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Business process management in hotels: with a focus on delivering quality guest service

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Abstract In this study business process management as a tool of improvement service quality is introduced and it is examined that how it can be used to improve service quality in hotel sector. It is assumed that re-engineering of the business processes in hotel may contribute to optimize the operational processes and service by focusing on guest service. All the interactions and transactions between the guest and the hotel during her/his stay, determine the type and nature of front office operations. The stages of guest stay are: (a) pre-arrival, (b) arrival and accommodation, (c) stay, and (d) departure. Each steps are analyzed and business process improvements are applied by case study approach in a hotel which is one of the biggest hotel in Tirana, Albania. As a result of this study valuable recommendations are developed to enhance guest service quality.

Keywords Business process management · Hospitality sector · Hotel sector · Guest service · Albania

1 Introduction

Nowadays, companies are facing challenges that started to emerge in the 21st century such as: globalisation, technology development, automation etc. In order to make the business successful in this highly competitive environment, managers should learn how to compete not only individually by their own companies but also in the entire supply chain they

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are involved (Özdemir et al. 2015). As all the challenges in this century seems to have just started and companies must run fast to keep up with changes taking place all around them by always making use of the technology development. They should always be in the processes of analyzing, redesigning and optimizing service and products they offer. Every organization strives to take advantage of opportunities to manage and analyze the threats which have arisen during the change process (Daft 2001).

Changes in customer behaviour, powerful international companies, technology innovation etc. are forcing companies to realize that their operational way of managing needs to be revised, adapted, changed, somehow reinvented and optimized in order to meet the new requirements of the 21st century customer. Companies are forced to innovate faster their business models. They have to focus on customers, competition and processes. These new business models have been described as "business process management system" (Drucker 2002).

2 Theoretical backgrounds and literature review

The word "process" itself, derives from the latin word "processus", which means "a series of actions that produce a change or development" (http://www.thefreedictionary.com/process). A process is a technology about "know how". International norm ISO 9000:2000 describes the process as "group of connected or mutually dependent activities which transform input into results". The application of process system in a company and the management of process system can be called "process approach" (HRN EN ISO 9001:2002).

2.1 Business processes

A business process involves the combination of people, material, energy, equipment etc. to achieve a certain goal (Pall 1987). Murray (1995) stated that business process includes a combination of duties which can be compounded to create products or services. According to Murray (1995), in order to maximize process efficiency and effectiveness, business process can be enhanced and redesigned. The organization is effective as its processes (Hunt et al. 2012; Hammer and Champy 1993). "A business process is a series of steps designed to produce a product or service. It includes all the activities that deliver particular results for a given customer (external or internal)" (Mayer et al. 1994). A BP is a "horizontal sequence of activities that transforms an input (need) to an output (result) to meet the needs of customers or stakeholders" (Palmberg 2009).

2.2 Business process management

There exists a various number of definitions for process management from the professionals of the field, which provide a deeply understanding of it:

- "Process Management is an activity or group of activities that takes an input, adds a value to it and provides an output to an internal or external customer" (Harrington et al. 1993).
- "Process Management is a system of activities that uses resources to convert inputs into outputs" (Zairi 1997).

- "Process Management is the set of activities it pursues to accommplish a particular objective for a particular customer, either internal or external" (Davenport 2005).
- "Process Management is a group of dependent activities that uses resources to convert input into output" (ISO 9000:2000).
- BPM is "a comprehensive consolidation of disciplines sharing the belief that a process-centred approach leads to substantial improvements in both performance and compliance of a system" (Vom Brocke and Rosemann 2010).

As stated in the above definitions, all experts agree that a process is a activity in their conceptual determination of a process but they do not give exactly the same definition about it. Even though the process management seems at first very smooth and easy to understand and implement, the absence of a fixed definition makes process management complex and confusing to identify and understand the company's business processes, and makes it much more difficult to identify and understand its principles (Fig. 1).

