Running Head: SIX-SIGMA MODEL

Six-Sigma Model

Six Sigma Model for Hotel Industry

The term “six-sigma” comes from the notion that if an industry has six standard deviations between resulted mean and the standard specification; certainly no outcome would fail to meet the standard limit. Six-sigma is a technique used to improve the performance of a business. The six sigma approach uses certain statistical tools and quality check standards that lead to defect free generation of outputs (Jones, 2014).This requires building up an infrastructure within the organization that comprises of people who are experts in implementation of this technique. The best way to receive defect free business processes is to find out the probable elements that may cause an error.

Each six sigma model that is carried out in an industry follows a defined sequence of steps such as customer satisfaction, reducing costs, and quantified value targets. This mainly depends on the particular core area for which the six sigma model is laid down.The two methodologies used in a six sigma model are DMAIC and DMADV. The first methodology is carried out for improving the existing process and the latter is carried out for creating new product and processes (Akpolat, 2004). Talking about the implementation of six sigma model in Hotel industry is by far an untouched phenomena, however it is practically true that adopting the six sigma model to improve the hotel business processes can be a solution.

The common problem that is seen in the hotel industry is that the manager tries to resolve the problems on a daily basis rather than recognizing the root cause of the frequently occurring problem. Identification and elimination of the root cause of any problem will help the businesswork, more efficiently.

Root Cause Analysis (RCA) is a six sigma method which forms part of the continued operational improvement and is best applied to the hotel industry because a concurrent check on the problem and its root cause will ultimately lead to decrease in problem recurrence. The Root Cause Analysis is also important because there may be more than one cause for a particular problem occurrence (Chiarini, 2012). The RCA however tries to make of various statistical tools to find out the right cause and bring about results that actually prove to be a turnaround for the industry.

The three main core issues that require management’s attention are inseparability in which a particular product or service being delivered to the customer and is consumed by him at the same time.Perishability in which, services can never be stored.Heterogeneity includes the difficulty arising in rendering standardized services to each and every customer.The above mentioned points, if analyzed on a regular basis, will eliminate the defects.In a recent trend, to improve the quality of service level, hotels have started recording and monitoring the customers’ stay in the hotel. This customer data collected can be then used to create personalized services (Larson, 2003). The recorded data will help the management know the preferences, likes and dislikes of the regular visiting customers. The exciting quality delivery of an unexpected product or a service will definitely seek the customer’s attention towards the new and improved treatment. All the essential housekeeping work will also be effective to gain the customer loyalty.

Guest Room Attendant Workflow

This process of quality house keeping activities by the staff will help them understand better , the crucial customer supplier relationships. The model of six sigma takes effeciency on the center stage and all other activtied revolve around this one mains objective. Thus we see that this result oriented performance got surprising results for hotel industry and service industry in particular.

The house of quality process sets up benchmarks for the pilot operations which are tested and then necessary changes are done. To render the best service quality the management will have to list down various alternatives and then the ongoing processes are compared against the benchmarks (Westcott, 2005). This helps to bring out the improved results, such as Reduction in room cleaning cycle time, reduction in defects per room, reduction of standard guest room interruptions, increase in property and life safety for the guests and staff, increase in productivity, intangible benefits and improved customer –supplier relationship.

Another major area that requires best performance is the room service for food and beverages. Whenever the guests order something in food or beverage, the order should not take more than fifteen minutes to reach the room. The staff responsible for providing the room service and the person who is the admin of the food and beverage department should keep in mind that their preparations and engagement should be such that it increases the customer’s satisfaction level (Westcott, 2005). There are, however two methods to trace any problem that might occur.

The Satisfaction and Loyalty Tracking method involves conducting a survey to find out that whether the guests liked their stay in the hotel, was their stay a pleasant one, what expectations do they have, what else they need the hotel to improve on, were the room services appreciable, etc. This is generally done by sending an e-mail to the guests. SALT technique is a great method to reach the customers and getting to know what are their opinions regarding the hotel and its services (Chiarini, 2012). The Team Member Opinion Survey is an annual survey that is conducted internally. It measures employees’ satisfaction and invigilates all those areas that hold chances of improvement.

