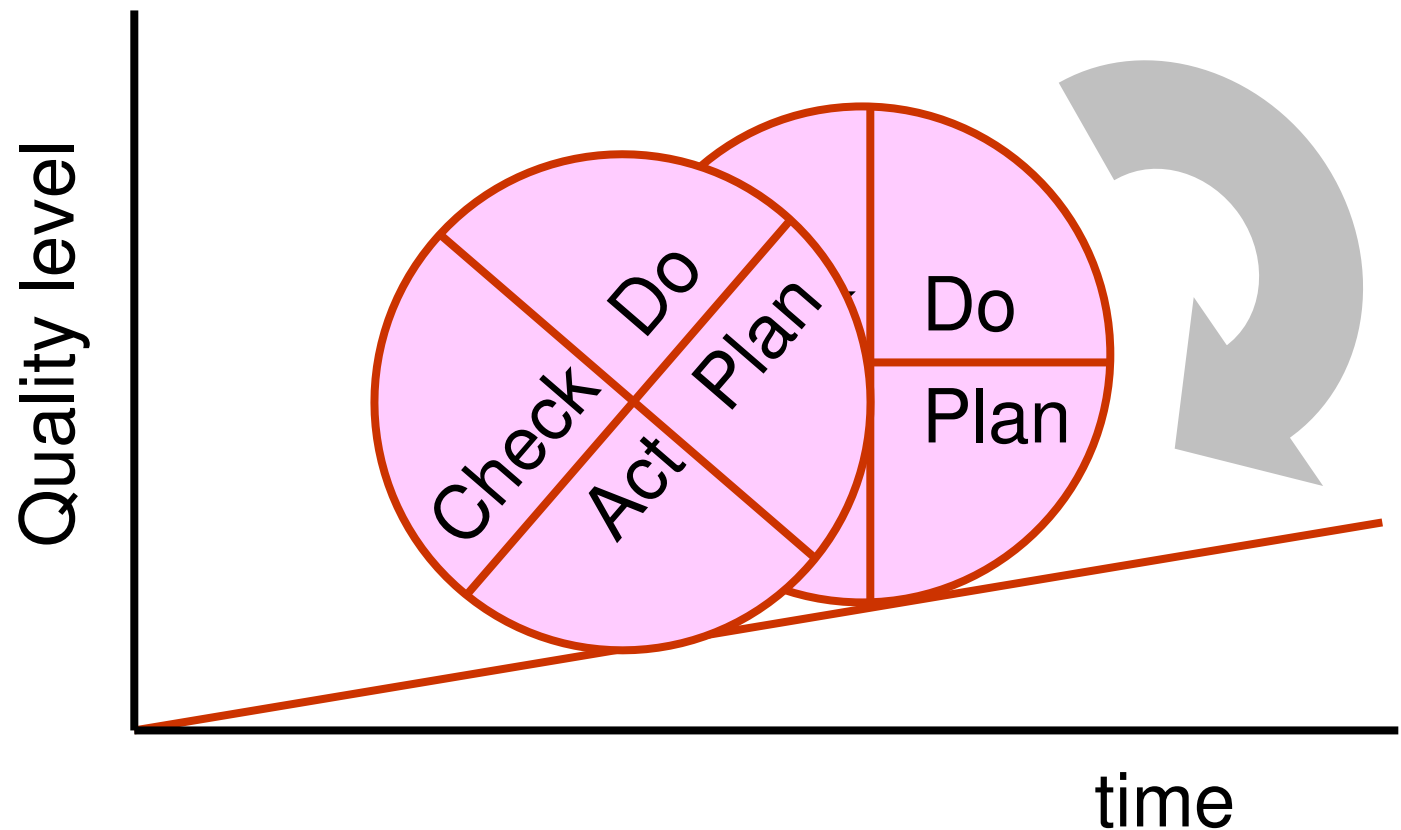


1. Juran: «fitness for use »

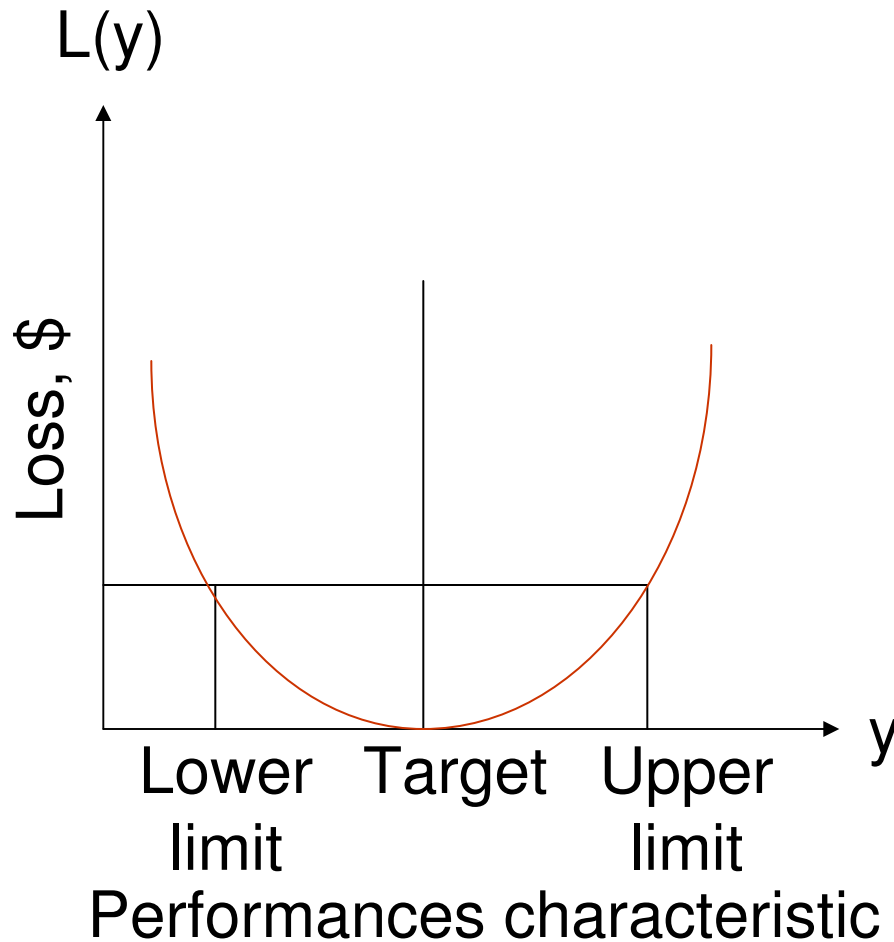
2. Crosby: «conformance to requirements»

3.Deming: ciclul calitatii

85% din defecte sunt din cauza managementului



4.Taguchi



Robust design / Robust process : : always ensure a good operation (including poor conditions)

Product quality JIDOKA:: specificities

Standard operating procedures (SOPs)