2.3 Business process management principles

Companies try to better understand the business key mechanism in order to improve, change and optimize their business performance. Business processes can be easily understood by formulating a new set of common principles that are in accordance with the customer oriented environment. Specialist of the field of BPM (Hammer 1990; Hammer and Steven 1999; Armistead and Rowland 1996; Armistead and Pritchard 1999; Armistead and Llewellyn 2000; Zairi 1997) give the most important features of business principles.

They do all agree that (Zairi, Hammer, Armistead, see Fig. 2) business process management is a way of relating and linking processes within the organization to engage with its customers while in the same time managing and improving the organizational structure of the processes and the company ranking position in the market place (Table 1).

Hammer and Zairi agree that identification of processes is a key factor towards being able to manage processes. This applies not only to the identification of a very few number of core business processes but it applies also in complexity; to the identification all organizational processes. Hammer (1990) and Zairi (1997) also emphasize the importance of setting standards and document processes in order to deal with many processes within a process.

Armistead and Rowland (1996) and Zairi (1997) state that the central part of the process initiative (composed of the regular measurement, the learning and the continuous, and the improvement of processes) and the designation for a process model will have responsibility for the whole process. Armistead and Rowland (1996) quotes that the process teams duty

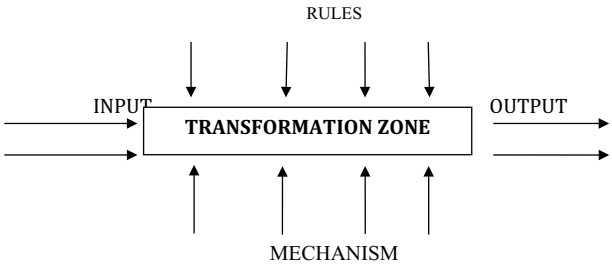


Fig. 1 Process presentation. Reproduced with permission from Drljaca (2006)

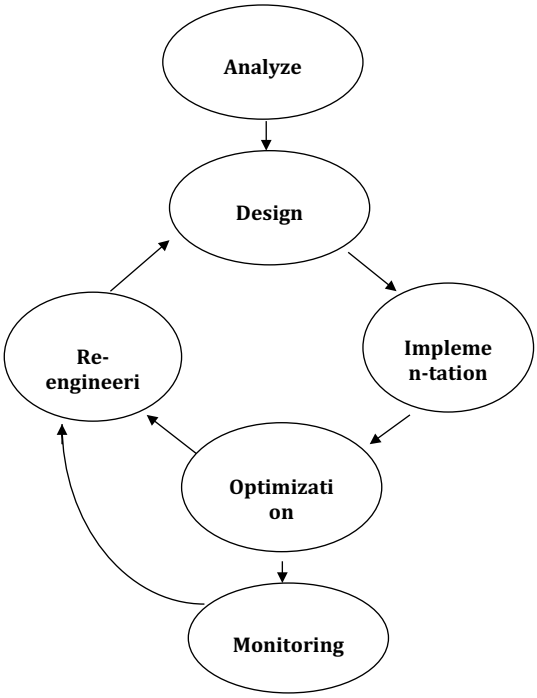


Fig. 2 BPM life cycle. Reproduced with permission from Weske et al. (1220)

should be to optimize and manage business processes, meanwhile the quality tools will be needed to assist teams toward process orientation and management.

These principles' aim to help individuals and companies to better understand and to successfully implement BPM models. The BPM approach, is a never ending process and it should continuously emphasis the importance to the following issues:

- Understanding and meeting of the guest's requests.
- Identification of key process that delivers determined business results (Standardization (ISO) and documentation of key processes).
- Regular measurement, learning and continuous improvement of processes.
- Assignments of process models and process teams that will work the defined principles with the support of Quality Management Tools.
- Need of supervision of business process value added conditions.
- Achieving results of business processes and their efficiency.