The Six Sigma model if implemented well is capable of improving performances and also reducing costs. However no such model can really work well without a team, rather a well-trained team. Training is undoubtedly an essential part of the six sigma methodology. The training basically includes use of statistical tools, improvement tools, relationship skills, customer- supplier relations etc.Preceding the start of six sigma methodology, what is required is a team of managers who can clearly spell out the improvement initiative and all the necessary processes that are required to meet the customer’s expectations (Larson, 2003).

Theses spelled out performance initiatives require at least thirty business processes, hence, the team of managers should be such who are capable of understanding all the processes, understanding all the levels of quality that is aspired by the customers and measuring the effectiveness and efficiency of the performance to interpret the percentage defects.

Six-sigma in Hospitality Sector

Six sigma models is more challenging in the hospitality sector than in manufacturing sector, because in hospitality sector, like the hotel industry have to keep a regular check on the performance initiatives so as to render distinctive and fresh customer oriented services.The six sigma modelsis not some pre conceived strict idea of improving performance, rather it is an ongoing strategy development process. The model thereby includes various techniques and tools that are found to be useful in raising the current performance standards.

The model of six sigma has been in existence for so many years and we used to improve the quality bars bring down the pricing, pool in various intangible benefits (Akpolat, 2004).Six sigma-model is an extremely powerful business model that can cut down the operational costs to the lowest levels and can give the hotel industry a competitive edge in the market.This is only possible through monitoring of the pursuit of operations.Guest satisfaction, employee satisfaction, extraordinary profit margins will help the hotel industry to outperform as never before.The success of six sigma-model in hotel industry can be over emphasized. Delivering high quality services is vital to gain a large customer base.

Total quality management technique is capable of fulfilling the customer’s demands and plays a vital role in customer retention. The main focus of total quality management is producing excellent quality products and rendering services of the highest grade such that a culture of excellence marks the hotel industry.The goal of excellence is marked by teamwork, training and employee participation (Jones, 2014). Being a part of the hospitality sector, the hotel industry would require whole hearted participation of all the personnel as they are considered to be the driving force of the hotels. To get the best of each individual employee, performance appraisals and recognition is a must. These are like energy tonic that generate a feeling of belongingness among them and prepares them to do anything for their entity.

To bring out the best of performance from the personnel, the hotels must lay down separate policies for acknowledgement. Also the hotel staff must be given the autonomy to take customer service decisions according to their wisdom, without managerial permission every now and then. This would lead to better quality of service being rendered.Surveys have proved that total quality management technique will indicate strong compliance with the vital success elements and many hotels are already following its elements that are completely directed towards customers (Akpolat, 2004).

Total quality management technique along with the six sigma model is strongly recommended for the hotel industry because this would contribute in customer defections and service recovery will increases customers’ loyalty.This modal is efficient in managing the operations of the hotel. As the organization can easily access the loop holes in their planning and can get effective remedies from this modal (Jones, 2014). The feedbacks of the customers can be considered as the report card of the planning done by the organization, so this modal can be considered as the effective tool for the operations of the hotel industry.

References

Akpolat, H. (2004). *Six Sigma in Transactional and Service Environments.* USA: Gower Publishing, Ltd.

Chiarini, A. (2012). *From Total Quality Control to Lean Six Sigma: Evolution of the Most Important Management Systems for the Excellence.* USA: Springer.

Jones, E. (2014). *Quality Management for Organizations Using Lean Six Sigma Techniques.* USA: CRC Press.

Larson, A. (2003). *Demystifying Six Sigma: A Company-wide Approach to Continuous Improvement.* USA: AMACOM Div American Mgmt Assn.

Oakland, J.S. (2003). *Total Quality Management*. USA: Routledge.

Ramanathan, U. &Ramanathan, R. (2013).*Supply Chain Strategies, Issues and Models.* USA: Springer.

Westcott, R. (2005). *The Certified Manager of Quality/organizational Excellence Handbook.* USA: ASQ Quality Press.