POKA-YOKE: checklists

Quality Function Deployment (QFD) Toyota

KAIZAN



Garvin

Performance

Features

Reliability

Conformity

Perenniality

Usual use

Aesthetics

Quality

perception

Grönroos

Technical quality

- technical solution

- equipment

- behaviors

- expertise

Functional quality

- attitudes

- internal relationship

- availability

- aesthetics

- information system

- kindness

- corporate climate

- atmosphere

Parasuraman, Zeithaml & Berry

Reliability

Responsiveness

Competence

Access

Courteousness

Communication

Credibility

Assurance

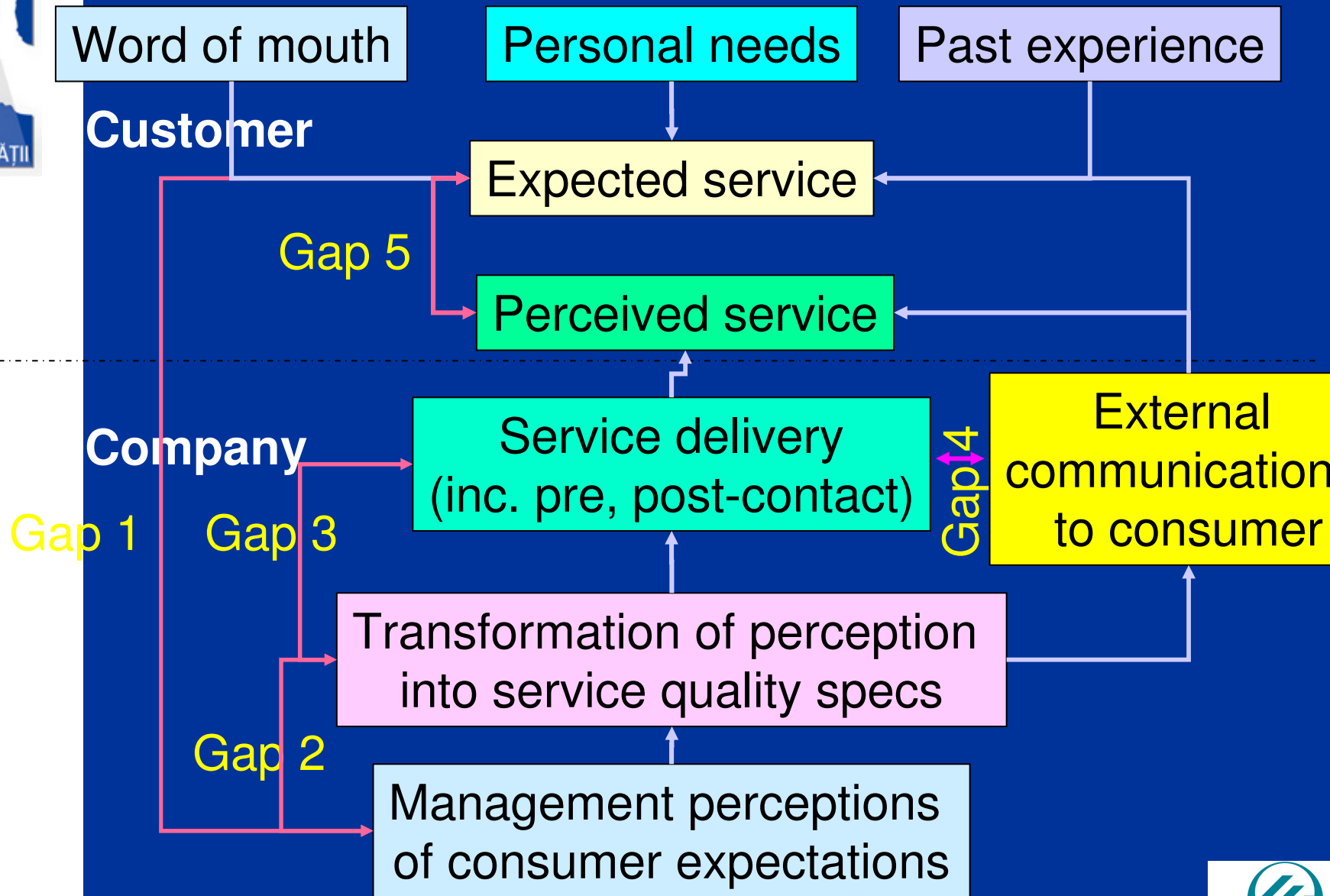
Empathy

Safety

Understanding

Tangibles

Parasuraman, Zeithamlet Berry



The 8 *Marriott Co.* quality programs

1. Individual development

2. Management training

3. Human resources planning

4. Standard of performance

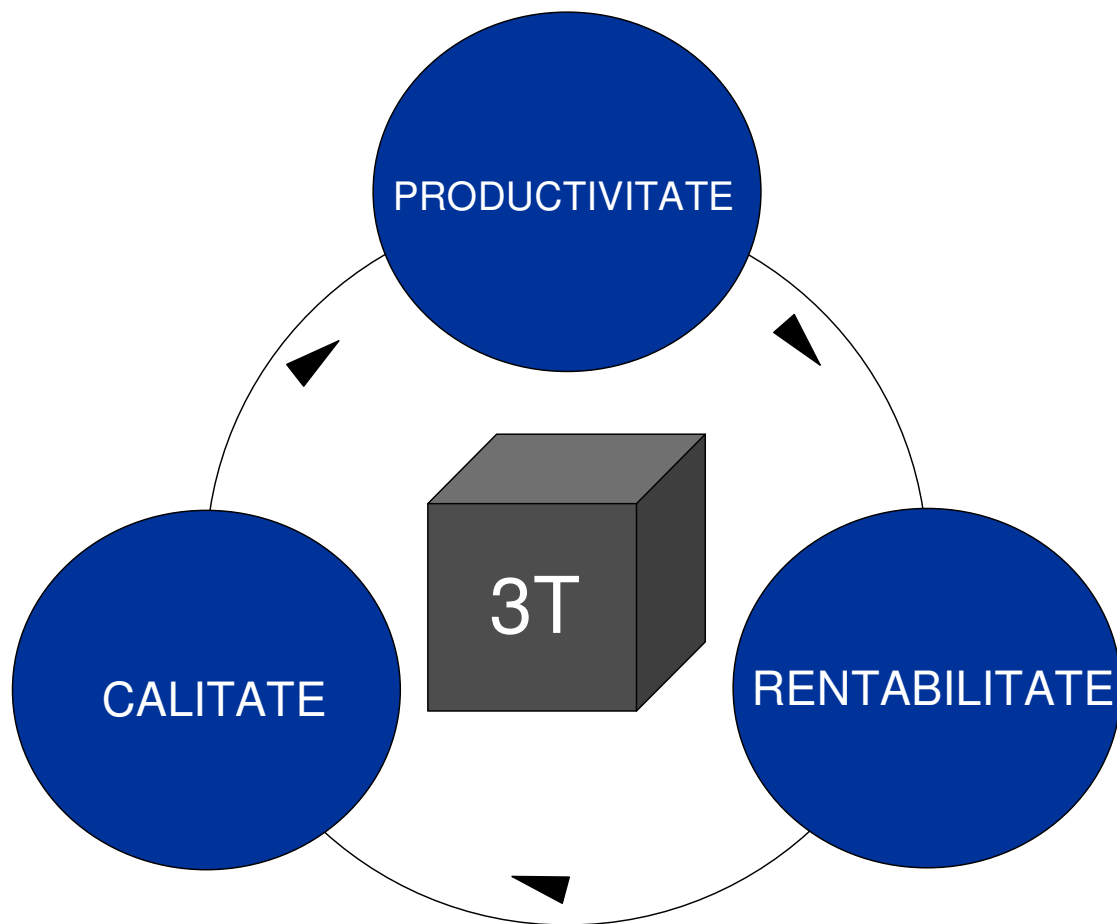
5. Career progression