3 BPM methodology

There are identified several methods which are often combined with each other in order to deal with process identification such as: BEM-EFQM, the Baldridge Award, the Deming Award, the Balanced Scorecard and the 6 Sigma. According to Hammer (2002), 6 Sigma methodology is used for identifying "primary" or "secondary" activities. Business processes are designed to be customer-driven, cross functional and value based via 6 sigma

Table 1 Processs management principles

Hammer (1990)	Armistead and Rowland (1996)	Zairi (1997)
Organize around results and outcomes, not tasks	Designate a process champion	Mapping and documentation
Have those who use the output of the process perform the process	Know the process	Focus on customers through horizontal linkages between key activities
Substitute information—processing work into the real work that produces the information	Understand the linkages	System support and procedures documentation
Treat geographically dispersed resources as thought they were centralized	Work on the trade offs	Performance measurement and and assessment of key activities
Link parallel activities instead of integrating their results	Teach others about the process	Continuous improvement
Put the decision point where the work is performed	Train with the process	Culture change through good systems and right structure
Capture information once and at the source	Measure the process	
	Manage careers	
	Build specialists expertise	
	Improve the process	

methodology. Porter and Millar (1985) presented the concept of "Value Chain" and it indicates a series of value generating activities within an enterprise. Furthermore, it ensures essential relation of activities bottom line business results and integrates key activities function.

Armistead and Pritchard (1999) introduced the TQM methods (EFQM Model and Baldrige Award) for companies that they want solving problem of key process identification. The EFQM Excellence Model is a non prescriptive framework based on nine criteria (5 of them are "enables" and 4 are "results"). Companies implement their vision and mission using stakeholder focused strategy. Strategies and policies are settled (identified and designed) through a framework of processes. The American Baldrige Award analyzes the key aspect of an enterprise's BPM (organizational value and key support processes). The identification of core processes are related with key products/services, creation value for the company, customers and other stakeholders, profitability and business success and key performance measures.

3.1 Business processes improvement methodologies

Business process improvement is essential for business development, quality improvement and management of change. There are known many methodologies available under the general heading of business process improvement. In practical terms, organizations' BPI activity is process benchmarking/improvement, process redesign and process re-engineering (Harrington et al. 1993).

1. *Process benchmark/improvement* Firstly, organizations analyze their systems. After benchmarking, they are with a tendency for small improvements and focused on improving the existing system.
2. *Process redesign* In this approach, organizations are focusing on core business processes. It generally surpass improving existing processes by asking the question "should we be doing this at all?"
3. *Business process re-engineering* According to Hammer and Champy (1993), this approach is associated with fundamental rethink and radical change of business processes to achieve dramatic improvements in performance.

3.2 Business process management life cycle

The management activities within business processes can be arranged in a process life cycle which shows all management activities important for BPM (Weske 2007).

4 BPM in service sector

The term service includes a wide variety of services ranging from business and professional services to services rendered by professionals (Chesbrough and Spohrer 2006). The service processes performance can be measured through the delivered service quality. Service quality is defined as the difference between the expected and perceived outcome of service (Glushko and Tabas 2009).

The key to optimizing business processes is to have detailed, accurate and complete service maps for all processes that are regularly updated with continuous data inflow. This will help identify critical activities, develop quality standards, and rigorous constant monitoring for process control. With clear standards, appropriate tools, and process controls, quality can be increased. According to Deming (1990), productivity is a by-product of quality and as quality improves so will productivity.

Technology means can help obtain the necessary data for some of these operations management tools. Similar data could help determine where the busy work periods are in order to move staff members around to help out during peak times. A few examples of how customer tracking could also help improve business operations are: for Housekeeping: when to know room is free to clean it, or for Food and Beverages services: to stop preparing breakfast food if most of the customers are already out of the hotel, or to make the preparation of the breakfast in by taking considering the general likes and dislikes of a particular nation (as not serving pig prosecutes to Muslim people) etc. In addition tracking of supplies can help optimize inventory systems furthermore which can be linked to inventory management tools that are part of operations management techniques.

Most processes within the hospitality sector can be categorized as "customer- centric" or "hotel-centric". The current business literature acknowledges that technologies which are currently in more widespread consumer use are related to specific processes e.g. airline check in, airport transfer, employee recognition, payment. Therefore, in order to achieve a optimization of the service provided it is useful to examine those processes within the hotel experience that are customer centric, i.e. booking, reservation, check-in, check out, payment, concierge, customer specific information requests etc. (Heracleous and Wirtz 2006).

4.1 Business process management in hotel sector

According to the statistics, about 70% of activity of an organization is related with the process activity. Thus, business process is crucial for organizations efficiency. Hotel operating activities is including forecast, decision-making, control, responsibility assessment and evaluation of the entire management process and so on. The Hotel Industry is been presented each day more as a global industry, with owners and customers all around the world. The use of hotel services such as: accommodation, restaurant, bar, Spa Center are not considered anymore to be a luxury. Today, all these services necessary for many people in their everyday life. Competition is one of the greatest challenges facing hotel organizations today and it is providing customers with raised choices greater value for same money and different levels of service (Yang and Hongjiang 2011).

Nowadays, all the hotels are providing customers with the same standard of product and services. This has made difficult for the Hotel Industry to gain competitive advantage in the market place. There are some strategies to gain competitive advantage and the main two are application of discounts on pricing and increasing service quality in order to achieve customer loyalty by providing unique benefits to customers.

The first alternative is commonly used from hotels in attempt to gain market share. On one hand this may first look to help in this regards, but on the other hand there is also risk of having a adverse effect on the hotel's medium- and long-term profitability.

But people who are running hotels are becoming more and more aware of the importance of developing customer loyalty by providing unique benefits to the customers themselves. The use of social media (facebook, twitter, linkedin etc.) or other booking pages (as tripadvisor.com, booking.com, expedia etc.) as made possible to hotel guests worldwide to post and share their stay experience. These pages aim is to function as a guide to the

upcoming guests and much or less influence in their choices; although left by unknown people to them. They have also contributed to the hotel themselves to be more attentive and to optimize the products and service they sell.

Guests who rent a room, buy a meal or service want to receive an expected standard of service as part of what they are paying for. Increasingly guests are willing to pay more as they visit hotels that offer products or services that meet and exceed their expectations. The perceived level of service quality is a key factor in the total experience that guests receive during their visit to the hotel (Hayes and Ninemeier 2007). Hotels give importance their service quality rather than price in order to gain customers' loyalties.

A Business Process comprises a "series of value-added activities, performed by their relevant roles or collaborators, to purposefully achieve the company target goals". Business process management takes into consideration processes to be strategic gains of an organization that must be managed and optimized in order for delivering value added products and services to clients (Armistead et al.1995; Armistead and Pritchard 1999).

Achieving a high level of guest's satisfaction in hotels is essential to implement a quality service delivery system. There are 6 components in this process that can be used to implement a quality service delivery system (Hayes and Ninemeier 2007):

To conclude with, the high competition faced requires the hotel to make use of the BPM approach as it will allow appropriate management and decision making and will result in greater revenues and a stable position in market share. Hotel companies must be careful to consider how they store, track, analyze and act upon every aspect of their relationships with their guests and booking customers. Furthermore, they should create new needs and necessities to their customers (Eurhotec 2000) (Fig. 3).