6. Opinion surveys

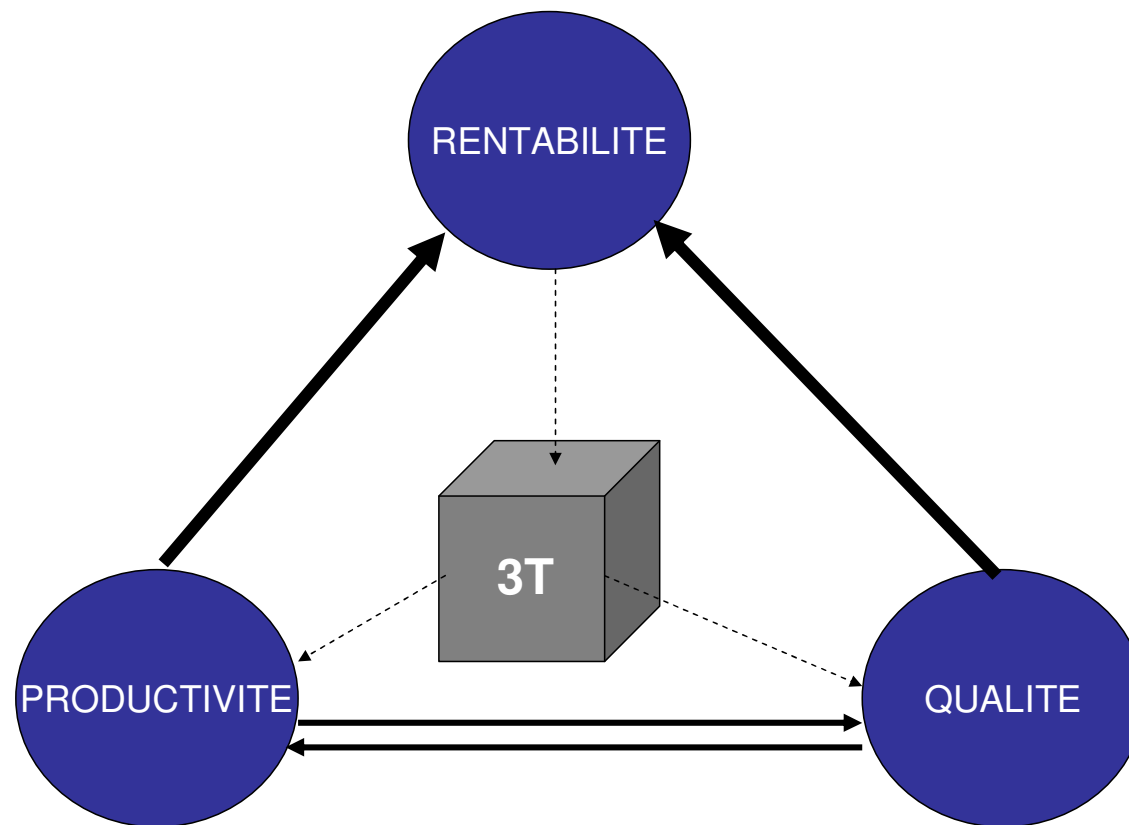
7. Fair treatment

8. Profit sharing

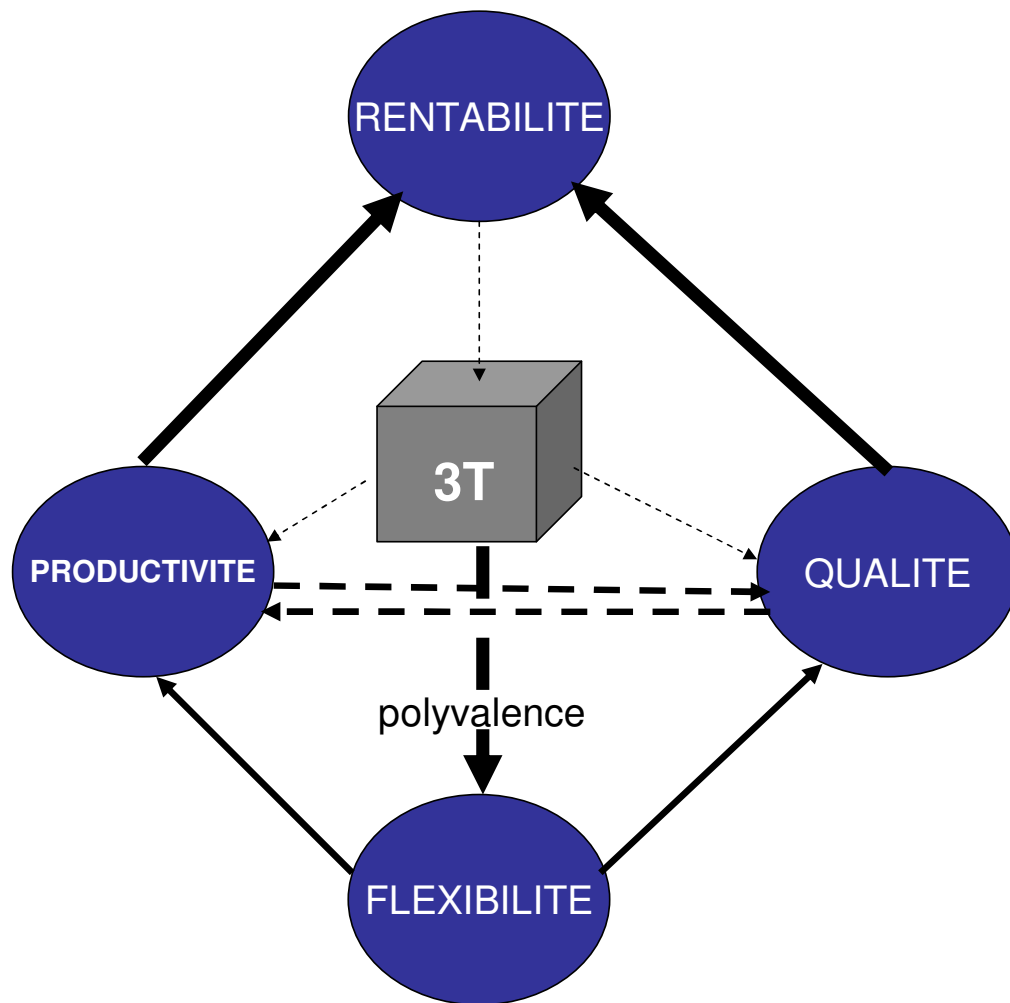
TRIADA IN MISCARE..



IN SPATELE TRIADEI...



TRIADA SAU ..ROMB?



PRODUCTIVITATEA SAU CALITATE?

$$R = P \times C$$



PRODUCTIVITATEA SAU CALITATE?

MULTUMESC PENTRU ATENTIE!
Intrebari, comentarii?

http://www.siemens.com/index.jsp?sdc_p=ft15mls5u1436o1261009i1274066pHOTcz3&sdc_bcpaht=1257118.s_5,&sdc_sid=24767037535&