4.2 Business processes in hotels

There are identified mainly three business processes in the hotel industry (Drljaca 2006):

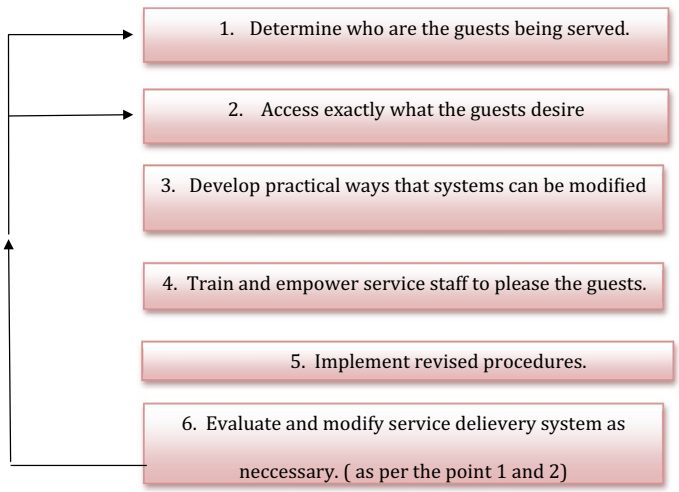


Fig. 3 Steps in developing quality service delivery system. Reproduced with permission from Hayes and Ninemeier (2007)

1. *Management processes* are essentials for the process of core business and support processes such as, planning, marketing, quality management, environment management, safety/security management etc.
2. *Core processes'* (horizontal processes) aim is achieving customer satisfaction of the hotel guests. Guest satisfaction and retention are directly depend on core business processes such as reception and accommodation process, food and beverages, serving food and beverages etc.
3. *Support processes'* (vertical-logistical or resourceful business processes) purpose is satisfying internal users with hotel organizational structure. The support processes represent a support to core business processes. Human resource, financial management, infrastructure maintenance, sales, procurement etc. are example of support processes.

The management, core and support processes develop within the process structure simultaneously. They have a series of interactions between them. Each interaction through them is crucial and highly help or prevent the optimization of delivering quality service in hotels (Drljaca 2006) (Table 2).

The Management, Core, and Support processes continuously interact within the process structure of the hotel. A series of interactions occur between them, and each of them affects the business process result (OUTPUT) in efforts to achieve guest satisfaction.

The process development task of the hotel management is establishing, directing and describing of events during transformation process of input into output.

A proper methodology of business process development that includes quality system should be used to complete the task successfully. Companies prefer different methodologies. They pattern methodologies after knowledge about quality management. Hotels have to create methodology for themselves or select available methodology of business process development. The chosen methodology will aim at finding solutions of the issue of optimizing quality service in the Hotel Industry (Fig. 4).

Table 2 Types of business processes in a hotel. *Source*: Drljaca (2006)

Process of hotel management	Management business Processes in a hotel
Process of planning	
Process of development	
Process of marketing	
Process of quality management	
Process of environment management	
Process of social responsibility management	
Process of security/safety at work management	
Process of producing food and beverages which are specifically prepared	Core business processes in a hotel
Process of serving meals and beverages	
Process of reception and accommodation of guest	
Process of human resources department	Support processes in a hotel
Process of financial management	
Process of infrastructure maintenance	
Process of purchase	
Process of sale	

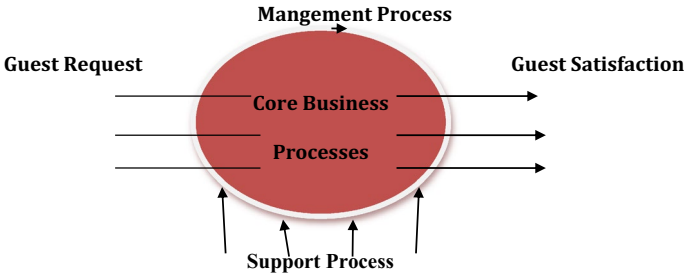


Fig. 4 Business process interaction. Reproduced with permission from Ould (1995)

4.3 Quality service optimization via BPM in hotel sector

The management process occurring in the hotels involve people, equipment and services. Some of the most visible and important processes that take part in a hotel are the reservation process, the booking process, the housekeeping process, customer relationship management etc. These processes have remained largely static in their form and function over time.

BPM together with the technology development and IT outsourcing, *such as managed IT services* (Özdemir and Çolak 2017) aims redesigning and improving management processes. Even though, hospitality companies are continuously struggle for advancements in productivity, service quality and profitability. They have to respond quickly for changing customer demand and services requested. For this reasons, accurate mapping of goods, services and personnel within the sector should have a favourable effect on productivity and service quality (Jones et al. 2007).

5 Case study

In this study a four stars international hotel located in Tirana City Center is examined. It has an experience of more than 30 years in the hospitality sector with having 100 employees.

The hotel is classified as a business hotel since 70% of its customer from business and rest of this are for leisure, family, weddings etc. The Hotel is the largest Hotel and Conference Center in Tirana, Albania. It houses 166 Hotel rooms of different typologies and 9 Conference Room. Additionally, it has two Restaurants, a Lobby Bar and a Spa Center.

Being a large hotel it encounters complex interactions and consequently the Hotel uses management softwares. It links all the departments in a net of connections; every single department/or first line employees can access the customer information in all departments and give guest service in real time.

This study will analyse the business processes in the operational department that has the larger responsibility and directly interacts with the every single guest that arrive in the Hotel: The Front Office. This study will contribute in optimizing the quality of guest service provided by the front office department.

5.1 BPM application in the front office department

In order to optimize the quality of service delivered to the hotel guest of the hotel, it will be first the analysis of the current work flow and then defining what are those processes that can be improved. The optimization of the business processes of the front office will help to increase the service quality and consequently it will affect the increase of customer satisfaction.

The core function of the front office department in the hotel is facilitate relationship between the guest and hotel's other departments. Another function of front office desk reinforce and help for providing service to hotel guest and conference organizer and participants. There are 4 stages of front office operations. These are *Pre-arrival, Arrival and Accommodation, Stay, and Departure*.

5.1.1 Pre-arrival or reservation phase

Reservations imply the booking or reserving a room for lodging by guest. Reservations mean reserving of a particular type of room for a particular guest for a given period of time. When guest has made reservation request and hotel has accepted guest request, guest ensures suitability of a room at the hotel.

A great deal of importance is given to the reservation system in the hotel. This system helps selling product of hotel like room, establishing good first impressions on guest and providing information to hotel's other department. The reservation procedure is different from hotel to hotel subjected to the reservation system used by the hotel. A room reservation in the Hotel can be either by:

1. Direct guest contact (direct meeting, telephone, e-mail etc.) or
2. Contacts from sales agents (Global Distribution System, Central Reservation System).

5.1.1.1 Problem definition Firstly, Reservation office in the hotel is not under the management of Front Office Department and it operates only 8 h/day. Secondly, Guests present themselves in the reception desk with the request to make a room reservation, then wait long until their request has been taken and finally processed. It is very clear that the interaction of two separated departments (Front Office Department and Executive Department) is essential in order to complete a single request for direct booking.

After having mapped the current business processes of a direct booking in the Hotel, the analysis and optimization phase took place by customer interviews. The optimization phase involves improving the steps of the business process, with the objective of delivering quality service to achieve customer satisfaction.

5.1.1.2 Suggestions for improvement The reservation office would be part of the front office department instead of executive department.

5.1.1.3 Results

1. Time is saved,

2. The communication is linear and direct. Communication flow occurs only within one department from the beginning until the end,
3. The quality of service provided is higher: Staff (Receptionists) are empowered to make reservations and respond to the guests request for booking in real time (since reservation office is open 8 h a day meanwhile the front office department is open 24 h a day).

The above elements make the hotel and front office department complete the booking request in an effective way through an efficient staff and delivers a qualitative guest service.

5.1.2 Arrival phase

5.1.2.1 Check in process The Hotel uses a computerized check in procedure, where only the walk-in (guests without having a previous reservation) guests need to provide their personal information and fill the Registration Form whereas guests who make reservation have to confirm their information in front office system.

When the guest is placed in a room, front office system automatically updates information of room's availability and room will be occupied in system. With check in methods, it is aimed that operations are as possible as simple and convenient. Furthermore, this method help for collecting real information about guest.

In the case of over-bookings, when two or more guests arrive for the same room, front office can propose another room to one of them or can scale the room type up. However, if the hotel is unable to arrange the extra guest, special arrangement for the guest at a different hotel of similar standing should be made.

5.1.2.2 Problem definition After mapping and analyzing the current processes of the check in procedure in the hotel, the following problems are identified:

1. Not all guests complete the registration form during their check in process. In this case, the actual staff will face lack of time to register all the data filled by the guest in the registration card into the system.
2. The payment method is not identified during the check in process.

5.1.2.3 Suggestions for improvement

1. Using the reservation card by the guest during the check in process card.
2. The identification of the method of payment and the pre-authorization of the credit card with the total of estimated amount of money to be paid.

5.1.2.4 Expected results

1. The registration card will provide the hotel with the direct contact information of the guests. These contacts will be very valuable for the hotel and can be used in the future for different marketing campaigns and promotional offers. Meanwhile, the employment of an operation that will be in charge of inserting all the datas into the system will give more time and focus the receptionist to handle in more detail and professionalism the

other guests that present themselves in the reception for check in, request for information or any other inquiries they might have.
2. The identification of the method of payment and the use of the credit card authorization during the check in time means that each guest has assured to the Hotel the costs of his stay.

The optimization of the above mentioned procedures will contribute in expanding the customer database and make sure that all the arriving guest has completed the pre authorization of the credit card in order to avoid fraud cases.

5.1.3 Accommodation-front office accounting

The room cost is charged automatically into the respective guest account once the check in process is completed. Guests staying at the hotel benefit for free the following facilities: breakfast, wireless internet access, the use of swimming pool, sauna, fitness center, parking, room service etc.

Apart from the services mentioned above, guests may use a variety of other facilities with an extra payment: Such as, *Bar, Restaurant, Massage Service, Spa Center Bar, Business Center Service (computer to access internet, fax, photocopying and printing), Minibar, -Laundry Service, -Telephone calls service (from the phone in the room).*

For some of these service (bar, restaurant, massage service, spa center bar and business center) the guests are given the option to pay directly (cash or credit card) or to charge it in the room account and to pay upon check out. Whereas for the others they are charged to the guest room account and paid upon check out. The second option is to charge the amount of the bill (that is also signed from the guest) into the guest room account via first line employees (waiters, receptionist etc.

5.1.3.1 Problem definition After the study of the processes it is seen that, there is no POS station installed in Bar, Restaurant, Massage Service (Spa Center), Business Center. This urges the need for the first line employee to go together with the guest in the Reception desk in order to conclude the payments with credit card. Any time that the waiter has to go to the Reception desk his working station is empty (no waiter in disposal for the new orders). As per the observation of these processes in the hotel, most of the time the waiter has to wait in line with the guest as reception desk is busy.

The following disadvantages of the actual business process are identified: Time is wasted; long procedure and guest becomes bored; Staff is neither effective nor efficient; The business processes are not linear; other guests that want to have a service will have to wait long until the waiter will be available.

5.1.3.2 Suggestions for improvement Based on the above problem definition is suggested to install POS station in Bar, Restaurant and SPA Center.

5.1.3.3 Results New installed POS stations in Bar, Restaurant and SPA Center, help to deliver a rapid and high level guest service. As a result of this: *Work procedures became less and faster*, *time is saved*, d*irect flow of business processes (no use to interrelate with other departments).*

5.1.4 Staying phase-managing guest request and complains

During their stay, guests will continuously involved in interaction with the front office. The front office staff will be requested to provide a variety of services or information at any time during the guest stay. During the process of providing guest service, the front office department should ensure that guests are satisfied during their stay. When guests have any special requirement they generally ask to the reception desk for assistance. This complains/request might be: room repairs, additional in room amenities, or information. If these complaints or request are solved rapidly this improves the guest's satisfaction and consequently contribute in delivering qualitative guest service.

5.1.4.1 Problem definition Firstly, it is noted that in both cases (request and complain), no Hotel staff fills any report and passes to the respective manager at the end of the shift on the requests and problems faced during their work. Secondly, receptionist does not receive any feedback from housekeeper or maintenance if the action is successfully executed or not. By having no information, the reception staff is incompetent to answer to the guest requirements.

5.1.4.2 Suggestion for improvement The receptionist should prepare a report with the problems at the end of the working hours including customer requests and complains that were faced during their shift.

The housekeeper and the maintenance department should report to the reception desk each solved or non-solved problem.

5.1.4.3 Results A report helps to collect data and then analyze them to solve the problems. If the receptionists are informed about the solved and unsolved problems by the housekeeper or maintenance they will be prepared to give the guests the right feedback. When these report monitored appropriately they can contribute in taking appropriate measures to increase the quality of service provided to the guest.

5.1.5 The check-out phase

In the Hotel sector, the check out point is the last interaction point with a guest will have with the property and experience at this point will determine what kind of impression a guest will carry with him/her. The check out process in the hotel is divided into 3 steps.

Firstly, the check out time in the hotel is 12.00. If customer wants to extend check out time, it is extended depends on availability of room. Standard check out time aid housekeeping staff to prepare the room for next guest.

Secondly, Bill settlement is crucial ingredient of check out process. The room rates and debits charged into the room account are checked during the night shift; thus the bill is ready at anytime that the guest will present to make check out. The bill includes the accommodation charges, the last minute charges of the minibar. Furthermore, the settlement of the bill can spend time, because the guests would like to recheck the bill before making the payment or they want to make the payment be credited to the account of their company. In addition the guest may also have special preferences for the Heading of the Bill; whom will it be addressed (guest coming for business trip are normally reimbursed from the company they work).

Third, The actual guest departure occurs only when the guest get back the room keys and make departure the premises. The guest is provided with luggage assistance (free of charge) and taxi service if required and paid for.

After analysing the check out processes flow in the hotel it is seen as linear and no problems are created. So there is no process to be optimization is suggested (Table 3).

6 Conclusion

Application of Business Process Management provides many advantages to businesses in a Hotel services there are many different processes, such as supplying necessary inputs, front office process, housekeeping and cleaning, food and beverages process etc. This study aimed to improve front office operations via business process management approach.

When front office operations are analyzed in the hotel in three main operations phase, pre-arrival, check in and accommodation, staying at he hotel phases require improvement in their services. Fourth phase, check out process, is seen as it has no improvement requirement.

By doing simple changes brings significant improvements in quality of services: Such as, installing a POS machine to service points, expanding service hours by replacing reservation department's position, using pre-authorization cards and reservation cards, all enhanced the quality of service perception of customers.

As a result of all these attempts in front office operations via business process analyses increased quality of guest service in the hotel.

Table 3 Summary of ımprovement

Source (process)	Problem definition	Improvement suggestion	Results
Pre Arrival	Reservation operates 8 h/day missing data and undefined payment method	Reservation moved to front office	Time saving
Arrival		Reservation card and predefined payment method	Improved customer satisfaction
Check in	No payment options at service points	Installing POS machines	Effective CRM
Other services	No report created for customer complaints and request and no feedback to front office	Report will be filled	Reliability on cost
Stay		Feedback will be provided to front office	Improvement in Labor productivity and guest service
Check out	No problem defined	NA	Efficient tracking system and increased customer satisfaction
			NA

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